

Q2 | 2022

Ethos Funds

General meetings of companies outside Switzerland

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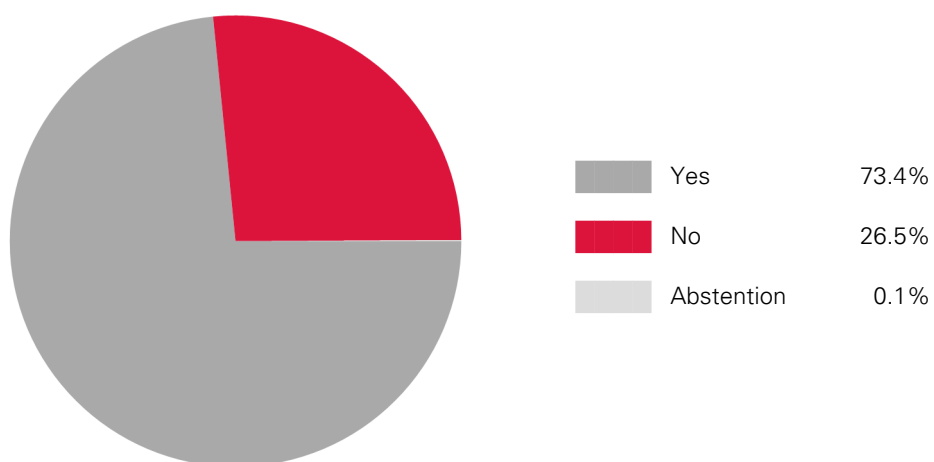
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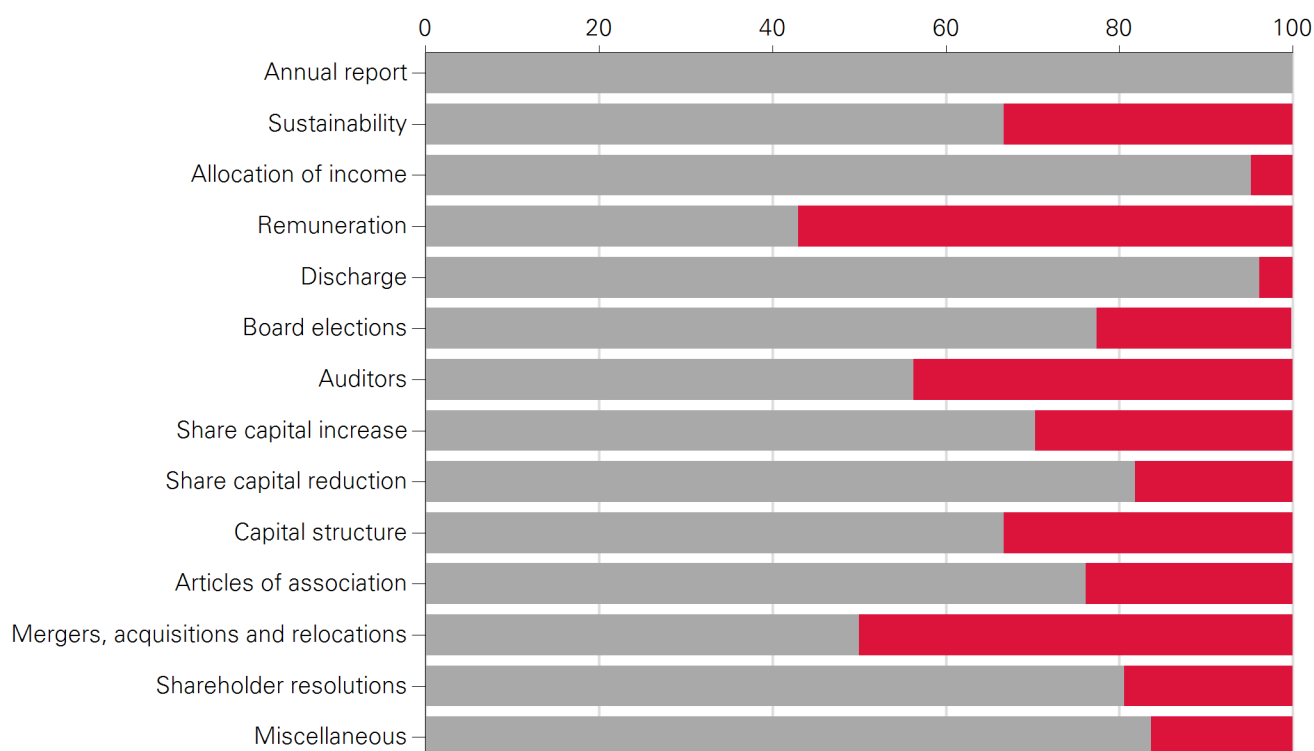
1 Overview of the proxy analyses

Type of General Meeting	Number of meetings	Number of Proposals			
		Total	Yes	No	Abstention
Annual general meetings	136	2094	1562	530	2
Extraordinary general meetings	3	14	4	10	0
Annual and extraordinary general meetings	27	660	466	194	0
Total	166	2768	2032	734	2

1.1 Ethos voting positions



1.2 Ethos voting positions per category of proposal



	■ Proposals approved		■ Proposals refused		■ Abstain		Number of proposals
Annual report	93	100.0%	0	0.0%	0	0.0%	93
Sustainability	4	66.7%	2	33.3%	0	0.0%	6
Allocation of income	79	95.2%	4	4.8%	0	0.0%	83
Remuneration	174	43.0%	231	57.0%	0	0.0%	405
Discharge	125	96.2%	5	3.8%	0	0.0%	130
Board elections	982	77.4%	285	22.5%	2	0.2%	1269
Auditors	85	56.3%	66	43.7%	0	0.0%	151
Share capital increase	135	70.3%	57	29.7%	0	0.0%	192
Share capital reduction	72	81.8%	16	18.2%	0	0.0%	88
Capital structure	4	66.7%	2	33.3%	0	0.0%	6
Articles of association	51	76.1%	16	23.9%	0	0.0%	67
Mergers, acquisitions and relocations	2	50.0%	2	50.0%	0	0.0%	4
Shareholder resolutions	87	80.6%	21	19.4%	0	0.0%	108
Miscellaneous	138	83.6%	27	16.4%	0	0.0%	165

2 Overview of the voting recommendations

Type of General Meeting (Type)

AGM	Annual general meetings
EGM	Extraordinary general meetings
MIX	Annual and extraordinary general meetings

Votings

✓	For
◐	Partly for
✗	Oppose
✗	Abstain

Company	Date	Type	Annual report	Sustainability	Allocation of income	Remuneration	Discharge	Board elections	Auditors	Share capital increase	Share capital reduction	Capital structure	Articles of association	Mergers, acquisitions and relocations	Shareholder resolutions	Miscellaneous
3i	30.06.2022	AGM	✓		✓	✗		◐	✓	✓	✓					◐
Abbvie	06.05.2022	AGM				✗		✓	✓				✓		✓	
Accell Group	20.04.2022	AGM	✓			◐	✓	✓	✓	✓	✓					
	20.05.2022	EGM					✗	✗					✗	✗		
Advanced Micro Devices	18.05.2022	AGM				✗		◐	✗							
Adyen	01.06.2022	AGM	✓			✓	✓		✓	✓	✓					✓
Agnico Eagle Mines	29.04.2022	AGM				◐		◐	✗							
AIA Group	19.05.2022	AGM	✓		✓			◐	✓	✓	✓					
American Express Company	03.05.2022	AGM				✗		◐	✓						✓	
Amgen	17.05.2022	AGM				✗		◐	✗							
Amundi	18.05.2022	AGM	✓	✗	✓	✓		◐			✓					✓
Anthem	18.05.2022	AGM				✗		◐	✗				✓		◐	
Aquafil	28.04.2022	AGM	✓		✓	◐		✗								✗
Arcadis	12.05.2022	AGM	✓		✓	✓	✓	✓	✓	✓	✓					
Arista Networks	31.05.2022	AGM				✗		◐	✗							
ASML	29.04.2022	AGM	✓		✓	◐	✓	✓	✓	✓	✓		✓			
AT&T	19.05.2022	AGM				✗		✓	✗						◐	
Avery Dennison	28.04.2022	AGM				✗		◐	✗							
Baxter	03.05.2022	AGM				✗		◐	✗				✓		✓	
Befesa	16.06.2022	AGM	✓		✓	✗	✓	✓	✓							
Best Buy	09.06.2022	AGM				✗		◐	✓							
BioMerieux	23.05.2022	MIX	✓		✓	◐	✓	◐			✓					✓

Company	Date	Type	Annual report	Sustainability	Allocation of income	Remuneration	Discharge	Board elections	Auditors	Share capital increase	Share capital reduction	Capital structure	Articles of association	Mergers, acquisitions and relocations	Shareholder resolutions	Miscellaneous
Bio-Rad Laboratories	26.04.2022	AGM						✓	✓							
Black Knight	15.06.2022	AGM				✗		⦿	✓				✓			
BMW	11.05.2022	AGM			✓	✗	✓	✓	✓		✓					✓
Bouygues	28.04.2022	MIX	✓		✓	⦿		⦿	✗	✗	⦿					⦿
Brenntag	09.06.2022	AGM			✓	✗	✓	✓	✓	✓	✓					
Bristol-Myers Squibb	03.05.2022	AGM				✗		⦿	✗						✓	
Carrefour	03.06.2022	MIX	✓	✗	✓	⦿		⦿			✓					✓
Cellnex Telecom	28.04.2022	AGM	✓	✓	✓	⦿	✓	✓		✓			✓			✓
Chubb	19.05.2022	AGM	✓		✓	⦿	✓	⦿	⦿	✗	✓				✓	⦿
Church & Dwight	28.04.2022	AGM				✗		⦿	✗						✓	
Cigna	27.04.2022	AGM				✗		⦿	✗						✓	
Citrix Systems	21.04.2022	EGM				✗								⦿		
Cognizant Technology Solutions	07.06.2022	AGM				✗		⦿	✗						✗	
Colgate-Palmolive	06.05.2022	AGM				✗		⦿	✗						⦿	
Comcast	01.06.2022	AGM				✗		⦿	✗						⦿	
Corbion	18.05.2022	AGM	✓		✓	✓	✓	✓	✓	✓	✓					
Corticeira Amorim	28.04.2022	AGM	✓	✓	✓	✗	✓			✓	✓					✓
Crédit Agricole	24.05.2022	MIX	✓		✓	✓		⦿		⦿	✓				✗	✓
Crown Castle International	19.05.2022	AGM				✗		⦿	✓	✗						
CVS Health	11.05.2022	AGM				✗		✓	✓						⦿	
Daiwa House Industry	28.06.2022	AGM			✓	✓		⦿					✓			✓
Dell Technologies	27.06.2022	AGM				✗		⦿	✗				✓			
DiaSorin	29.04.2022	AGM	✓		✓	⦿		⦿			✗					⦿
Dollar General	25.05.2022	AGM				✗		⦿	✗						✓	
Dollar Tree	30.06.2022	AGM				✗		⦿	✗						✓	✓
E.ON	12.05.2022	AGM			✗	✗	✓		✓							
Ebay	08.06.2022	AGM				⦿		✓	✗						✓	
Ecolab	05.05.2022	AGM				✗		⦿	✗						✓	
Edenred	11.05.2022	MIX	✓		✓	⦿		⦿	✓	⦿	✓					✓
Electrolux Professional	28.04.2022	AGM	✓		✓	⦿	✓	✓	✓							✓
Elis	19.05.2022	MIX	✓		✓	⦿		✓		⦿	✓					⦿
Equity Residential	16.06.2022	AGM				✗		⦿	✗							

Company	Date	Type	Annual report	Sustainability	Allocation of income	Remuneration	Discharge	Board elections	Auditors	Share capital increase	Share capital reduction	Capital structure	Articles of association	Mergers, acquisitions and relocations	Shareholder resolutions	Miscellaneous
Eurofins Scientific	26.04.2022	MIX	✓		✓	⊗	⊗	✓	✓		✓		⊗			✓
Expeditors	03.05.2022	AGM				✗		✓	✗						✓	
Extra Space Storage	25.05.2022	AGM				✗		⊗	✗							
Faurecia	01.06.2022	MIX	✓		✓	⊗		⊗		⊗	⊗		✓			✓
Fidelity National Information Services	25.05.2022	AGM				✗		⊗	✓							
Ford Motors	12.05.2022	AGM				✗		⊗	✗						✓	✗
Fresenius SE & Co. KGaA	13.05.2022	AGM	✓		✓	✗	✓	⊗	✓	✓	✓					✗
GEA Group	28.04.2022	AGM			✓	✓	✓	✓	✓							
General Motors	13.06.2022	AGM				✗		⊗	✓						⊗	
Getinge	26.04.2022	AGM	✓		✓	⊗	✓	⊗	✓							✓
Gilead Sciences	04.05.2022	AGM				✗		⊗	✗						✓	
Hang Seng Bank	05.05.2022	AGM						⊗	✓	✓	✓		✓			✓
Hennes & Mauritz	04.05.2022	AGM	✓		✓	✓	✓	⊗	✓		✓		✓		⊗	⊗
Hera	28.04.2022	MIX	✓		✓	✓			✓		✓		✓			✗
Hermes International	20.04.2022	AGM	✓		✓	⊗	✓	⊗			⊗					✓
Hewlett Packard Enterprise	05.04.2022	AGM				✗		⊗	✓						✓	
Home Depot	19.05.2022	AGM				✗		⊗	✗						⊗	
Honda Motor	22.06.2022	AGM						✓								
HP	19.04.2022	AGM				✗		⊗	✗						✓	
IBM	26.04.2022	AGM				✗		⊗	✗						✓	
IMCD	02.05.2022	AGM	✓		✓	⊗	✓	✓	✓	✓	✓					✓
Intel	12.05.2022	AGM				✗		⊗	✗						✓	
Investor AB	03.05.2022	AGM	✓		✓	⊗	✓	⊗	✓		✓					✓
Itochu	24.06.2022	AGM			✓	✗		⊗					✓			✓
Jerónimo Martins, SGPS, S.A.	21.04.2022	AGM	✓		✓		✓	✓							✗	✗
Kellogg	29.04.2022	AGM				✗		✓	✗						✓	
Keurig Dr Pepper	09.06.2022	AGM				✗		⊗	✓							
Kingfisher	22.06.2022	AGM	✓		✓	⊗		✓	✓	✓	✓					⊗
Kingspan Group	29.04.2022	AGM	✓	✓	✓	✓		⊗	✓	✓	✗					✗
KION Group	11.05.2022	AGM			✓	✗	✓	⊗	✗							
Klepierre	26.04.2022	MIX	✓		✓	⊗		⊗	⊗	✗	✓					✓

Company	Date	Type	Annual report	Sustainability	Allocation of income	Remuneration	Discharge	Board elections	Auditors	Share capital increase	Share capital reduction	Capital structure	Articles of association	Mergers, acquisitions and relocations	Shareholder resolutions	Miscellaneous
Koninklijke Philips	10.05.2022	AGM	✓		✓	✗	✓	⦿	✓	✓	✓					
Lenzing	26.04.2022	AGM			✓	✗	⦿	✓	✗		⦿					
Liberty Global	15.06.2022	AGM				✗		⦿	⦿	✓	✗					✗
Lincoln National	27.05.2022	AGM				✗		⦿	✗						⦿	
Loblaw Companies	05.05.2022	AGM				✗		✓	✓						✓	
L'Oréal	21.04.2022	MIX	✓		✓	⦿		⦿	⦿		✓		⦿			✓
Lowe's Companies	27.05.2022	AGM				✗		⦿	✗						⦿	
LVMH	21.04.2022	MIX	✓		✓	⦿		⦿	✓		✓		✗			✗
Marketaxess Holdings	08.06.2022	AGM				⦿		⦿	✗							
Mastercard	21.06.2022	AGM				✗		⦿	✗				✓		⦿	
Merck	24.05.2022	AGM				✗		⦿	✗						✓	
Mid-America Apartment (MAA)	17.05.2022	AGM				✗		⦿	✓							
Mitsubishi Corp.	24.06.2022	AGM			✓			⦿					✓		✓	✓
Molson Coors	18.05.2022	AGM				✗		✓								
Moodys	26.04.2022	AGM				✗		✓	✓							
Motorola Solutions	17.05.2022	AGM				✗		⦿	✓							
Munters Group	18.05.2022	AGM	✓		✓	⦿	✓	⦿	✓	✓						
NEC Corp.	22.06.2022	AGM						⦿					✓			✓
Newmont Corporation	21.04.2022	AGM				✗		✓	✓							
Nexans	11.05.2022	MIX	✓		✓	⦿		✓		✓	✓					✓
NTT Corp.	24.06.2022	AGM			✓			⦿					✓			✓
Nvidia	02.06.2022	AGM				✗		⦿	✓			✗				
Ocado Group	04.05.2022	AGM	✓			✗		⦿	✓	✓	✗		✗			✗
Oriental Land	29.06.2022	AGM			✗			✗					✓			
Orsted	08.04.2022	AGM	✓		✓	✓	✓	⦿	✓	✗						✓
Paramount Global	08.06.2022	AGM						⦿	✗						✓	
Pfizer	28.04.2022	AGM				✗		⦿	✗						⦿	
ProLogis	04.05.2022	AGM				✗		⦿	✗							
Prysmian	12.04.2022	MIX	✓		✓	✓				✓	✓					⦿
Public Storage	28.04.2022	AGM				✗		⦿	✗				✓			
Publicis Groupe	25.05.2022	MIX	✓		✓	⦿		⦿		⦿	✓		✓			✓
Reckitt Benckiser	20.05.2022	AGM	✓		✓	✗		⦿	✓	✓	✓					⦿

Company	Date	Type	Annual report	Sustainability	Allocation of income	Remuneration	Discharge	Board elections	Auditors	Share capital increase	Share capital reduction	Capital structure	Articles of association	Mergers, acquisitions and relocations	Shareholder resolutions	Miscellaneous
Regeneron Pharmaceutical	10.06.2022	AGM				✗		●	✗							
Renault	25.05.2022	MIX	✓	✓	✓	●		✓		●	✗	✓	●			●
Rentokil Initial	11.05.2022	AGM	✓	✓	✓	✗		●	✓	✓	✓					●
Rexel	21.04.2022	MIX	✓	✓	✓	●		✓	●	✓	✓					✓
S&P Global	04.05.2022	AGM				✗		●	✗							
Sba Communications	12.05.2022	AGM				✗		✗	✗							
Scor	18.05.2022	MIX	✓	✓	✓	●		✓		●	✓		✗			✓
SEB	19.05.2022	MIX	✓	✓	✓	●		✓		●	●	✓				✓
Segro	21.04.2022	AGM	✓	✓	✓	✓		✓	✓	✓	✓					●
Seiko Epson	28.06.2022	AGM		✓	✓	✓		●					✗			
Seven & I Holdings Co.	26.05.2022	AGM		✓	✓	✓		●					✓			✓
Sherwin-Williams	20.04.2022	AGM				✗		●	✗							
Société Générale	17.05.2022	MIX	✓	✓	✓	●		✓		●	✓					✓
SolarEdge Technologies	20.06.2022	AGM				✗		●	✓							
SPIE	11.05.2022	MIX	✓	✓	✓	●		●	✗	●	✓		✓			●
Subaru Corporation	22.06.2022	AGM		✓	✓	✗		✓					✓			✓
Sumitomo Metal Mining	24.06.2022	AGM		✓	✓	✓		✓					✓			✓
Symrise	03.05.2022	AGM		✓	✓	●	✓		✓							
T Rowe Price Group	10.05.2022	AGM				✗		✓	✗							
Takeda Pharmaceutical	29.06.2022	AGM			✗	✓		●					✓			
Take-Two Interactive Software	19.05.2022	EGM								✓				✓		✓
Target	08.06.2022	AGM				✗		●	✗						✓	
Telefonica	08.04.2022	AGM	✓	✓	✓	●	✓	✓	✓	✓	✓					✓
Teleperformance	14.04.2022	MIX	✓	✓	✓	●	✓	✓		●	✓					✓
Tesco	17.06.2022	AGM	✓	✓	✓	✗		●	✓	✓	✗					●
Texas Instruments	28.04.2022	AGM				✗		●	✗						✓	
Thomson Reuters	08.06.2022	AGM				✗		●	✓							
Thule Group	26.04.2022	AGM	✓	✓	✓	●	✓	●	✓							✓
Tokyo Gas	29.06.2022	AGM						●					✓			
Tomra Systems	28.04.2022	AGM	✓		✓	✓		✓	✗	✓	✗	✓				●
Trane Technologies	02.06.2022	AGM				✗		●	✗	✓						✓
UniCredit	08.04.2022	MIX	✓	✓	✓	●				✓	✓	✓				●

Company	Date	Type	Annual report	Sustainability	Allocation of income	Remuneration	Discharge	Board elections	Auditors	Share capital increase	Share capital reduction	Capital structure	Articles of association	Mergers, acquisitions and relocations	Shareholder resolutions	Miscellaneous
Unilever Plc	04.05.2022	AGM	✓			✗		✓	✓	✓	✓					○
United Parcel Service	05.05.2022	AGM				✗		○	✗						✓	
UnitedHealth	06.06.2022	AGM				✗		○	✗						✓	
Valeo	24.05.2022	MIX	✓		✓	○		✓	✓		✓		✓			✓
Veolia Environnement	15.06.2022	MIX	✓		✓	○		✓		○	✓					✓
Verallia	11.05.2022	MIX	✓		✓	○		○		○	✓		✓			✓
Verizon Communications	12.05.2022	AGM				✗		○	✗						○	
Vertex Pharmaceuticals	18.05.2022	AGM				✗		○	✗							
Waters Corp	24.05.2022	AGM				✗		○	✗							
Western Union	19.05.2022	AGM				✗		✓	✓						✓	
Whirlpool	19.04.2022	AGM				✗		○	✗							
Wienerberger	03.05.2022	AGM			✓	✗	○	✓	✓	✓	✗					
Wolters Kluwer	21.04.2022	AGM	✓		✓	○	✓	✓	✓	✓	○					
Worldline	09.06.2022	MIX	✓		○	✓		✓	✗	○	○		✓			✓
WR Berkley Corp	15.06.2022	AGM				✗		○	✗			✗				
Yamato Holdings	23.06.2022	AGM						○					✓			✓
Yum! Brands	19.05.2022	AGM				✗		○	✗							

3 Voting results

3.1 Average approval rate by GM topic

Type of Proposal	Number of Proposals	Available results	Average approval rate
Annual report	93	87	99.6%
Sustainability	6	6	96.7%
Allocation of income	83	73	99.3%
Remuneration	405	380	91.1%
Discharge	130	77	90.7%
Board elections	1269	1073	95.7%
Auditors	151	138	97.0%
Share capital increase	192	189	95.0%
Share capital reduction	88	85	98.1%
Capital structure	6	6	94.9%
Articles of association	67	58	98.1%
Mergers, acquisitions and relocations	4	3	84.9%
Shareholder resolutions	108	104	30.3%
Miscellaneous	165	129	98.2%
All topics	2767	2408	92.5%

3.2 Rejected board resolutions

Company	GM date	Item	Item title	Ethos	Result
Koninklijke Philips	10.05.2022	2d.	Approve remuneration report	OPPOSE	20.6%
Agnico Eagle Mines	29.04.2022	4.	Advisory vote on executive remuneration	OPPOSE	24.4%
Verallia	11.05.2022	8	Competitive election of Matthieu Cantin as an employee shareholder representative Director for 4 years	OPPOSE	26.6%
Befesa	16.06.2022	17	Advisory vote on the remuneration report	OPPOSE	27.1%
Befesa	16.06.2022	16	Advisory vote on the remuneration policy	OPPOSE	27.2%
Intel	12.05.2022	3.	Advisory vote on executive remuneration	OPPOSE	34.1%
Citrix Systems	21.04.2022	2	Advisory Vote on remuneration for the executives in connection to the merger	OPPOSE	36.7%
Accell Group	20.04.2022	3b.	Approve remuneration report: executive board	OPPOSE	40.4%

3.3 Withdrawn board resolutions

Company	GM date	Item	Item title	Ethos	Result
ASML	29.04.2022	10.	Election of auditor: Deloitte	WITHDRAWN	--
AT&T	19.05.2022	1.1	Re-elect Mr. Samuel A. Di Piazza Jr.	WITHDRAWN	--
AT&T	19.05.2022	1.5	Re-elect Ms. Debra L. Lee	WITHDRAWN	--
AT&T	19.05.2022	1.13	Re-elect Mr. Geoffrey Y. Yang	WITHDRAWN	--
Citrix Systems	21.04.2022	3	To approve the adjournment proposal	OPPOSE	--
Equity Residential	16.06.2022	1.2	Re-elect Mr. Raymond Bennett	WITHDRAWN	--
Veolia Environnement	15.06.2022	12	To approve the proposed exceptional share bonus as part of the chairman and CEO's new remuneration policy for the period from January 1 to June 30, 2022	OPPOSE	--

3.4 Most contested board resolutions

Company	GM date	Item	Item title	Ethos	Result
Intel	12.05.2022	1d.	Re-elect Ms. Alyssa H. Henry	OPPOSE	50.4%
Motorola Solutions	17.05.2022	1c.	Re-elect Mr. Egon P. Durban	OPPOSE	50.7%
Yum! Brands	19.05.2022	3.	Advisory vote on executive remuneration	OPPOSE	51.9%
Symrise	03.05.2022	6	Approve Remuneration Report	FOR	52.9%
Telefonica	08.04.2022	10	Advisory vote on the 2021 Directors' Remuneration Report	OPPOSE	53.3%
Cellnex Telecom	28.04.2022	5.2	Approval of the 2023- 2025 Remuneration Policy	OPPOSE	56.1%
Befesa	16.06.2022	8	Re-appointment of Mr. Romeo Kreinberg as non-executive director, for a 4-year term	FOR	56.7%
SolarEdge Technologies	20.06.2022	1.a	Elect Ms. Betsy S. Atkins	FOR	57.3%
Corbion	18.05.2022	13.	Authorisation to issue additional shares in connection with mergers, acquisitions and/or (strategic) alliances	FOR	57.4%
Scor	18.05.2022	5	Ex-post binding "Say on Pay" vote on the 2021 remuneration of Denis Kessler, Chairman and CEO until 30 June 2021	FOR	58.4%

4 Detailed voting recommendations

3i 30.06.2022 **AGM**

Item	Agenda	Board	Ethos		Result
1	Annual Report and Accounts for the year ended 31 March 2022	FOR	FOR		✓ 97.8%
2	Advisory vote on Directors' Remuneration report	FOR	● OPPOSE	Excessive variable remuneration.	✓ 93.2%
3	Declare a final dividend	FOR	FOR		✓ 99.9%
Elections to the Board of Directors					
4	Re-elect Ms. Caroline Banszky	FOR	FOR		✓ 97.5%
5	Re-elect Mr. Simon Borrows	FOR	FOR		✓ 99.8%
6	Re-elect Mr. Stephen Daintith	FOR	FOR		✓ 98.6%
7	Elect Ms. Jasi Halai	FOR	FOR		✓ 99.8%
8	Elect Mr. James Hatchley	FOR	FOR		✓ 99.7%
9	Re-elect Mr. David Hutchison	FOR	● OPPOSE	Non independent member of the remuneration committees which is not best UK market practice.	✓ 97.1%
10	Elect Ms. Lesley M.S. Knox	FOR	FOR		✓ 98.0%
11	Re-elect Ms. Coline Lucille McConville	FOR	FOR		✓ 96.6%
12	Re-elect Mr. Peter McKellar	FOR	FOR		✓ 94.4%
13	Re-elect Ms. Alexandra Schaapveld	FOR	FOR		✓ 98.6%
14	Re-appoint KPMG as auditor	FOR	FOR		✓ 97.7%
15	Auditor's remuneration	FOR	FOR		✓ 99.9%
16	Political donations and political expenditure	FOR	FOR		✓ 98.8%
17	Directors' authority to allot shares	FOR	FOR		✓ 95.4%
18	Disapplication of pre-emption rights on the issue of shares for cash	FOR	FOR		✓ 99.0%
19	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	FOR	FOR		✓ 95.8%
20	Purchase of own shares	FOR	FOR		✓ 97.6%
21	Authority to call general meetings on short notice	FOR	● OPPOSE	14-days is insufficient for shareholders to vote in an informed manner.	✓ 95.8%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Mr. William H.L. Burnside	FOR	FOR		✓ 96.8%
1.2	Re-elect Mr. Thomas C. Freyman	FOR	FOR		✓ 97.3%
1.3	Re-elect Mr. Brett J. Hart	FOR	FOR		✓ 96.8%
1.4	Re-elect Mr. Edward J. Rapp	FOR	FOR		✓ 92.0%
2.	Re-election of the auditor	FOR	FOR		✓ 99.6%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 89.0%
4.	Elimination of Supermajority Requirement	FOR	FOR		✓ 98.9%
5.	Shareholder resolution: Independent chairman	OPPOSE	● FOR	An independent chairman can ensure independent oversight of management.	✗ 30.2%
6.	Shareholder resolution: Termination Pay	OPPOSE	● FOR	The proposal aims at improving the remuneration policy.	✓ 50.1%
7.	Shareholder resolution: Report on Board Oversight of Competition Practices	OPPOSE	● FOR	A report would help to understand the company's management of risks related to these anti-competitive practices.	✗ 32.8%
8.	Shareholder resolution: Disclose political contributions	OPPOSE	● FOR	Enhanced disclosure on political donations.	✗ 39.3%

Item	Agenda	Board	Ethos	Result
1.	Opening of the Meeting	NON-VOTING	NON-VOTING	
2.	Report of the executive board for the financial year 2021	NON-VOTING	NON-VOTING	
3a.	Report of the supervisory board for the financial year 2021	NON-VOTING	NON-VOTING	
3b.	Approve remuneration report: executive board	FOR	● OPPOSE	Excessive discretion of the remuneration committee in determining the performance criteria. ✘ 40.4%
3c.	Approve remuneration report: supervisory board	FOR	FOR	✔ 98.5%
4.	Adoption of the financial statements	FOR	FOR	✔ 99.7%
5.	Explanation of the policy on reserves and dividends	NON-VOTING	NON-VOTING	
6a.	Discharge of executive board	FOR	FOR	✔ 73.7%
6b.	Discharge of supervisory board	FOR	FOR	✔ 70.9%
7.	Election of auditor	FOR	FOR	✔ 99.8%
8.	Composition of the supervisory board			
8a.	Election of Danielle Jansen Heijtmajer	FOR	FOR	✔ 86.9%
8b.	Election of Gert van de Weerdhof	FOR	FOR	✔ 83.7%
8c.	Announcement concerning vacancies in the supervisory board arising in 2023	NON-VOTING	NON-VOTING	
9a.	Notification of the re-appointment of Ton Anbeek to the executive board	NON-VOTING	NON-VOTING	
9b.	Notification of the re-appointment of Ruben Baldew to the executive board	NON-VOTING	NON-VOTING	
10.	Authorisation to repurchase own shares	FOR	FOR	✔ 100.0%
11a.	Authorisation to issue shares	FOR	FOR	✔ 98.8%
11b.	Authorisation to restrict or exclude pre-emptive rights	FOR	FOR	✔ 98.8%
12.	Any other business	NON-VOTING	NON-VOTING	
13.	Closing of the Meeting	NON-VOTING	NON-VOTING	

Item	Agenda	Board	Ethos		Result
1.	Opening of the Meeting	NON-VOTING	NON-VOTING		
2a.	Explanation of the recommended public offer by Sprint BidCo B.V. for all issued and outstanding ordinary shares in the capital of the Company	NON-VOTING	NON-VOTING		
2b.	Approve Post-Settlement Restructuring Resolution	FOR	● OPPOSE	The transaction is not consistent with the long-term interests of the majority of the company's stakeholders.	✓ 66.9%
2c (i).	Notice of conditional vacant positions on the supervisory board	NON-VOTING	NON-VOTING		
2c (ii).	Opportunity for the General Meeting to make conditional recommendations	NON-VOTING	NON-VOTING		
2c (iii).	Notification by the supervisory board of the names of the persons nominated for appointment	NON-VOTING	NON-VOTING		
2c (iv).	Conditional appointment of Mr. Knottenbelt as member of the Supervisory Board, with effect as of the Delisting	FOR	● OPPOSE	The director is appointed by the offeror of the transaction that is not supported under ITEM 2.a.	✓ 88.4%
2c (v).	Conditional appointment of Mr. Lewis-Oakes as member of the Supervisory Board, with effect as of the Delisting	FOR	● OPPOSE	The director is appointed by the offeror of the transaction that is not supported under ITEM 2.a.	✓ 88.4%
2c (vi).	Conditional appointment of Mr. Van Beuningen as member of the supervisory board, with effect as of the Delisting	FOR	● OPPOSE	The director is appointed by the offeror of the transaction that is not supported under ITEM 2.a.	✓ 77.8%
2d (i).	Conditional grant of full and final discharge to members of the Executive Board for the performance of their duties up to and including the date of this EGM	FOR	● OPPOSE	The transaction is not supported under ITEM 2.a.	✓ 74.2%
2d (ii).	Conditional grant of full and final discharge to members of the supervisory board for the performance of their duties up to and including the date of this EGM	FOR	● OPPOSE	The transaction is not supported under ITEM 2.a.	✓ 74.6%
2e (i).	Conditional amendment to the Articles of Association of the Company following Settlement	FOR	● OPPOSE	The transaction is not supported under ITEM 2.a.	✓ 88.5%
2e (ii).	Conditional conversion and amendment to the articles of association of the Company as of the Delisting	FOR	● OPPOSE	The transaction is not supported under ITEM 2.a.	✓ 78.0%
3.	Any other business	NON-VOTING	NON-VOTING		
4.	Closing of the Meeting	NON-VOTING	NON-VOTING		

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. John E. Caldwell	FOR	● OPPOSE	Non independent lead director, which is not best practice.	✓ 91.2%
1b.	Re-elect Ms. Nora M. Denzel	FOR	FOR		✓ 95.7%
1c.	Re-elect Mr. Mark Durcan	FOR	FOR		✓ 98.0%
1d.	Re-elect Mr. Michael P. Gregoire	FOR	FOR		✓ 98.3%
1e.	Re-elect Mr. Joseph A. Householder	FOR	FOR		✓ 97.9%
1f.	Re-elect Mr. John W. Marren	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 98.2%
1g.	Elect Mr. Jon A. Olson	FOR	FOR		✓ 99.5%
1h.	Re-elect Dr. Lisa T. Su	FOR	● OPPOSE	Combined chairman and CEO.	✓ 92.0%
1i.	Re-elect Mr. Abhi Y. Talwalkar	FOR	FOR		✓ 84.3%
1j.	Elect Ms. Elizabeth W. Vanderslice	FOR	FOR		✓ 99.5%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.3%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 95.0%

Item	Agenda	Board	Ethos	Result
1.	Opening of the Meeting	NON-VOTING	NON-VOTING	
2a.	Report of the executive - and supervisory board of the past financial year	NON-VOTING	NON-VOTING	
2b.	Approve remuneration report	FOR	FOR	✓
2c.	Adoption of the financial statements	FOR	FOR	✓
2d.	Explanation of the policy on reserves and dividends	NON-VOTING	NON-VOTING	
3.	Discharge of executive board	FOR	FOR	✓
4.	Discharge of supervisory board	FOR	FOR	✓
5.	Election of Pieter Willem van der Does to the executive board	FOR	FOR	✓
6.	Election of Roelant Prins to the executive board	FOR	FOR	✓
7.	Authorisation to issue shares	FOR	FOR	✓
8.	Authorisation to restrict or exclude pre-emptive rights	FOR	FOR	✓
9.	Authorisation to repurchase own shares	FOR	FOR	✓
10.	Election of auditor	FOR	FOR	✓
11.	Any other business and closing of the Meeting	NON-VOTING	NON-VOTING	

Item	Agenda	Board	Ethos	Result
1.	Elections of directors			
1.1	Re-elect Ms. Leona Aglukkaq	FOR	FOR	✓ 99.3%
1.2	Elect Mr. Ammar Al Joundi	FOR	FOR	✓ 99.6%
1.3	Re-elect Mr. Sean Boyd	FOR	● WITHHOLD	✓ 88.5%
			The director has been sitting on the board for over 20 years, which exceeds guidelines.	
1.4	Re-elect Ms. Martine A. Celej	FOR	FOR	✓ 88.8%
1.5	Re-elect Mr. Robert J. Gemmell	FOR	FOR	✓ 84.5%
1.6	Elect Mr. Jonathan Gill	FOR	● WITHHOLD	✓ 97.1%
			The director is over 70 years old, which exceeds guidelines for new nominees.	
1.7	Elect Mr. Peter Grosskopf	FOR	FOR	✓ 96.3%
1.8	Elect Ms. Elizabeth Lewis-Gray	FOR	FOR	✓ 97.3%
1.9	Re-elect Ms. Deborah McCombe	FOR	FOR	✓ 99.8%
1.10	Elect Mr. Jeffrey Parr	FOR	FOR	✓ 96.3%
1.11	Re-elect Mr. J. Merfyn Roberts	FOR	FOR	✓ 97.8%
1.12	Re-elect Mr. Jamie Sokalsky	FOR	FOR	✓ 88.2%
2.	Re-election of the auditor	FOR	● OPPOSE	✓ 88.3%
			The auditor's long tenure raises independence concerns.	
3.	To approve the Employee Stock Purchase Plan	FOR	FOR	✓ 96.5%
4.	Advisory vote on executive remuneration	FOR	● OPPOSE	✗ 24.4%
			Excessive variable remuneration. Performance targets are not sufficiently challenging.	

Item	Agenda	Board	Ethos		Result
1	Accept financial statements and statutory reports of the company	FOR	FOR		✓ 99.5%
2	Approve final dividend	FOR	FOR		✓ 99.9%
	Elections of directors				
3	Elect Ms. Jane Sun Jie	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 80.3%
4	Re-elect Mr. George Yong-Boon Yeo	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.	✓ 92.3%
5	Re-elect Ms. Swee Lian Teo	FOR	FOR		✓ 99.2%
6	Re-elect Dr. oec. Narongchai Akrasanee	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 77.7%
7	Election of the auditor and authorise the board to fix their remuneration	FOR	FOR		✓ 97.6%
8a	Mandate to issue shares	FOR	FOR		✓ 98.5%
8b	Mandate to buyback shares	FOR	FOR		✓ 99.4%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Thomas J. Baltimore Jr.	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 79.6%
1b.	Re-elect Ms. Charlene Barshefsky	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 98.2%
1c.	Re-elect Mr. John J. Brennan	FOR	FOR		✓ 99.3%
1d.	Re-elect Mr. Peter Chernin	FOR	FOR		✓ 91.8%
1e.	Re-elect Mr. Ralph de la Vega	FOR	FOR		✓ 99.5%
1f.	Re-elect Mr. Michael O. Leavitt	FOR	FOR		✓ 98.0%
1g.	Re-elect Mr. Theodore J. Leonsis	FOR	FOR		✓ 95.9%
1h.	Re-elect Ms. Karen L. Parkhill	FOR	FOR		✓ 99.8%
1i.	Re-elect Mr. Charles E. Phillips, Jr.	FOR	FOR		✓ 99.4%
1j.	Re-elect Ms. Lynn A. Pike	FOR	FOR		✓ 99.5%
1k.	Re-elect Mr. Stephen J. Squeri	FOR	● OPPOSE	Combined chairman and CEO.	✓ 95.0%
1l.	Re-elect Dr. med. Daniel L. Vasella	FOR	FOR		✓ 96.9%
1m.	Re-elect Ms. Lisa W. Wardell	FOR	FOR		✓ 99.0%
1n.	Re-elect Mr. Christopher D. Young	FOR	FOR		✓ 98.0%
2.	Re-election of the auditor	FOR	FOR		✓ 98.4%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 95.6%
4.	Shareholder resolution: Independent chairman	OPPOSE	● FOR	An independent chairman can ensure independent oversight of management.	✗ 22.2%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Dr. Wanda M. Austin	FOR	FOR		✓ 98.4%
1b.	Re-elect Mr. Robert A. Bradway	FOR	● OPPOSE	Combined chairman and CEO.	✓ 94.6%
1c.	Re-elect Dr. Brian J. Druker	FOR	FOR		✓ 98.3%
1d.	Re-elect Mr. Robert A. Eckert	FOR	FOR		✓ 84.3%
1e.	Re-elect Mr. Greg C. Garland	FOR	FOR		✓ 91.4%
1f.	Re-elect Mr. Charles M. Holley Jr.	FOR	FOR		✓ 95.6%
1g.	Elect Dr. S. Omar Ishrak	FOR	FOR		✓ 91.8%
1h.	Re-elect Prof. Dr. Tyler Jacks	FOR	FOR		✓ 98.1%
1i.	Re-elect Ms. Ellen J. Kullman	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 97.3%
1j.	Re-elect Ms. Amy E. Miles	FOR	FOR		✓ 96.8%
1k.	Re-elect Dr. Ronald D. Sugar	FOR	FOR		✓ 83.2%
1l.	Re-elect Prof. Dr. R. Sanders Williams	FOR	FOR		✓ 97.0%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 89.8%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 94.2%

Item	Agenda	Board	Ethos	Result
1	To approve the parent company's financial statements	FOR	FOR	✓ 100.0%
2	To approve the consolidated financial statements	FOR	FOR	✓ 99.5%
3	To approve the allocation of income and the dividend payment	FOR	FOR	✓ 100.0%
4	Approval of the report on the employment contract suspension agreement between Valérie Baudon and Amundi Asset Management	FOR	FOR	✓ 100.0%
5	Approval of the report on the regulated partnership agreement between Amundi and Crédit Agricole S.A.	FOR	FOR	✓ 100.0%
6	To approve the remuneration report	FOR	FOR	✓ 98.4%
7	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Yves Perrier, Chief Executive Officer, from January 1, 2021 to May 10, 2021.	FOR	FOR	✓ 96.7%
8	Ex-post binding "Say on Pay" vote on the individual remuneration of the chair as of May 11, 2021.	FOR	FOR	✓ 99.9%
9	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Valérie Baudson, CEO, as of May 11, 2021.	FOR	FOR	✓ 96.7%
10	To approve the non-executives new remuneration policy	FOR	FOR	✓ 100.0%
11	To approve the non-executive Chairman new remuneration policy	FOR	FOR	✓ 99.9%
12	To approve the CEO new remuneration policy	FOR	FOR	✓ 97.8%
13	To approve the deputy CEO new remuneration policy	FOR	FOR	✓ 97.8%
14	Advisory opinions on the "Say on Pay" vote on the remuneration allocated to categories of personnel whose professional activities have a significant impact on the risk profile of the company or group	FOR	FOR	✓ 99.4%
Board main features				
15	Ratification of the co-optation of Christine Gandon as Director to replace Andrée Samat for 1 year	FOR	● OPPOSE	Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence. ✓ 91.6%
16	Re-election of Yves Perrier as a Director for 3 years	FOR	FOR	✓ 89.9%

Item	Agenda	Board	Ethos		Result
17	Re-election of Xavier Musca as a Director for 3 years	FOR	FOR		✓ 90.2%
18	Re-election of Virginie Cayatte as a Director for 3 years	FOR	FOR		✓ 99.1%
19	Re-election of Robert Leblanc as a Director for 3 years	FOR	FOR		✓ 98.3%
20	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 99.8%
21	Say On Climate	FOR	● OPPOSE	Reduction target for Scope 3 emissions are insufficient and it is not validated as science-based by the SBT initiative.	✓ 97.7%
22	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Elect Ms. Susan D. DeVore	FOR	FOR		✓ 99.8%
1.2	Re-elect Dr. Bahija Jallal	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 96.7%
1.3	Re-elect Mr. Ryan M. Schneider	FOR	FOR		✓ 98.9%
1.4	Re-elect Ms. Elizabeth (Liz) Edith Tallett	FOR	FOR		✓ 96.9%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 92.5%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 92.4%
4.	Change company name to Elevance Health Inc.	FOR	FOR		✓ 99.3%
5.	Shareholder resolution: Prohibit the use of corporate or Political Action Committee funds	OPPOSE	OPPOSE		✗ 4.0%
6.	Shareholder resolution: Racial Impact Audit and Report	OPPOSE	● FOR	Enhanced disclosure on ethnic diversity.	✗ 41.2%

Item	Agenda	Board	Ethos		Result
1	Financial statements as at 31 December 2021	FOR	FOR		✓ 100.0%
2	Allocation of profit for the year and dividend distribution	FOR	FOR		✓ 100.0%
3.a	Binding vote on the remuneration policy	FOR	FOR		✓ 99.6%
3.b	Advisory vote on the remuneration paid in 2021	FOR	● OPPOSE	The information provided on the performance targets is insufficient.	✓ 96.9%
4	Ratification of the appointment of the executive Directors Mr. Stefano Loro and Mr. Attilio Annoni	FOR	● OPPOSE	Combined chairman and CEO. The board is not sufficiently independent in our view and the proposed slate would not improve the level of independence.	✓ 99.7%
A.	Deliberations on possible legal action against Directors if presented by shareholders	NO RECOMME ND.	● OPPOSE	Shareholders voting by proxy cannot approve in advance any unannounced proposal.	–

Item	Agenda	Board	Ethos	Result
1a.	Opening of the Meeting	NON-VOTING	NON-VOTING	
1b.	Announcements	NON-VOTING	NON-VOTING	
2.	Report of the supervisory board for the financial year 2021	NON-VOTING	NON-VOTING	
3.	Report of the executive board for the financial year 2021	NON-VOTING	NON-VOTING	
4a.	Adoption of the financial statements	FOR	FOR	✓ 100.0%
4b.	Approve allocation of income: ordinary dividend	FOR	FOR	✓ 98.4%
4c.	Approve allocation of income: extraordinary dividend	FOR	FOR	✓ 99.6%
5a.	Discharge of executive board	FOR	FOR	✓ 98.8%
5b.	Discharge of supervisory board	FOR	FOR	✓ 98.8%
6.	Election of auditor	FOR	FOR	✓ 100.0%
7a.	Approve remuneration report	FOR	FOR	✓ 94.2%
7b.	Approve remuneration of the supervisory board for the past financial year 2021	FOR	FOR	✓ 100.0%
8.	Composition of the supervisory board			
8a.	Election of Michael Putnam	FOR	FOR	✓ 97.7%
8b.	Announcement concerning vacancies in the supervisory board arising in 2023	NON-VOTING	NON-VOTING	
9a.	Authorisation to issue shares	FOR	FOR	✓ 99.1%
9b.	Authorisation to restrict or exclude pre-emptive rights	FOR	FOR	✓ 99.1%
10.	Authorisation to repurchase own shares	FOR	FOR	✓ 99.6%
11.	Any other business	NON-VOTING	NON-VOTING	
12.	Closing of the Meeting	NON-VOTING	NON-VOTING	

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Mr. Charles H. Giancarlo	FOR	● WITHHOLD	Concerns over the director's time commitments.	✓
1.2	Re-elect Mr. Daniel Scheinman	FOR	FOR		✓
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 95.4%
3.	Advisory vote on say on pay frequency	ONE YEAR	ONE YEAR		✓
4.	Re-election of the auditor	FOR	● OPPOSE	On a 3-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services.	✓ 98.0%

Item	Agenda	Board	Ethos	Result
1.	Opening of the Meeting	NON-VOTING	NON-VOTING	
2.	Report of the executive - and supervisory board of the past financial year	NON-VOTING	NON-VOTING	
3a.	Approve remuneration report	FOR	FOR	✓ 84.6%
3b.	Adoption of the financial statements	FOR	FOR	✓ 99.9%
3c.	Explanation of the policy on reserves and dividends	NON-VOTING	NON-VOTING	
3d.	Approve allocation of income	FOR	FOR	✓ 99.8%
4a.	Discharge of executive board	FOR	FOR	✓ 98.6%
4b.	Discharge of supervisory board	FOR	FOR	✓ 98.6%
5.	Approve the number of shares to be granted to members of the executive board under the LTI	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines. ✓ 94.7%
6.	Approve executive remuneration policy	FOR	● OPPOSE	Potential excessive awards. ✓ 93.2%
7a.	Notification of the intended appointment of Peter Wennink	NON-VOTING	NON-VOTING	
7b.	Notification of the intended appointment of Martin van den Brink	NON-VOTING	NON-VOTING	
7c.	Notification of the intended appointment of Frederic Schneider-Maunoury	NON-VOTING	NON-VOTING	
7d.	Notification of the intended appointment of Christophe Fouquet	NON-VOTING	NON-VOTING	
7e.	Notification of the intended appointment of Roger Dassen	NON-VOTING	NON-VOTING	
8.	Composition of the supervisory board			
8a.	Notification of vacancies on the supervisory board	NON-VOTING	NON-VOTING	
8b.	Opportunity to make recommendations for the appointment of (a) member(s) of the supervisory board	NON-VOTING	NON-VOTING	
8c.	Intended (re-)appointment of Terri Kelly, Alexander Everke and An Steegen to the supervisory board	NON-VOTING	NON-VOTING	
8d.	Election of Terri Kelly	FOR	FOR	✓ 98.1%
8e.	Election of Alexander Everke	FOR	FOR	✓ 99.7%
8f.	Election of An Steegen	FOR	FOR	✓ 99.6%
8g.	Announcement concerning vacancies in the supervisory board arising in 2023	NON-VOTING	NON-VOTING	
9.	Election of auditor: KPMG	FOR	FOR	✓ 99.9%

Item	Agenda	Board	Ethos	Result
10.	Election of auditor: Deloitte	WITH-DRAWN	WITH-DRAWN	–
11.	Amendment of Articles of Association	FOR	FOR	✓ 100.0%
12a.	Authorisation to issue shares	FOR	FOR	✓ 99.6%
12b.	Authorisation to restrict or exclude pre-emptive rights	FOR	FOR	✓ 98.6%
13.	Authorisation to repurchase own shares	FOR	FOR	✓ 99.7%
14.	Reduce share capital via cancellation of shares	FOR	FOR	✓ 99.9%
15.	Any other business	NON-VOTING	NON-VOTING	
16.	Closing of the Meeting	NON-VOTING	NON-VOTING	

Item	Agenda	Board	Ethos		Result
1	Elections of directors				
1.1	Re-elect Mr. Samuel A. Di Piazza Jr.	WITH-DRAWN	WITH-DRAWN		–
1.2	Re-elect Mr. Scott T. Ford	FOR	FOR		✓ 96.4%
1.3	Re-elect Mr. Glenn H. Hutchins	FOR	FOR		✓ 90.5%
1.4	Re-elect Mr. William E. Kennard	FOR	FOR		✓ 95.4%
1.5	Re-elect Ms. Debra L. Lee	WITH-DRAWN	WITH-DRAWN		–
1.6	Re-elect Mr. Stephen J. Luczo	FOR	FOR		✓ 97.7%
1.7	Re-elect Mr. Michael B. McCallister	FOR	FOR		✓ 96.3%
1.8	Re-elect Ms. Beth E. Mooney	FOR	FOR		✓ 94.7%
1.9	Re-elect Mr. Matthew K. Rose	FOR	FOR		✓ 94.8%
1.10	Re-elect Mr. John T. Stankey	FOR	FOR		✓ 97.5%
1.11	Re-elect Ms. Cynthia B. Taylor	FOR	FOR		✓ 95.6%
1.12	Elect Mr. Luis A. Ubinas	FOR	FOR		✓ 92.1%
1.13	Re-elect Mr. Geoffrey Y. Yang	WITH-DRAWN	WITH-DRAWN		–
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.1%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 90.3%
4.	Shareholder resolution: Consider CEO pay ratio in executive remuneration	OPPOSE	● FOR	The proposal aims at improving the remuneration policy.	✗ 12.3%
5.	Shareholder resolution: Independent chairman	OPPOSE	OPPOSE		✗ 33.1%
6.	Shareholder resolution: Disclose political contributions	OPPOSE	● FOR	Enhanced disclosure on political donations.	✗ 44.1%
7.	Shareholder resolution: Civil Rights and Non-Discrimination Audit	OPPOSE	OPPOSE		✗ 4.0%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Bradley A. Alford	FOR	FOR		✓ 95.4%
1b.	Re-elect Mr. Anthony K. Anderson	FOR	FOR		✓ 96.5%
1c.	Re-elect Mr. Mitchell R. Butier	FOR	● OPPOSE	Combined chairman and CEO.	✓ 93.5%
1d.	Re-elect Mr. Ken C. Hicks	FOR	FOR		✓ 96.1%
1e.	Re-elect Mr. Andres A. Lopez	FOR	FOR		✓ 99.2%
1f.	Re-elect Mr. Patrick T. Siewert	FOR	● OPPOSE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient. Non independent lead director, which is not best practice.	✓ 91.1%
1g.	Re-elect Ms. Julia A. Stewart	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.	✓ 93.9%
1h.	Re-elect Ms. Martha N. Sullivan	FOR	FOR		✓ 98.3%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 94.4%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns. On a 3-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services.	✓ 93.8%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Jose E. Almeida	FOR	● OPPOSE	Combined chairman and CEO.	✓ 93.4%
1b.	Re-elect Mr. Thomas F. Chen	FOR	FOR		✓ 97.6%
1c.	Re-elect Mr. Peter S. Hellman	FOR	FOR		✓ 94.3%
1d.	Re-elect Mr. Michael F. Mahoney	FOR	FOR		✓ 97.1%
1e.	Re-elect Ms. Patricia B. Morrison	FOR	FOR		✓ 99.2%
1f.	Re-elect Dr. Stephen N. Oesterle	FOR	FOR		✓ 98.1%
1g.	Elect Ms. Nancy M. Schlichting	FOR	FOR		✓ 96.6%
1h.	Re-elect Ms. Cathy R. Smith	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 98.6%
1i.	Re-elect Mr. Albert P. L. Stroucken	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines. Non independent lead director, which is not best practice.	✓ 93.5%
1j.	Re-elect Ms. Amy A. Wendell	FOR	FOR		✓ 98.3%
1k.	Re-elect Dr. David S. Wilkes	FOR	FOR		✓ 99.5%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 90.7%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 93.3%
4.	Shareholder resolution: Allow shareholders to act by written consent	OPPOSE	● FOR	Taking action by written consent in lieu of a meeting is a mechanism shareholders can use to raise important matters without convening an EGM.	✓ 98.9%
5.	Reduce Ownership Threshold for Special Shareholder Meetings to 15%	FOR	FOR		✓ 97.8%
6.	Shareholder resolution: Reduce Ownership Threshold for Special Shareholder Meetings to 10%	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 34.9%
7.	Shareholder resolution: Independent chairman	OPPOSE	● FOR	An independent chairman can ensure independent oversight of management.	✗ 22.7%

Item	Agenda	Board	Ethos	Result
1	Report of the Board of directors and report of the independent auditor on the annual accounts	NON-VOTING	NON-VOTING	
2	Approval of the Company's consolidated financial statements	FOR	FOR	✓ 100.0%
3	Approval of the Company's annual accounts	FOR	FOR	✓ 100.0%
4	Allocation of profit	FOR	FOR	✓ 100.0%
5	Discharge of members of the Board of directors	FOR	FOR	✓ 96.1%
	Composition of the Board of directors			
6	Re-appointment of Mr. Georg Graf von Waldersee as non-executive director, for a 4-year term	FOR	FOR	✓ 99.2%
7	Re-appointment of Mrs. Frauke Heistermann as non-executive director, for a 4-year term	FOR	FOR	✓ 99.7%
8	Re-appointment of Mr. Romeo Kreinberg as non-executive director, for a 4-year term	FOR	FOR	✓ 56.7%
9	Re-appointment of Mr. Wolf Lehmann as executive director, for a 4-year term	FOR	FOR	✓ 84.9%
10	Re-appointment of Mr. Javier Molina Montes as executive director, for a 4-year term	FOR	FOR	✓ 97.6%
11	Re-appointment of Mr. Helmut Wieser as non-executive director, for a 4-year term	FOR	FOR	✓ 88.7%
12	Re-appointment of Mr. Asier Zarraonandia Ayo as executive director, for a 4-year term	FOR	FOR	✓ 84.9%
13	Appointment of Mrs. Natalia Latorre Arranz as non-executive director, for a 4-year term	FOR	FOR	✓ 82.1%
14	Appointment of Dr. José Domínguez Abascal as non-executive director, for a 4-year term	FOR	FOR	✓ 79.9%
15	Approval and ratification of the fixed remuneration of the non-executive members of the Board of directors	FOR	● OPPOSE	The proposed increase relative to the previous year is excessive. ✓ 97.6%
16	Advisory vote on the remuneration policy	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines. ✗ 27.2%
17	Advisory vote on the remuneration report	FOR	● OPPOSE	Excessive variable remuneration. ✗ 27.1%
18	Re-appointment of the independent auditor for 2022	FOR	FOR	✓ 99.9%

Item	Agenda	Board	Ethos	Result
1.	Elections of directors			
1a)	Re-elect Ms. Corie S. Barry	FOR	FOR	✓ 99.8%
1b)	Re-elect Ms. Lisa M. Caputo	FOR	FOR	✓ 97.7%
1c)	Re-elect Mr. J. Patrick Doyle	FOR	● OPPOSE	Concerns over the director's time commitments. ✓ 99.7%
1d)	Re-elect Mr. David W. Kenny	FOR	FOR	✓ 98.7%
1e)	Re-elect Mr. Mario J. Marte	FOR	FOR	✓ 99.6%
1f)	Re-elect Ms. Karen A. McLoughlin	FOR	FOR	✓ 99.8%
1g)	Re-elect Mr. Thomas L. Millner	FOR	FOR	✓ 99.6%
1h)	Re-elect Ms. Claudia F. Munce	FOR	FOR	✓ 99.8%
1i)	Re-elect Ms. Richelle P. Parham	FOR	● OPPOSE	Concerns over the director's time commitments. ✓ 97.0%
1j)	Re-elect Mr. Steven E. Rendle	FOR	FOR	✓ 99.8%
1k)	Re-elect Mr. Eugene Woods	FOR	FOR	✓ 99.7%
2.	Re-election of the auditor	FOR	FOR	✓ 98.5%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only. ✓ 93.7%

Item	Agenda	Board	Ethos		Result
1	1) To approve the parent company's financial statements.; 2) To approve specific luxury or non-deductible expenses.	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements.	FOR	FOR		✓ 100.0%
3	Discharge of the Board.	FOR	FOR		✓ 98.4%
4	To approve the allocation of income and the dividend payment.	FOR	FOR		✓ 79.0%
5	Approval of related-party agreements concluded by the company with the Foundation Christophe and Rodolphe MERIEUX reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties.	FOR	FOR		✓ 99.6%
	Board main features				
6	Re-election of Alexandre Mérieux as a Director for 4 years.	FOR	● OPPOSE	Combined chairman and CEO.	✓ 91.8%
7	Re-election of Jean-Luc Bélingard as a Director for 4 years.	FOR	FOR		✓ 95.3%
8	To approve Directors' fees	FOR	● OPPOSE	The proposed increase relative to the previous year is not justified.	✓ 99.7%
9	To approve the executives and non executives' new remuneration policy.	FOR	FOR		✓ 98.9%
10	To approve the CEO new remuneration policy.	FOR	FOR		✓ 97.8%
11	To approve the Deputy CEO new remuneration policy.	FOR	FOR		✓ 97.4%
12	To approve the non-executives new remuneration policy.	FOR	FOR		✓ 99.9%
13	To approve the remuneration report.	FOR	FOR		✓ 98.9%
14	Ex-post binding "Say on Pay" vote on the individual remuneration of Alexandre Mérieux, CEO.	FOR	FOR		✓ 97.9%
15	Ex-post binding "Say on Pay" vote on the individual remuneration of Pierre Boulud, Deputy CEO.	FOR	● OPPOSE	The information provided is insufficient.	✓ 87.7%
16	To approve a treasury share buy-back and disposal programme.	FOR	FOR		✓ 99.7%
17	To authorise a potential reduction in the company's share capital.	FOR	FOR		✓ 99.7%
18	Delegation of powers for the completion of formalities.	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos	Result
1.	Elections of directors			
1.1	Re-elect Ms. Melinda Litherland	FOR	FOR	✓ 84.6%
1.2	Re-elect Mr. Arnold A. Pinkston	FOR	FOR	✓ 86.2%
2.	Election of the auditor	FOR	FOR	✓ 99.7%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Mr. Anthony M. Jabbour	FOR	● WITHHOLD	Concerns over the director's time commitments.	✓
1.2	Re-elect Ms. Catherine (Katie) L. Burke	FOR	FOR		✓
1.3	Re-elect Mr. Thomas M. Hagerty	FOR	● WITHHOLD	Non independent lead director, which is not best practice.	✓
1.4	Re-elect Mr. David K. Hunt	FOR	● WITHHOLD	The director is over 75 years old, which exceeds guidelines.	✓
1.5	Re-elect Mr. Joseph M. Otting	FOR	FOR		✓
1.6	Re-elect Mr. Ganesh B. Rao	FOR	FOR		✓
1.7	Re-elect Mr. John D. Rood	FOR	FOR		✓
1.8	Re-elect Ms. Nancy L. Shanik	FOR	FOR		✓
2.	Provide Proxy access right	FOR	FOR		✓ 99.7%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 93.0%
4.	Advisory vote on say on pay frequency	ONE YEAR	ONE YEAR		✓
5.	Re-election of the auditor	FOR	FOR		✓ 99.0%

Item	Agenda	Board	Ethos	Result
1	Receive the Annual Report	NON-VOTING	NON-VOTING	
2	Approve the Dividend	FOR	FOR	✓ 99.8%
3	Approve Discharge of Management Board	FOR	FOR	✓ 98.5%
4.1	Approve Discharge of Supervisory Board member Dr. Norbert Reithofer (Chairman)	FOR	FOR	✓ 81.4%
4.2	Approve Discharge of Supervisory Board member Manfred Schoch (Vice Chairman)	FOR	FOR	✓ 81.4%
4.3	Approve Discharge of Supervisory Board member Stefan Quandt (Vice Chairman)	FOR	FOR	✓ 71.8%
4.4	Approve Discharge of Supervisory Board member Stefan Schmid (Vice Chairman)	FOR	FOR	✓ 81.4%
4.5	Approve Discharge of Supervisory Board member Dr. Kurt Bock (Vice Chairman since 12 May 2021)	FOR	FOR	✓ 81.4%
4.6	Approve Discharge of Supervisory Board member Christiane Benner	FOR	FOR	✓ 81.4%
4.7	Approve Discharge of Supervisory Board member Dr. Marc Bitzer (member since 12 May 2021)	FOR	FOR	✓ 81.4%
4.8	Approve Discharge of Supervisory Board member Bernhard Ebner (member since 8 October 2021)	FOR	FOR	✓ 81.4%
4.9	Approve Discharge of Supervisory Board member Rachel Empey (member since 12 May 2021)	FOR	FOR	✓ 81.4%
4.10	Approve Discharge of Supervisory Board member Dr. Heinrich Hiesinger	FOR	FOR	✓ 81.4%
4.11	Approve Discharge of Supervisory Board member Johann Horn (member since 14 May 2021)	FOR	FOR	✓ 81.4%
4.12	Approve Discharge of Supervisory Board member Susanne Klatten	FOR	FOR	✓ 74.3%
4.13	Approve Discharge of Supervisory Board member Jens Köhler (member since 3 August 2021)	FOR	FOR	✓ 81.4%
4.14	Approve Discharge of Supervisory Board member Dr. Dominique Mohabeer	FOR	FOR	✓ 81.4%
4.15	Approve Discharge of Supervisory Board member Anke Schäferkordt	FOR	FOR	✓ 81.4%
4.16	Approve Discharge of Supervisory Board member Prof. Dr. Christoph Schmidt (member since 12 May 2021)	FOR	FOR	✓ 81.4%

Item	Agenda	Board	Ethos		Result
4.17	Approve Discharge of Supervisory Board member Dr. Vishal Sikka	FOR	FOR		✓ 81.4%
4.18	Approve Discharge of Supervisory Board member Dr. Thomas Wittig	FOR	FOR		✓ 81.4%
4.19	Approve Discharge of Supervisory Board member Werner Zierer	FOR	FOR		✓ 81.4%
4.20	Approve Discharge of Supervisory Board member Dr. Karl-Ludwig Kley (member and Vice Chairman until 12 May 2021)	FOR	FOR		✓ 81.4%
4.21	Approve Discharge of Supervisory Board member Verena zu Dohna (member until 31 December 2021)	FOR	FOR		✓ 81.4%
4.22	Approve Discharge of Supervisory Board member Prof. Dr. Reinhard Hüttl (member until 12 May 2021)	FOR	FOR		✓ 81.4%
4.23	Approve Discharge of Supervisory Board member Horst Lischka (member until 12 May 2021)	FOR	FOR		✓ 81.4%
4.24	Approve Discharge of Supervisory Board member Willibald Löw (member until 16 July 2021)	FOR	FOR		✓ 81.4%
4.25	Approve Discharge of Supervisory Board member Simone Menne (member until 12 May 2021)	FOR	FOR		✓ 81.4%
4.26	Approve Discharge of Supervisory Board member Brigitte Rödiger (member until 1 October 2021)	FOR	FOR		✓ 81.4%
5	Appoint the Auditors	FOR	FOR		✓ 99.9%
	Board main features				
6	Elections to the Supervisory Board: Dr.-Ing. Heinrich Hiesinger	FOR	FOR		✓ 99.4%
7	Approve Remuneration Report	FOR	● OPPOSE	Excessive total remuneration.	✓ 90.3%
8	Authorise Share Repurchase	FOR	FOR		✓ 97.2%
9.1	Approve an inter-company agreement	FOR	FOR		✓ 100.0%
9.2	Approve an inter-company agreement	FOR	FOR		✓ 100.0%
9.3	Approve an inter-company agreement	FOR	FOR		✓ 100.0%
9.4	Approve an inter-company agreement	FOR	FOR		✓ 100.0%
9.5	Approve an inter-company agreement	FOR	FOR		✓ 100.0%
9.6	Approve an inter-company agreement	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements,	FOR	FOR		✓ 99.9%
2	To approve the consolidated financial statements.	FOR	FOR		✓ 99.9%
3	To approve the allocation of income and the dividend payment.	FOR	FOR		✓ 99.9%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties.	FOR	● OPPOSE	Concerns over one or more related party agreements that are not in the interests of shareholders.	✓ 65.2%
5	To approve the non-executives new remuneration policy.	FOR	FOR		✓ 100.0%
6	To approve the non-executive Chairman new remuneration policy.	FOR	FOR		✓ 100.0%
7	To approve the new remuneration policy of the CEO and the deputy CEOs.	FOR	● OPPOSE	Concerns over the possibility of derogating from the remuneration policy without shareholder approval.	✓ 82.9%
8	To approve the remuneration report.	FOR	● OPPOSE	Some important elements of best practice are missing from the structure of the executive remuneration.	✓ 97.2%
9	Ex-post binding "Say on Pay" vote on the individual remuneration of Martin Bouygues, Chairman and CEO until 17/02/2021	FOR	FOR		✓ 98.7%
10	Ex-post binding "Say on Pay" vote on the individual remuneration of Olivier Roussat, Deputy CEO until 17/02/2021	FOR	● OPPOSE	Excessive fixed remuneration.	✓ 92.8%
11	Ex-post binding "Say on Pay" vote on the individual remuneration of Martin Bouygues, Chairman since 17/02/2021	FOR	FOR		✓ 99.2%
12	Ex-post binding "Say on Pay" vote on the individual remuneration of Olivier Roussat, CEO since 17/02/2021	FOR	● OPPOSE	Excessive total remuneration.	✓ 91.4%
13	Ex-post binding "Say on Pay" vote on the individual remuneration of Pascal Grangé, Deputy CEO since 17/02/2021	FOR	● OPPOSE	Excessive total remuneration.	✓ 96.5%
14	Ex-post binding "Say on Pay" vote on the individual remuneration of Edward Bouygues, Deputy CEO since 17/02/2021	FOR	FOR		✓ 92.0%
	Board main features				
15	Re-election of Olivier Bouygues as a Director for 3 years.	FOR	FOR		✓ 92.5%

Item	Agenda	Board	Ethos		Result
16	Re-election of SCDM (famille Bouygues) as a Director for 3 years.	FOR	● OPPOSE	Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence.	✓ 95.7%
17	Re-election of SCDM Participations as a Director for 3 years.	FOR	● OPPOSE	Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence.	✓ 95.2%
18	Re-election of Clara Gaymard as a Director for 3 years.	FOR	● OPPOSE	There is an unfair representation of employee shareholders, whose vote is controlled by management.	✓ 96.9%
19	Re-election of Rose-Marie Van Lerberghe as a Director for 3 years.	FOR	FOR		✓ 99.6%
20	Election of Félicie Burelle as a Director for 3 years.	FOR	FOR		✓ 98.5%
21	Re-election of Raphaëlle Deflesselle as a Director for 3 years.	FOR	FOR		✓ 98.4%
22	Re-election of Michèle Vilain as a Director for 3 years.	FOR	● OPPOSE	There is an unfair representation of employee shareholders, whose vote is controlled by management.	✓ 96.2%
23	To re-elect Mazars as auditor for 6 years.	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 91.7%
24	To approve a treasury share buy-back and disposal programme.	FOR	● OPPOSE	Share capital authorisation that can be used as an anti-takeover protection without shareholder approval.	✓ 76.8%
25	To authorise a potential reduction in the company's share capital.	FOR	FOR		✓ 100.0%
26	To authorise capital increases related to an all-employee share ownership plan.	FOR	● OPPOSE	Excessive potential capital increase without pre-emptive rights.	✓ 91.8%
27	To authorise the Board to issue restricted shares for employees and/or executive directors.	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 92.2%
28	Authority to issue warrants in period of unfriendly public offer.	FOR	● OPPOSE	Share capital authorisation that can be used as an anti-takeover protection without shareholder approval.	✓ 76.1%
29	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

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09.06.2022

AGM

Item	Agenda	Board	Ethos	Result
1	Receive the Annual Report	NON-VOTING	NON-VOTING	
2	Approve the Dividend	FOR	FOR	✓ 100.0%
3	Approve Discharge of Management Board	FOR	FOR	✓ 99.9%
4	Approve Discharge of Supervisory Board	FOR	FOR	✓ 94.0%
5	Appoint the Auditors	FOR	FOR	✓ 97.3%
6	Approve Remuneration Report	FOR	● OPPOSE	Performance targets are not sufficiently challenging. ✓ 85.3%
Board main features				
7a	Elections to the Supervisory Board: Wijnand P. Donkers	FOR	FOR	✓ 97.6%
7b	Elections to the Supervisory Board: Ulrich M. Harnacke	FOR	FOR	✓ 96.7%
8	Approve the creation of a new Authorised Capital, the cancellation of the existing Authorised Capital and related amendments to the Articles of Association	FOR	FOR	✓ 91.3%
9	Authorisation to issue convertible bonds and bonds with warrants, cancellation of existing and creation of new Conditional Capital 2022 as well as related amendments to the Articles of Association	FOR	FOR	✓ 92.7%
10	Authorise Share Repurchase	FOR	FOR	✓ 94.2%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Peter J. Arduini	FOR	FOR		✓ 97.5%
1b.	Re-elect Dr. Giovanni Caforio	FOR	● OPPOSE	Combined chairman and CEO.	✓ 93.2%
1c.	Re-elect Dr. Julia A. Haller	FOR	FOR		✓ 99.3%
1d.	Elect Prof. Dr. Manuel Hidalgo Medina	FOR	FOR		✓ 99.5%
1e.	Re-elect Prof. Paula A. Price	FOR	FOR		✓ 96.4%
1f.	Re-elect Mr. Derica W. Rice	FOR	FOR		✓ 94.7%
1g.	Re-elect Mr. Theodore R. Samuels	FOR	FOR		✓ 96.1%
1h.	Re-elect Mr. Gerald L. Storch	FOR	FOR		✓ 96.4%
1i.	Re-elect Dr. Karen H. Vousden	FOR	FOR		✓ 97.5%
1j.	Re-elect Ms. Phyllis R. Yale	FOR	FOR		✓ 98.6%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. Concerns over the excessive sign-on bonus granted to the new CEO.	✓ 91.4%
3.	Re-election of the auditor	FOR	● OPPOSE	On a 3-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services.	✓ 96.9%
4.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 34.3%
5.	Shareholder resolution: Independent chairman	OPPOSE	● FOR	An independent chairman can ensure independent oversight of management.	✗ 44.6%

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 99.8%
2	To approve the consolidated financial statements	FOR	FOR		✓ 99.8%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 97.1%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	FOR		✓ 100.0%
Board main features					
5	To ratify the co-optation of Arthur Sadoun as a Director for 2 years	FOR	FOR		✓ 99.6%
6	Re-election of Flavia Buarque de Almeida as a Director for 3 years	FOR	FOR		✓ 79.0%
7	Re-election of Abilio dos Santos Diniz as a Director for 3 years	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 95.4%
8	Re-election of Charles Edelstenne as a Director for 3 years	FOR	● OPPOSE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient. The director is over 75 years old, which exceeds guidelines.	✓ 73.2%
9	To approve the remuneration report	FOR	● OPPOSE	Excessive variable remuneration.	✓ 85.1%
10	Ex-post binding "Say on Pay" vote on the individual remuneration of Alexandre Bompard, Chairman & CEO	FOR	● OPPOSE	Excessive variable remuneration.	✓ 58.8%
11	To approve the Chairman & CEO new remuneration policy	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 84.9%
12	To approve the non-executives new remuneration policy	FOR	FOR		✓ 97.2%
13	Say on Climate	FOR	● OPPOSE	The company has not set CO2e emission reduction targets consistent with limiting the global temperature increase to 1.5°.	✓ 87.4%
14	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 97.4%
15	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 97.4%
16	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos		Result
1	Approval of the individual and consolidated accounts	FOR	FOR		✓ 99.8%
2	Approval of the non-financial information statement	FOR	FOR		✓ 99.3%
3	Allocation of results	FOR	FOR		✓ 100.0%
4	Approval of the management of the Company during	FOR	FOR		✓ 98.9%
5.1	Approval of the maximum aggregate amount of the Directors' remuneration	FOR	● OPPOSE	The proposed increase relative to the previous year is excessive and not justified.	✓ 93.4%
5.2	Approval of the 2023- 2025 Remuneration Policy	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 56.1%
5.3	Allotment of shares to the CEO	FOR	FOR		✓ 93.9%
6.1	Setting the number of Directors at 11	FOR	FOR		✓ 99.9%
6.2	Re-election of Mr. Tobías Martínez Gimeno as executive Director	FOR	FOR		✓ 99.6%
6.3	Re-election of Mr. Bertrand Boudewijn Kan as independent Director	FOR	FOR		✓ 98.4%
6.4	Re-election of Mr. Pierre Blayau as independent Director	FOR	FOR		✓ 90.7%
6.5	Re-election of Ms. María Luisa Guijarro Piñal as independent Director	FOR	FOR		✓ 91.6%
6.6	Re-election of Ms. Anne Bouverot as independent Director	FOR	FOR		✓ 98.5%
6.7	Re-election of Mr. Peter Shore as independent Director	FOR	FOR		✓ 97.1%
6.8	Ratification of Ms. Kate Holgate as independent Director	FOR	FOR		✓ 99.4%
7.1	Amendment of the Bylaws: Article 4	FOR	FOR		✓ 100.0%
7.2	Amendment of the Bylaws: Article 18	FOR	FOR		✓ 100.0%
7.3	Amendment of the Bylaws: Article 20	FOR	FOR		✓ 99.8%
7.4	Approval of the restated text of the Corporate Bylaws	FOR	FOR		✓ 99.8%
8	Share capital increase	FOR	FOR		✓ 99.8%
9	Share capital increase with powers to exclude pre-emptive rights up to 10% of the share capital	FOR	FOR		✓ 97.3%
10	Issue of bonds, debentures and other fixed-income securities convertible into shares for a 5-year period and a limit to exclude pre-emptive rights for up to 10% of the share capital	FOR	FOR		✓ 94.1%

Item	Agenda	Board	Ethos	Result
11	Delegation of powers	FOR	FOR	✓ 100.0%
12	Advisory vote on the 2021 Directors' Annual Remuneration Report	FOR	FOR	✓ 88.3%

Item	Agenda	Board	Ethos		Result
1	Approve annual report, financial statements and accounts	FOR	FOR		✓ 100.0%
2.1	Approve allocation of income	FOR	FOR		✓ 100.0%
2.2	Approve distribution of dividend from capital contribution reserves	FOR	FOR		✓ 100.0%
3	Discharge board members	FOR	FOR		✓ 99.1%
4.1	Re-elect PricewaterhouseCoopers as auditors	FOR	● OPPOSE	The audit firm has been in office for 37 years, which exceeds Ethos' guidelines.	✓ 95.5%
4.2	Re-elect PricewaterhouseCoopers LLP (US) for purposes of United States Securities Law reporting	FOR	● OPPOSE	The audit firm has been in office for 37 years, which exceeds Ethos' guidelines.	✓ 94.6%
4.3	Re-elect BDO as special auditors	FOR	FOR		✓ 99.9%
5	Elections to the board of directors				
5.1	Re-elect Mr. Evan G. Greenberg	FOR	● OPPOSE	He is also a permanent member of the executive management (CEO).	✓ 92.0%
5.2	Re-elect Mr. Michael P. Connors	FOR	FOR		✓ 95.3%
5.3	Re-elect Mr. Michael G. Atieh	FOR	● OPPOSE	He has been a member of the board for 31 years, which exceeds Ethos' guidelines.	✓ 95.4%
5.4	Elect Ms. Kathy Bonanno	FOR	FOR		✓ 99.8%
5.5	Re-elect Ms. Sheila P. Burke	FOR	FOR		✓ 99.1%
5.6	Re-elect Ms. Mary A. Cirillo	FOR	FOR		✓ 91.5%
5.7	Re-elect Mr. Robert J. Hugin	FOR	FOR		✓ 99.1%
5.8	Re-elect Mr. Robert Scully	FOR	FOR		✓ 98.6%
5.9	Re-elect Mr. Theodore E. Shasta	FOR	FOR		✓ 97.8%
5.10	Re-elect Mr. David Sidwell	FOR	FOR		✓ 98.9%
5.11	Re-elect Mr. Olivier Steimer	FOR	FOR		✓ 95.4%
5.12	Re-elect Dr. Luis Téllez	FOR	FOR		✓ 98.9%
5.13	Re-elect Ms. Frances F. Townsend	FOR	● OPPOSE	She holds an excessive number of mandates.	✓ 96.4%
6	Re-elect Mr. Evan G. Greenberg as board chairman	FOR	● OPPOSE	As Ethos did not support the election of Mr. Greenberg to the board of directors, Ethos cannot approve Mr. Greenberg as chairman.	✓ 64.5%
7	Elections to the remuneration committee				
7.1	Re-elect Mr. Michael P. Connors to the remuneration committee	FOR	FOR		✓ 96.2%
7.2	Re-elect Ms. Mary A. Cirillo to the remuneration committee	FOR	FOR		✓ 94.3%
7.3	Re-elect Ms. Frances F. Townsend to the remuneration committee	FOR	● OPPOSE	As Ethos did not support the election of Ms. Townsend to the board of directors, Ethos cannot approve Ms. Townsend to the committee.	✓ 96.2%
8	Re-elect Homburger AG as independent proxy	FOR	FOR		✓ 99.9%

Item	Agenda	Board	Ethos		Result
9	Approve renewal of authorised capital	FOR	● OPPOSE	The requested authority to issue shares, with tradable pre-emptive rights, for general financing purposes, exceeds 33% of the issued capital.	✓ 96.1%
10	Reduce share capital via cancellation of shares	FOR	FOR		✓ 99.9%
11.1	Binding prospective vote on the total remuneration of the board of directors	FOR	FOR		✓ 99.6%
11.2	Binding prospective vote on the total remuneration of the executive management	FOR	● OPPOSE	The information provided is insufficient. The maximum amount that can be potentially paid out is significantly higher than the amount requested at the general meeting. The remuneration structure is not in line with Ethos' guidelines.	✓ 96.3%
12	Advisory vote on the executive remuneration	FOR	● OPPOSE	The remuneration report is not in line with Ethos' guidelines.	✓ 93.4%
13	Shareholder resolution: Adopt a policy to ensure that underwriting practices do not support new fossil fuel supplies	OPPOSE	● FOR	The resolution is in line with the objectives of the Paris Agreement.	✗ 19.4%
14	Shareholder resolution: Report on greenhouse gas emissions	OPPOSE	● FOR	The resolution is in line with the objectives of the Paris Agreement.	✓ 72.2%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Elect Mr. Bradlen S. Cashaw	FOR	FOR		✓ 99.4%
1b.	Re-elect Mr. James R. Craigie	FOR	FOR		✓ 95.3%
1c.	Re-elect Mr. Matthew T. Farrell	FOR	● OPPOSE	Combined chairman and CEO.	✓ 92.2%
1d.	Re-elect Mr. Bradley C. Irwin	FOR	● OPPOSE	Non independent lead director, which is not best practice.	✓ 90.2%
1e.	Re-elect Mr. Penry W. Price	FOR	FOR		✓ 98.2%
1f.	Re-elect Ms. Susan G. Saideman	FOR	FOR		✓ 96.6%
1g.	Re-elect Mr. Ravichandra K. Saligram	FOR	FOR		✓ 89.3%
1h.	Re-elect Mr. Robert K. Shearer	FOR	FOR		✓ 93.1%
1i.	Re-elect Ms. Janet S. Vergis	FOR	FOR		✓ 95.3%
1j.	Re-elect Mr. Arthur B. Winkleblack	FOR	FOR		✓ 93.1%
1k.	Re-elect Ms. Laurie J. Yoler	FOR	FOR		✓ 95.7%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 84.0%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 93.3%
4.	To approve the adoption of the Omnibus Equity Compensation Plan	FOR	● OPPOSE	The pay-for-performance connection is not demonstrated. The potential variable remuneration exceeds our guidelines. No individual caps are disclosed.	✓ 83.5%
5.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold (10%) would enhance the right of shareholders to call a special meeting.	✗ 42.2%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. David M. Cordani	FOR	● OPPOSE	Combined chairman and CEO.	✓ 92.6%
1b.	Re-elect Mr. William J. DeLaney	FOR	FOR		✓ 98.5%
1c.	Re-elect Mr. Eric J. Foss	FOR	FOR		✓ 97.0%
1d.	Re-elect Dr. Elder Granger	FOR	FOR		✓ 98.4%
1e.	Elect Ms. Neesha Hathi	FOR	FOR		✓ 99.5%
1f.	Re-elect Mr. George Kurian	FOR	FOR		✓ 99.0%
1g.	Re-elect Ms. Kathleen M. Mazarella	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 96.2%
1h.	Re-elect Dr. Mark B. McClellan	FOR	FOR		✓ 98.7%
1i.	Re-elect Ms. Kimberly A. Ross	FOR	FOR		✓ 99.4%
1j.	Re-elect Mr. Eric C. Wiseman	FOR	● OPPOSE	Non independent lead director, which is not best practice.	✓ 96.9%
1k.	Re-elect Ms. Donna F. Zarcone	FOR	FOR		✓ 95.4%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 82.7%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 94.5%
4.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 47.0%
5.	Shareholder resolution: Gender pay gap report	OPPOSE	● FOR	Enhanced disclosure on gender equality.	✗ 32.7%
6.	Shareholder resolution: Disclose political contributions	OPPOSE	● FOR	Enhanced disclosure on political donations.	✗ 46.0%

Item	Agenda	Board	Ethos		Result
1	To approve the Agreement and Plan of Merger	FOR	FOR		✓ 90.4%
2	Advisory Vote on remuneration for the executives in connection to the merger	FOR	● OPPOSE	Concerns over the severance payments which are considered excessive.	✗ 36.7%
3	To approve the adjournment proposal	WITH-DRAWN	● OPPOSE	As ITEM 1 was approved by shareholders, ITEM 3 was not submitted to vote. Ethos initially recommended to OPPOSE for the following reason: We consider that when a quorum is achieved, the vote outcome should be considered representative of the shareholder opinion regardless of the result.	–

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Zein Abdalla	FOR	FOR		✓ 98.7%
1b.	Re-elect Ms. Vinita Bali	FOR	FOR		✓ 97.9%
1c.	Re-elect Ms. Maureen Breakiron-Evans	FOR	FOR		✓ 95.4%
1d.	Re-elect Ms. Archana Deskus	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 97.5%
1e.	Re-elect Mr. John M. Dineen	FOR	FOR		✓ 99.6%
1f.	Re-elect Mr. Brian Humphries	FOR	FOR		✓ 99.8%
1g.	Re-elect Mr. Leo S. Mackay Jr.	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 92.7%
1h.	Re-elect Mr. Michael Patsalos-Fox	FOR	FOR		✓ 97.1%
1i.	Elect Mr. Stephen Rohleder	FOR	FOR		✓ 99.9%
1j.	Re-elect Mr. Joseph M. Velli	FOR	FOR		✓ 96.8%
1k.	Re-elect Ms. Sandra S. Wijnberg	FOR	FOR		✓ 92.1%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 90.3%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 94.7%
4.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	OPPOSE		✗ 8.3%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. John P. Bilbrey	FOR	FOR		✓ 98.1%
1b.	Re-elect Mr. John T. Cahill	FOR	FOR		✓ 92.6%
1c.	Re-elect Ms. Lisa M. Edwards	FOR	FOR		✓ 98.7%
1d.	Re-elect Dr. C. Martin Harris	FOR	FOR		✓ 97.8%
1e.	Re-elect Ms. Martina Hund-Mejean	FOR	FOR		✓ 98.9%
1f.	Re-elect Ms. Kimberly A. Nelson	FOR	FOR		✓ 98.6%
1g.	Re-elect Ms. Lorrie M. Norrington	FOR	FOR		✓ 97.4%
1h.	Re-elect Mr. Michael B. Polk	FOR	FOR		✓ 97.6%
1i.	Re-elect Mr. Stephen I. Sadove	FOR	● OPPOSE	Non independent lead director, which is not best practice.	✓ 92.2%
1j.	Re-elect Mr. Noel R. Wallace	FOR	● OPPOSE	Combined chairman and CEO.	✓ 89.8%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.2%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 90.8%
4.	Shareholder Resolution: Termination Pay	OPPOSE	● FOR	The proposal aims at improving the remuneration policy.	✗ 43.3%
5.	Shareholder Resolution: Request for Charitable Donation Disclosure	OPPOSE	OPPOSE		✗ 4.7%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Mr. Kenneth J. Bacon	FOR	● WITHHOLD	The director has been sitting on the board for over 20 years, which exceeds guidelines. Non-independent chairman of the nomination committee. The independence of this committee is insufficient.	✓
1.2	Re-elect Ms. Madeline S. Bell	FOR	FOR		✓
1.3	Re-elect Mr. Edward D. Breen	FOR	● WITHHOLD	Concerns over the director's time commitments.	✓
1.4	Re-elect Mr. Gerald L. Hassell	FOR	FOR		✓
1.5	Re-elect Mr. Jeffrey A. Honickman	FOR	FOR		✓
1.6	Re-elect Ms. Maritza G. Montiel	FOR	FOR		✓
1.7	Re-elect Mr. Asuka Nakahara	FOR	FOR		✓
1.8	Re-elect Mr. David C. Novak	FOR	FOR		✓
1.9	Re-elect Mr. Brian L. Roberts	FOR	● WITHHOLD	Combined chairman and CEO.	✓
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 96.2%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 97.4%
4.	Shareholder Resolution: Charitable Contributions	OPPOSE	OPPOSE		✗ 0.9%
5	Shareholder resolution: Gender and Racial Pay Equity Report	OPPOSE	● FOR	Enhanced disclosure on gender equality and ethnic diversity.	✗ 18.3%
6.	Shareholder resolution: Report on Risks of omitting Viewpoint and Ideology from EEO Policy	OPPOSE	OPPOSE		✗ 1.4%
7.	Shareholder resolution: Report on Effectiveness of Sexual Harassment Policies	OPPOSE	● FOR	The proposed review would help the company to improve its existing policies and procedures to avoid future cases of sexual harassment.	✗ 22.3%
8.	Shareholder resolution: Report on Retirement Plan Options	OPPOSE	● FOR	We support corporate climate-aligned retirement plans.	✗ 6.0%

Item	Agenda	Board	Ethos	Result
1.	Opening of the Meeting	NON-VOTING	NON-VOTING	
2.	Report of the executive board for the financial year 2021	NON-VOTING	NON-VOTING	
3.	Adoption of the financial statements	FOR	FOR	✓ 100.0%
4.	Approve remuneration report	FOR	FOR	✓ 95.5%
5.	Explanation of the policy on reserves and dividends	NON-VOTING	NON-VOTING	
6.	Approve allocation of income	FOR	FOR	✓ 98.6%
7.	Discharge of executive board	FOR	FOR	✓ 95.9%
8.	Discharge of supervisory board	FOR	FOR	✓ 95.9%
	Composition of the supervisory board			
9.	Election of William Lin	FOR	FOR	✓ 100.0%
10.	Approve remuneration of the supervisory board	FOR	FOR	✓ 96.9%
11.	Authorisation to issue shares for general purposes	FOR	FOR	✓ 95.7%
12.	Authorisation to restrict or exclude pre-emptive rights for general purposes	FOR	FOR	✓ 93.9%
13.	Authorisation to issue additional shares in connection with mergers, acquisitions and/or (strategic) alliances	FOR	FOR	✓ 57.4%
14.	Authorisation to restrict or exclude pre-emptive rights in connection with mergers, acquisitions and/or (strategic) alliances	FOR	FOR	✓ 99.1%
15.	Reduce share capital via cancellation of shares	FOR	FOR	✓ 95.2%
16.	Election of auditor	FOR	FOR	✓ 100.0%
17.	Any other business	NON-VOTING	NON-VOTING	
18.	Closing of the Meeting	NON-VOTING	NON-VOTING	

Item	Agenda	Board	Ethos	Result
1	Approval of the individual Directors' report and the accounts	FOR	FOR	✓ 99.9%
2	Approval of the consolidated Directors' report and the accounts	FOR	FOR	✓ 99.9%
3	Approval of the Corporate Governance report	FOR	FOR	✓ 100.0%
4	Approval of the non-financial information report	FOR	FOR	✓ 100.0%
5	Allocation of income	FOR	FOR	✓ 100.0%
6	Express a vote of confidence in the corporate bodies of the Company	FOR	FOR	✓ 100.0%
7	Acquisition of own shares	FOR	FOR	✓ 100.0%
8	Sale by the Company of its own shares	FOR	FOR	✓ 100.0%
9	Approval of the rules of procedures of the General Meeting	FOR	FOR	✓ 100.0%
10	Approval of the 2022-2024 Remuneration Policy	FOR	● OPPOSE	The information provided is insufficient. ✓ 98.0%

Item	Agenda	Board	Ethos	Result
1	1) To approve the parent company's financial statements.; 2) To approve specific luxury or non-deductible expenses.	FOR	FOR	✓ 99.8%
2	To approve the consolidated financial statements.	FOR	FOR	✓ 99.4%
3	To approve the allocation of income and the dividend payment.	FOR	FOR	✓ 99.9%
4	Approval of the amendment of a related party agreement between Crédit Agricole SA and Caisses Régionales de Crédit Agricole.	FOR	FOR	✓ 100.0%
5	Approval of the amendment of a tax consolidation agreement between CACIB and CA Indosuez Wealth France concluded on June 30, 2021.	FOR	FOR	✓ 100.0%
6	Approval of a framework of a related party agreement governing the services provided by the FNSEA on behalf of Crédit Agricole SA and the entities of the CASA group.	FOR	FOR	✓ 99.7%
Board main features				
7	Election of Sonia Bonnet-Bernard as a Director for 1 year.	FOR	FOR	✓ 99.4%
8	Election of Hugues Brasseur as a Director for 1 year.	FOR	● OPPOSE	✓ 89.3%
			Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence. The board size is also excessive.	
9	Election of Eric Vial as a Director for 1 year.	FOR	● OPPOSE	✓ 89.0%
			Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence. The board size is also excessive.	
10	Re-election of Dominique Lefebvre as a Director for 3 years.	FOR	FOR	✓ 83.7%
11	Re-election of Pierre Cambefort as a Director for 3 years.	FOR	● OPPOSE	✓ 89.4%
			Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence. The board size is also excessive.	

Item	Agenda	Board	Ethos		Result
12	Re-election of Jean-Pierre Gaillard as a Director for 3 years.	FOR	● OPPOSE	Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence. The board size is also excessive.	✓ 85.1%
13	Re-election of Jean-Paul Kerrien as a Director for 3 years.	FOR	● OPPOSE	Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence. The board size is also excessive.	✓ 89.4%
14	To approve the non-executive Chairman of the board new remuneration policy.	FOR	FOR		✓ 99.6%
15	To approve the CEO new remuneration policy.	FOR	FOR		✓ 91.5%
16	To approve the Deputy CEO new remuneration policy.	FOR	FOR		✓ 91.5%
17	To approve the members of the board's new remuneration policy.	FOR	FOR		✓ 99.4%
18	Ex-post binding "Say on Pay" vote on the individual remuneration of Dominique Lefebvre, chairman of the board.	FOR	FOR		✓ 99.8%
19	Ex-post binding "Say on Pay" vote on the individual remuneration of Philippe Brassac, CEO.	FOR	FOR		✓ 92.2%
20	Ex-post binding "Say on Pay" vote on the individual remuneration of Xavier Musca, Deputy CEO.	FOR	FOR		✓ 94.3%
21	To approve the remuneration report.	FOR	FOR		✓ 99.6%
22	Advisory "Say on Pay" vote on the remuneration granted to executives and regulated officers mentioned in the French Financial Code (article L.511-71 Code monétaire et financier) for fiscal year 2021.	FOR	FOR		✓ 99.3%
23	To approve a treasury share buy-back and disposal programme.	FOR	FOR		✓ 99.2%
24	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights.	FOR	FOR		✓ 98.1%
25	Global allowance to issue capital related securities without pre-emptive rights through private placement.	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 96.1%

Item	Agenda	Board	Ethos		Result
26	Global allowance to issue capital related securities without pre-emptive rights by public issuance.	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 97.3%
27	"Green shoe" autorisation.	FOR	● OPPOSE	Additional potential dilution which is not in shareholders' interests.	✓ 94.8%
28	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company.	FOR	FOR		✓ 99.4%
29	To depart from the legal rules defining the maximum discount for capital increase without pre-emptive rights (up to 10% of share capital).	FOR	FOR		✓ 97.0%
30	To limit capital increases with or without pre-emptive rights.	FOR	FOR		✓ 98.9%
31	To authorise capital increases by transfer of reserves.	FOR	FOR		✓ 99.9%
32	To authorise capital increases related to an all-employee share ownership plan.	FOR	FOR		✓ 98.7%
33	To authorise capital increases related to an all-employee share ownership plan.	FOR	FOR		✓ 98.7%
34	To authorise a potential reduction in the company's share capital.	FOR	FOR		✓ 98.3%
35	Delegation of powers for the completion of formalities.	FOR	FOR		✓ 100.0%
A	** External shareholder proposal filed by ESOP Crédit Agricole SA Actions and not supported by the Board: Application, in relation to capital increases reserved for employees of the Crédit Agricole Group, of a discount of 30%	OPPOSE	OPPOSE		✗ 5.5%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. P. Robert Bartolo	FOR	FOR		✓ 99.0%
1b.	Re-elect Mr. Jay A. Brown	FOR	FOR		✓ 99.5%
1c.	Re-elect Ms. Cindy Christy	FOR	FOR		✓ 96.5%
1d.	Re-elect Mr. Ari Q. Fitzgerald	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 96.0%
1e.	Re-elect Dr. Andrea J. Goldsmith	FOR	FOR		✓ 98.5%
1f.	Re-elect Ms. Tammy K. Jones	FOR	FOR		✓ 93.0%
1g.	Re-elect Mr. Anthony J. Melone	FOR	FOR		✓ 97.3%
1h.	Re-elect Mr. W. Benjamin Moreland	FOR	FOR		✓ 99.3%
1i.	Re-elect Mr. Kevin A. Stephens	FOR	FOR		✓ 99.7%
1j.	Re-elect Mr. Matthew Thornton III	FOR	FOR		✓ 99.7%
2.	Re-election of the auditor	FOR	FOR		✓ 99.2%
3.	To approve the adoption of the 2022 Long-term Incentive Plan	FOR	● OPPOSE	Potential excessive awards.	✓ 97.0%
4.	Approve renewal of authorised capital	FOR	● OPPOSE	The increase in the authorised capital is excessive.	✓ 96.2%
5.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 96.4%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Fernando Aguirre	FOR	FOR		✓ 99.5%
1b.	Re-elect Mr. C. David Brown II	FOR	FOR		✓ 93.5%
1c.	Re-elect Ms. Alecia A. DeCoudreaux	FOR	FOR		✓ 99.6%
1d.	Re-elect Ms. Nancy-Ann M. DeParle	FOR	FOR		✓ 98.7%
1e.	Re-elect Mr. Roger N. Farah	FOR	FOR		✓ 98.4%
1f.	Re-elect Ms. Anne M. Finucane	FOR	FOR		✓ 97.6%
1g.	Re-elect Mr. Edward J. Ludwig	FOR	FOR		✓ 98.9%
1h.	Re-elect Ms. Karen S. Lynch	FOR	FOR		✓ 99.2%
1i.	Re-elect Mr. Jean-Pierre Millon	FOR	FOR		✓ 96.8%
1j.	Re-elect Ms. Mary L. Schapiro	FOR	FOR		✓ 99.6%
1k.	Re-elect Mr. William C. Weldon	FOR	FOR		✓ 98.7%
2.	Re-election of the auditor	FOR	FOR		✓ 98.2%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 91.8%
4.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 42.5%
5.	Shareholder resolution: Independent chairman	OPPOSE	OPPOSE		✗ 21.5%
6.	Shareholder resolution: Workplace Non-Discrimination Audit	OPPOSE	OPPOSE		✗ 1.6%
7.	Shareholder resolution: Adopt a Policy on Paid Sick Leave for All Employees	OPPOSE	● FOR	We support corporate policies that encourage social responsibility.	✗ 26.2%
8.	Shareholder resolution: Report on Public Health Costs of the Company's Food Business to Diversified Portfolios	OPPOSE	● FOR	Enhanced disclosure on social issues.	✗ 12.0%

Item	Agenda	Board	Ethos		Result
1	Dividend Allocation	FOR	FOR		-
2	Amend Articles of Association: Electronic documentation	FOR	FOR		-
3	Amend Articles of Association: Virtual general meeting	FOR	FOR		-
	Election of Directors				
4.1	Re-elect Mr. Keiichi Yoshii	FOR	● OPPOSE	Combined chairman and CEO.	-
4.2	Re-elect Mr. Takeshi Kosokabe	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
4.3	Re-elect Mr. Yoshiyuki Murata	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
4.4	Re-elect Mr. Hirotsugu Otomo	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
4.5	Re-elect Mr. Tatsuya Urakawa	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
4.6	Re-elect Mr. Kazuhito Dekura	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
4.7	Re-elect Mr. Yoshinori Ariyoshi	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
4.8	Re-elect Mr. Keisuke Shimonishi	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
4.9	Re-elect Mr. Nobuya Ichiki	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
4.10	Elect Mr. Toshiya Nagase	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
4.11	Re-elect Ms. Yukiko Yabu	FOR	FOR		-
4.12	Re-elect Mr. Yukinori Kuwano	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	-
4.13	Re-elect Prof. Miwa Seki	FOR	FOR		-
4.14	Elect Mr. Kazuhiro Yoshizawa	FOR	● OPPOSE	Non independent director (various reasons). The board is not sufficiently independent.	-
4.15	Elect Mr. Yujiro Ito	FOR	FOR		-
5	Election of 2 Corporate Auditors				
5.1	Elect Mr. Tomoyuki Nakazato as a Corporate Auditor	FOR	FOR		-
5.2	Elect Mr. Yoshinori Hashimoto as a Corporate Auditor	FOR	FOR		-
6	Approve bonus payment for executive directors	FOR	FOR		-
7	Approve two restricted share plans	FOR	FOR		-

Item	Agenda	Board	Ethos		Result
1	Elections of directors				
1.1	Re-elect Mr. Michael S. Dell	FOR	● WITHHOLD	Combined chairman and CEO. Non-independent chairman of the nomination committee. The independence of this committee is insufficient.	✓
1.2	Re-elect Mr. David W. Dorman	FOR	● WITHHOLD	Concerns over the director's attendance rate, which was below 75% during the year under review.	✓
1.3	Re-elect Mr. Egon P. Durban	FOR	● WITHHOLD	Concerns over the director's time commitments.	✓
1.4	Elect Mr. David J. Grain	FOR	FOR		✓
1.5	Re-elect Mr. William D. Green	FOR	FOR		✓
1.6	Re-elect Mr. Simon Patterson	FOR	FOR		✓
1.7	Re-elect Ms. Lynn Vojvodich Radakovich	FOR	FOR		✓
1.8	Re-elect Ms. Ellen J. Kullman	FOR	FOR		✓
2	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 99.7%
3	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. Performance targets are not sufficiently challenging. Concerns over the excessive sign-on bonus granted to the new co-COO.	✓ 97.9%
4	Amend Certificate of Incorporation to Add A Federal Forum Provision	FOR	FOR		✓ 99.3%

Item	Agenda	Board	Ethos		Result
1.1	Financial statements as at 31 December 2021	FOR	FOR		✓ 99.9%
1.2	Allocation of net results and dividend distribution	FOR	FOR		✓ 100.0%
2.1	Binding vote on the remuneration policy	FOR	● OPPOSE	Concerns over the severance payments which are considered excessive.	✓ 85.4%
2.2	Advisory vote on the remuneration paid in 2021	FOR	● OPPOSE	An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 85.5%
3.1	Determination of the number of members of the Board of Directors	NO RECOMME ND.	● FOR	The proposed number of directors is reasonable.	✓ 100.0%
3.2	Determination of the term of office of Directors	NO RECOMME ND.	● FOR	Term of 3 years is according to Italian legislation.	✓ 99.9%
3.3	Appointment of the members of the Board of Directors: slate of nominees submitted by IP Investimenti e Partecipazioni Srl	NO RECOMME ND.	● OPPOSE	The board is not sufficiently independent in our view and the proposed slate would not improve the level of independence.	✓ 98.6%
3.4	Determination of the remuneration of the members of the Board of Directors	NO RECOMME ND.	● FOR	Proposed board fees are considered reasonable.	✓ 99.9%
4.1	Appointment of the members of the Board of Statutory Auditors	NON-VOTING	NON-VOTING		
4.1.1	Slate of nominees submitted by IP Investimenti e Partecipazioni Srl	NO RECOMME ND.	● DO NOT VOTE	We have concerns regarding some of the statutory auditors.	✓ 100.0%
4.1.2	Slate of nominees submitted by a group of institutional investors	NO RECOMME ND.	● FOR	Proposed statutory auditor raises no concerns.	✓ 99.9%
4.2	Appointment of the Chairperson of the Board of Statutory Auditors	NO RECOMME ND.	● FOR	No concerns regarding the proposed chairperson.	–
4.3	Determination of the remuneration of the members of the Board of Statutory Auditors	NO RECOMME ND.	● FOR	The fees proposed for the board of statutory auditors are considered reasonable.	✓ 100.0%
5	Approval of a long-term incentive "Equity Awards Plan"	FOR	● OPPOSE	An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 88.5%
6	Authorization for the purchase and disposal of treasury shares	FOR	● OPPOSE	The repurchase price is too high.	✓ 99.7%
A.	Deliberations on possible legal action against Directors if presented by shareholders	NO RECOMME ND.	● OPPOSE	Shareholders voting by proxy cannot approve in advance any unannounced proposal.	–

Item	Agenda	Board	Ethos		Result
1	Elections of directors				
1.a	Re-elect Mr. Warren F. Bryant	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 94.2%
1.b	Re-elect Mr. Michael M. Calbert	FOR	FOR		✓ 84.8%
1.c	Re-elect Ms. Patricia D. Fili-Krushel	FOR	FOR		✓ 91.7%
1.d	Re-elect Mr. Timothy I. McGuire	FOR	FOR		✓ 98.6%
1.e	Re-elect Mr. William C. Rhodes III	FOR	● OPPOSE	Non-independent chairman of the audit committee. The independence of this committee is insufficient.	✓ 94.5%
1.f	Re-elect Ms. Debra A. Sandler	FOR	FOR		✓ 95.5%
1.g	Re-elect Mr. Ralph E. Santana	FOR	FOR		✓ 96.1%
1.h	Re-elect Mr. Todd J. Vasos	FOR	FOR		✓ 98.6%
2	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 88.4%
3	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns. On a 3-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services.	✓ 95.4%
4	Shareholder resolution: Disclose political contributions	OPPOSE	● FOR	Enhanced disclosure on political donations.	✓ 57.0%

Item	Agenda	Board	Ethos		Result
1	Elections of directors				
1.a	Re-elect Mr. Thomas W. Dickson	FOR	FOR		✓ 94.2%
1.b	Elect Mr. Richard W. Dreiling	FOR	● OPPOSE	Executive chairman. The board is not sufficiently independent and his remuneration is highly excessive.	✓ 97.3%
1.c	Elect Ms. Cheryl W. Grisé	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.	✓ 99.9%
1.d	Elect Mr. Daniel J. Heinrich	FOR	FOR		✓ 99.7%
1.e	Elect Mr. Paul C. Hilal	FOR	FOR		✓ 98.8%
1.f	Elect Mr. Edward J. Kelly III	FOR	● OPPOSE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient. Non independent lead director, which is not best practice.	✓ 99.4%
1.g	Elect Ms. Mary Laschinger	FOR	FOR		✓ 99.6%
1.h	Re-elect Mr. Jeffrey G. Naylor	FOR	FOR		✓ 98.5%
1.i	Re-elect Ms. Winnie Y. Park	FOR	FOR		✓ 98.5%
1.j	Elect Mr. Bertram L. Scott	FOR	● OPPOSE	The director is over 70 years old, which exceeds guidelines for new nominees.	✓ 98.3%
1.k	Re-elect Ms. Stephanie P. Stahl	FOR	FOR		✓ 97.4%
1.l	Re-elect Mr. Michael A. Witynski	FOR	FOR		✓ 99.7%
2	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 86.6%
3	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.7%
4	Provide Right to Call Special Shareholder Meetings	FOR	FOR		✓ 99.6%
5	Shareholder resolution: Climate Transition Planning	OPPOSE	● FOR	The resolution aims to mitigate climate change and is in line with the objectives of the Paris Agreement.	✓ 54.8%

Item	Agenda	Board	Ethos		Result
1	Receive the Annual Report	NON-VOTING	NON-VOTING		
2	Approve the Dividend	FOR	● OPPOSE	The proposed dividend is inconsistent with the company's financial situation.	✓ 99.9%
3	Approve Discharge of Management Board	FOR	FOR		✓ 99.9%
4	Approve Discharge of Supervisory Board	FOR	FOR		✓ 98.7%
5a	Appoint the Auditors	FOR	FOR		✓ 99.9%
5b	Appoint the Auditors for the review of abbreviated financial statements and interim management reports for financial year 2022	FOR	FOR		✓ 99.9%
5c	Appoint the Auditors for the review of abbreviated financial statements and the interim management report for the first quarter of financial year 2023	FOR	FOR		✓ 99.9%
6	Approve Remuneration Report	FOR	● OPPOSE	Performance targets are not sufficiently challenging.	✓ 89.3%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Ms. Adriane M. Brown	FOR	FOR		✓ 93.8%
1b.	Re-elect Mr. Logan Green	FOR	FOR		✓ 97.6%
1c.	Re-elect Ms. E. Carol Hayles	FOR	FOR		✓ 97.5%
1d.	Re-elect Mr. Jamie Iannone	FOR	FOR		✓ 99.7%
1e.	Re-elect Ms. Kathleen C. Mitic	FOR	FOR		✓ 96.3%
1f.	Re-elect Mr. Paul S. Pressler	FOR	FOR		✓ 98.3%
1g.	Re-elect Mr. Mohak Shroff	FOR	FOR		✓ 99.7%
1h.	Re-elect Mr. Robert H. Swan	FOR	FOR		✓ 97.6%
1i.	Re-elect Mr. Perry M. Traquina	FOR	FOR		✓ 97.4%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 89.1%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 88.8%
4.	To approve the amendment and restatement of the Employee Stock Purchase Plan	FOR	FOR		✓ 98.7%
5.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 48.9%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Ms. Shari L. Ballard	FOR	FOR		✓ 98.9%
1b.	Re-elect Ms. Barbara J. Beck	FOR	● OPPOSE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient.	✓ 95.2%
1c.	Re-elect Mr. Christophe Beck	FOR	● OPPOSE	Combined chairman and CEO.	✓ 93.0%
1d.	Re-elect Mr. Jeffrey M. Ettinger	FOR	FOR		✓ 96.3%
1e.	Re-elect Mr. Arthur J. Higgins	FOR	FOR		✓ 96.6%
1f.	Re-elect Mr. Michael Larson	FOR	FOR		✓ 98.5%
1g.	Re-elect Mr. David W. MacLennan	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 97.1%
1h.	Re-elect Ms. Tracy B. McKibben	FOR	FOR		✓ 99.0%
1i.	Re-elect Mr. Lionel L. Nowell III	FOR	FOR		✓ 98.9%
1j.	Re-elect Ms. Victoria J. Reich	FOR	FOR		✓ 93.4%
1k.	Re-elect Ms. Suzanne M. Vautrinot	FOR	FOR		✓ 98.1%
1l.	Re-elect Mr. John J. Zillmer	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 58.4%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 90.1%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 88.6%
4.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 10.1%

Item	Agenda	Board	Ethos		Result
1	1) To approve the parent company's financial statements; 2) To approve specific luxury or non-deductible expenses	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 99.7%
Board main features					
4	Re-election of Bertrand Dumazy as a Director for 4 years	FOR	● OPPOSE	Combined chairman and CEO.	✓ 86.1%
5	Re-election of Maelle Gavet as a Director for 4 years	FOR	FOR		✓ 99.8%
6	Re-election of Jean-Romain Lhomme as a Director for 4 years	FOR	FOR		✓ 99.8%
7	Election of Bernardo Sanchez Incera as a Director for 4 years	FOR	FOR		✓ 99.8%
8	To approve the Chairman CEO new remuneration policy	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 85.6%
9	To approve the non-executives new remuneration policy	FOR	FOR		✓ 99.9%
10	To approve the remuneration report	FOR	● OPPOSE	An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 94.1%
11	Ex-post binding "Say on Pay" vote on the executive individual remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 89.1%
12	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	FOR		✓ 100.0%
13	To re-elect Ernst & Young as auditor for 6 years	FOR	FOR		✓ 99.4%
14	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 99.6%
15	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 99.6%
16	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	FOR	FOR		✓ 97.5%
17	1) Global allowance to issue capital related securities without pre-emptive rights by public issuance ; 2) To approve issues of shares or other capital related securities as a payment for any public exchange offer	FOR	FOR		✓ 97.7%

Item	Agenda	Board	Ethos	Result
18	Global allowance to issue capital related securities without pre-emptive rights through private placement	FOR	FOR	✓ 93.9%
19	"Green shoe" authorisation	FOR	● OPPOSE	Excessive potential capital increase without pre-emptive rights. ✓ 89.1%
20	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	FOR	FOR	✓ 97.6%
21	To authorise capital increases by transfer of reserves	FOR	FOR	✓ 99.8%
22	To authorise capital increases related to an all-employee share ownership plan	FOR	FOR	✓ 94.5%
23	Delegation of powers for the completion of formalities	FOR	FOR	✓ 100.0%

Item	Agenda	Board	Ethos	Result
1.	Election of the chairman of the Meeting	FOR	FOR	✓
2.	Preparation and approval of the voting register	FOR	FOR	✓
3.	Approval of the agenda	FOR	FOR	✓
4.	Election of persons to verify the minutes of the Meeting	FOR	FOR	✓
5.	Determination whether the Meeting has been duly convened	FOR	FOR	✓
6.	Presentation of the (consolidated) annual report and the (consolidated) auditor's report	NON-VOTING	NON-VOTING	
7.	Address by the company CEO	NON-VOTING	NON-VOTING	
8.	Adoption of the financial statements	FOR	FOR	✓
9.	Approve allocation of income and dividend	FOR	FOR	✓
10.1.	Discharge of Kai Wärn	FOR	FOR	✓
10.2.	Discharge of Katharine Clark	FOR	FOR	✓
10.3.	Discharge of Lorna Donatone	FOR	FOR	✓
10.4.	Discharge of Hans Ola Meyer	FOR	FOR	✓
10.5.	Discharge of Daniel Nodhäll	FOR	FOR	✓
10.6.	Discharge of Martine Snels	FOR	FOR	✓
10.7.	Discharge of Carsten Voigtländer	FOR	FOR	✓
10.8.	Discharge of Ulf Karlsson	FOR	FOR	✓
10.9.	Discharge of Joachim Nord	FOR	FOR	✓
10.10.	Discharge of Per Magnusson	FOR	FOR	✓
10.11.	Discharge of the company CEO	FOR	FOR	✓
11.	Resolution on the number of shareholder-elected members of the board of directors to be appointed	FOR	FOR	✓
12.1.	Approve directors' fees	FOR	FOR	✓
12.2.	Approve auditors' fees	FOR	FOR	✓
13.	Composition of the board of directors			
13.1.	Election of Kai Wärn	FOR	FOR	✓
13.2.	Election of Katharine Clark	FOR	FOR	✓
13.3.	Election of Lorna Donatone	FOR	FOR	✓
13.4.	Election of Hans Ola Meyer	FOR	FOR	✓
13.5.	Election of Daniel Nodhäll	FOR	FOR	✓
13.6.	Election of Martine Snels	FOR	FOR	✓
13.7.	Election of Carsten Voigtländer	FOR	FOR	✓

Item	Agenda	Board	Ethos		Result
13.8.	Election of the Chairman of the board	FOR	FOR		✓
14.	Election of auditor	FOR	FOR		✓
15.	Approve remuneration report	FOR	● OPPOSE	We do not consider the performance period for the long-term incentive plan to be long enough.	✓
16.1.	Approve share-related incentive plan	FOR	● OPPOSE	We do not consider the performance period for the long-term incentive plan to be long enough.	✓
16.2.	Approve equity swap agreement to secure the delivery of shares to participants in connection with share-related incentive plan 2022	FOR	● OPPOSE	We do not consider the performance period for the long-term incentive plan to be long enough.	✓
17.	Closing of the Meeting	NON-VOTING	NON-VOTING		

Item	Agenda	Board	Ethos		Result
1	1) To approve the parent company's financial statements.; 2) To approve specific luxury or non-deductible expenses.	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements.	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment.	FOR	FOR		✓ 100.0%
4	To approve the dividend reinvestment plan (option for scrip dividend).	FOR	FOR		✓ 99.6%
5	Approval of a related party agreement concluded by the company with Predica.	FOR	● OPPOSE	Concerns over one or more related party agreements that are not in the interests of shareholders.	✓ 97.9%
	Board main features				
6	Re-election of Antoine Burel as a member of the Supervisory Board for 4 years.	FOR	FOR		✓ 99.4%
7	To approve the new remuneration policy of the Chairman of the Supervisory Board.	FOR	FOR		✓ 99.8%
8	To approve the new remuneration policy of the members of the Supervisory Board.	FOR	FOR		✓ 99.7%
9	To approve the new remuneration policy of the chairman of the Management Board.	FOR	● OPPOSE	Potential excessive awards.	✓ 89.0%
10	To approve the new remuneration policy of the members of the Management Board.	FOR	● OPPOSE	Potential excessive awards.	✓ 89.1%
11	To approve the remuneration report.	FOR	● OPPOSE	Some important elements of best practice are missing from the structure of the executive remuneration.	✓ 96.1%
12	Ex-post binding "Say on Pay" vote on the individual remuneration of Thierry Morin, Chairman of the Supervisory Board.	FOR	FOR		✓ 99.8%
13	Ex-post binding "Say on Pay" vote on the individual remuneration of Xavier Martiré, Chairman of the Management Board.	FOR	● OPPOSE	Excessive variable remuneration.	✓ 91.5%
14	Ex-post binding "Say on Pay" vote on the individual remuneration of Louis Guyot, member of the Management Board.	FOR	● OPPOSE	The information provided on the performance targets is insufficient.	✓ 92.7%
15	Ex-post binding "Say on Pay" vote on the individual remuneration of Matthieu Lecharny, member of the Management Board.	FOR	● OPPOSE	The information provided on the performance targets is insufficient.	✓ 92.7%

Item	Agenda	Board	Ethos		Result
16	Consultative vote on the principle of setting greenhouse gas emission reduction targets by the end of 2022 and then proposing them to shareholders for a vote.	FOR	FOR		✓ 95.5%
17	To approve a treasury share buy-back and disposal programme.	FOR	FOR		✓ 99.8%
18	To authorise capital increases by transfer of reserves.	FOR	FOR		✓ 99.8%
19	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights.	FOR	FOR		✓ 98.0%
20	1) Global allowance to issue capital related securities without pre-emptive rights by public issuance.; 2) To approve issues of shares or other capital related securities as a payment for any public exchange offer.	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 96.5%
21	Global allowance to issue capital related securities without pre-emptive rights through private placement.	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 94.5%
22	To depart from the legal rules defining the maximum discount for capital increase without pre-emptive rights (up to 10% of share capital).	FOR	FOR		✓ 97.0%
23	"Green shoe" autorisation.	FOR	● OPPOSE	Additional potential dilution which is not in shareholders' interests.	✓ 93.5%
24	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company.	FOR	FOR		✓ 98.3%
25	To authorise capital increases related to an all-employee share ownership plan.	FOR	● OPPOSE	The purchase price of shares for employee savings-related plans should not be in principle lower than 80% of the market price at the date of grant.	✓ 93.5%
26	To authorise capital increases related to an all-employee share ownership plan.	FOR	● OPPOSE	The purchase price of shares for employee savings-related plans should not be in principle lower than 80% of the market price at the date of grant.	✓ 93.5%
27	To limit capital increases with or without pre-emptive rights.	FOR	FOR		✓ 98.1%
28	To authorise a potential reduction in the company's share capital.	FOR	FOR		✓ 98.8%
29	Delegation of powers for the completion of formalities.	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos	Result	
1.	Elections of directors				
1.1	Re-elect Ms. Angela M. Aman	FOR	FOR	✓	
1.2	Re-elect Mr. Raymond Bennett	WITH-DRAWN	WITH-DRAWN	-	
1.3	Re-elect Ms. Linda Walker Bynoe	FOR	● WITHHOLD	Non-independent chairman of the nomination committee. The independence of this committee is insufficient.	✓
1.4	Re-elect Ms. Mary Kay Haben	FOR	FOR	✓	
1.5	Re-elect Mr. Tahsinul Zia Huque	FOR	FOR	✓	
1.6	Re-elect Mr. John E. Neal	FOR	FOR	✓	
1.7	Re-elect Mr. David J. Neithercut	FOR	FOR	✓	
1.8	Re-elect Mr. Mark J. Parrell	FOR	FOR	✓	
1.9	Re-elect Mr. Mark S. Shapiro	FOR	FOR	✓	
1.10	Re-elect Mr. Stephen E. Sterrett	FOR	FOR	✓	
1.11	Re-elect Mr. Samuel Zell	FOR	● WITHHOLD	The director is over 75 years old, which exceeds guidelines.	✓
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.1%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 91.9%

Item	Agenda	Board	Ethos		Result
1	Approval of the Board of Directors' management report	FOR	FOR		✓ 100.0%
2	Approval of the special report on operations carried out under the authorised capital established in application of the provisions of article 8Bis of the articles of association	FOR	FOR		✓ 100.0%
3	Approval of the auditor's report	FOR	FOR		✓ 100.0%
4	To approve the consolidated financial statements	FOR	FOR		✓ 100.0%
5	To approve the parent company's financial statements	FOR	FOR		✓ 100.0%
6	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 100.0%
7	Discharge of the Board	FOR	● OPPOSE	Serious shortcomings in corporate governance constitute a major risk for the company and its shareholders.	✓ 97.9%
8	Discharge of the Auditor	FOR	FOR		✓ 99.9%
9	Advisory Vote on the Company's Compensation Policy	FOR	● OPPOSE	The information provided is insufficient.	✓ 86.8%
	Board main features				
10	Re-election of Patrizia Luchetta as a Director for 2 years of Patrizia Luchetta as a Director	FOR	FOR		✓ 97.9%
11	Re-election of Fereshteh Pouchantchi as a Director for 1 year of Fereshteh Pouchantchi as a Director	FOR	FOR		✓ 99.9%
12	Re-election of Evie Roos as a Director for 2 years of Evie Roos as a Director	FOR	FOR		✓ 98.8%
13	To re-elect Deloitte Audit as auditor for 1 year Deloitte & Associés as auditor for 6 years	FOR	FOR		✓ 100.0%
14	To approve Directors' fees	FOR	FOR		✓ 99.8%
15	Acknowledgement of a previously authorized share buy-back program	FOR	FOR		✓ 100.0%
16	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%
E1	To delete the last paragraph of Article 1 of the Company's Articles of Association	FOR	FOR		✓ 100.0%
E2	To insert a new Article 6 ("Applicable Law") in the Company's Articles of Association	FOR	FOR		✓ 100.0%
E3	To amend Article 9 of the Company's Articles of Association	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos		Result
E4	To amend the third paragraph of Article 10.3 of the Articles of Association in order to change the title of the law of 11 January 2008	FOR	FOR		✓ 100.0%
E5	To amend the last paragraph of Article 12bis.2 of the Company's Articles of Association	FOR	● OPPOSE	Multiple share structures are not in the best interest of shareholders, as they create a disproportionate control of one group of shareholders.	✓ 99.9%
E6	To amend the second paragraph of Article 12bis.3 of the Company's Articles of Association	FOR	● OPPOSE	Multiple share structures are not in the best interest of shareholders, as they create a disproportionate control of one group of shareholders.	✓ 99.9%
E7	To amend the fourth paragraph of Article 12bis.3 of the Company's Articles of Association	FOR	● OPPOSE	Multiple share structures are not in the best interest of shareholders.	✓ 99.9%
E8	To amend the fourth paragraph of Article 12bis.4 of the Company's Articles of Association	FOR	● OPPOSE	Multiple share structures are not in the best interest of shareholders.	✓ 99.9%
E9	To amend the first paragraph of Article 12bis.5 of the Company's Articles of Association to change the reference to Article 12bis.5 of the Articles of Association to a reference to Article 12 Bis of the Articles of Association	FOR	● OPPOSE	Multiple share structures are not in the best interest of shareholders.	✓ 99.9%
E10	To amend the second paragraph of Article 12bis.5 of the Company's Articles of Association	FOR	● OPPOSE	Multiple share structures are not in the best interest of shareholders.	✓ 99.9%
E11	To amend the first paragraph of Article 13 of the Company's Articles of Association to reduce the maximum number of directors from 18 to 16	FOR	● OPPOSE	The proposed board size is too large.	✓ 100.0%
E12	To amend Article 15.2 of the Company's Articles of Association to update the names of the committees	FOR	FOR		✓ 100.0%
E13	To amend the first paragraph of Article 16.2 (1) of the Company's Articles of Association	FOR	FOR		✓ 100.0%
E14	Amendment to the first paragraph of Article 16.3 of the Company's Articles of Association	FOR	FOR		✓ 100.0%
E15	To create an English version of the Company's Articles of Association	FOR	● OPPOSE	Multiple share structures are not in the best interest of shareholders.	✓ 100.0%
E16	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

Expeditors

03.05.2022

AGM

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Mr. Glenn M. Alger	FOR	FOR		✓ 99.3%
1.2	Re-elect Mr. Robert P. Carlile	FOR	FOR		✓ 96.7%
1.3	Re-elect Mr. James M. DuBois	FOR	FOR		✓ 99.1%
1.4	Re-elect Dr. Mark A. Emmert	FOR	FOR		✓ 88.5%
1.5	Re-elect Ms. Diane H. Gulyas	FOR	FOR		✓ 97.3%
1.6	Re-elect Mr. Jeffrey S. Musser	FOR	FOR		✓ 99.3%
1.7	Elect Mr. Brandon S. Pedersen	FOR	FOR		✓ 99.6%
1.8	Re-elect Ms. Liane J. Pelletier	FOR	FOR		✓ 91.0%
1.9	Elect Ms. Olivia D. Polius	FOR	FOR		✓ 99.5%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 88.7%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 92.9%
4.	Shareholder resolution: Disclose political contributions	OPPOSE	● FOR	Enhanced disclosure on political donations.	✗ 25.6%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Dr. Kenneth M. Woolley	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 96.3%
1.2	Re-elect Mr. Joseph D. Margolis	FOR	FOR		✓ 99.4%
1.3	Re-elect Dr. Roger B. Porter	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 88.1%
1.4	Re-elect Mr. Joseph J. Bonner	FOR	FOR		✓ 97.3%
1.5	Re-elect Mr. Gary L. Crittenden	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 91.6%
1.6	Re-elect Mr. Spencer F. Kirk	FOR	FOR		✓ 98.4%
1.7	Re-elect Mr. Dennis J. Letham	FOR	FOR		✓ 98.6%
1.8	Re-elect Ms. Diane Olmstead	FOR	FOR		✓ 99.1%
1.9	Re-elect Ms. Julia Vander Ploeg	FOR	FOR		✓ 97.3%
2.	Re-election of the auditor	FOR	● OPPOSE	On a 3-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services.	✓ 95.0%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 95.3%

Item	Agenda	Board	Ethos		Result
1	1) To approve the parent company's financial statements.; 2) To approve specific luxury or non-deductible expenses.	FOR	FOR		✓ 99.9%
2	To approve the consolidated financial statements.	FOR	FOR		✓ 99.5%
3	To approve the allocation of income and the dividend payment.	FOR	FOR		✓ 96.9%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties.	FOR	FOR		✓ 100.0%
Board main features					
5	To ratify the co-optation of Judith Curran as a Director for 2 years.	FOR	FOR		✓ 100.0%
6	Election of Jurgen Behrend as a Director for 4 years.	FOR	● OPPOSE	The director is over 70 years old, which exceeds guidelines for new nominees.	✓ 98.8%
7	To approve the remuneration report.	FOR	FOR		✓ 96.7%
8	Ex-post binding "Say on Pay" vote on the remuneration of Michel de Rosen, chairman of the board.	FOR	FOR		✓ 99.6%
9	Ex-post binding "Say on Pay" vote on the remuneration of Patrick Koller, CEO.	FOR	● OPPOSE	Excessive variable remuneration.	✓ 92.4%
10	To approve the non-executives new remuneration policy.	FOR	FOR		✓ 98.7%
11	To approve the Chairman of the board's new remuneration policy.	FOR	FOR		✓ 99.6%
12	To approve the CEO's new remuneration policy.	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 85.2%
13	To approve a treasury share buy-back and disposal programme.	FOR	FOR		✓ 97.4%
14	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights.	FOR	FOR		✓ 96.6%
15	1) Global allowance to issue capital related securities without pre-emptive rights by public issuance.; 2) To approve issues of shares or other capital related securities as a payment for any public exchange offer.	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 97.5%
16	Global allowance to issue capital related securities without pre-emptive rights through private placement.	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 94.9%
17	"Green shoe" autorisation.	FOR	● OPPOSE	Additional potential dilution which is not in shareholders' interests.	✓ 91.4%

Item	Agenda	Board	Ethos		Result
18	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company.	FOR	FOR		✓ 99.1%
19	To authorise capital increases by transfer of reserves.	FOR	FOR		✓ 99.9%
20	To authorise the Board to issue restricted shares for employees and/or executive directors.	FOR	● OPPOSE	Potential excessive awards.	✓ 92.9%
21	To authorise capital increases related to an all-employee share ownership plan.	FOR	● OPPOSE	The purchase price of shares for employee savings-related plans should not be in principle lower than 80% of the market price at the date of grant.	✓ 96.2%
22	To authorise capital increases related to an all-employee share ownership plan	FOR	● OPPOSE	The purchase price of shares for employee savings-related plans should not be in principle lower than 80% of the market price at the date of grant.	✓ 96.2%
23	To authorise a potential reduction in the company's share capital.	FOR	● OPPOSE	The company proposes to cancel shares despite its significant capital need.	✓ 94.1%
24	To amend the Bylaws on the attribution of the Board.	FOR	FOR		✓ 99.5%
25	Delegation of powers for the completion of formalities.	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Ms. Ellen R. Alemany	FOR	FOR		✓ 85.2%
1b.	Elect Mr. Vijay D'Silva	FOR	FOR		✓ 99.9%
1c.	Re-elect Dr. oec. Jeffrey A. Goldstein	FOR	FOR		✓ 98.6%
1d.	Re-elect Ms. Lisa A. Hook	FOR	FOR		✓ 99.0%
1e.	Re-elect Mr. Keith W. Hughes	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 86.9%
1f.	Elect Mr. Kenneth T. Lamneck	FOR	FOR		✓ 98.2%
1g.	Re-elect Mr. Gary L. Lauer	FOR	FOR		✓ 96.4%
1h.	Re-elect Mr. Gary A. Norcross	FOR	● OPPOSE	Combined chairman and CEO.	✓ 96.0%
1i.	Re-elect Ms. Louise M. Parent	FOR	FOR		✓ 97.9%
1j.	Re-elect Mr. Brian T. Shea	FOR	FOR		✓ 97.5%
1k.	Re-elect Mr. James B. Stallings Jr.	FOR	FOR		✓ 98.4%
1l.	Re-elect Mr. Jeffrey E. Stiefler	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 96.4%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 64.5%
3.	To approve the adoption of the 2022 Omnibus Incentive Plan	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 95.2%
4.	To approve the Employee Stock Purchase Plan	FOR	● OPPOSE	The purchase price of shares for employee savings-related plans should not be in principle lower than 80% of the market price at the date of grant.	✓ 96.0%
5.	Re-election of the auditor	FOR	FOR		✓ 98.6%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Ms. Kimberly A. Casiano	FOR	FOR		✓ 97.2%
1b.	Re-elect Ms. Alexandra Ford English	FOR	● OPPOSE	Representative of an important shareholder who is sufficiently represented on the board.	✓ 95.1%
1c.	Re-elect Mr. James D. Farley Jr.	FOR	FOR		✓ 98.0%
1d.	Re-elect Mr. Henry Ford III	FOR	FOR		✓ 93.4%
1e.	Re-elect Mr. William Clay Ford Jr.	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines. Representative of an important shareholder who is sufficiently represented on the board.	✓ 93.9%
1f.	Re-elect Mr. William W. Helman IV	FOR	FOR		✓ 97.3%
1g.	Re-elect Mr. Jon M. Huntsman Jr.	FOR	FOR		✓ 94.8%
1h.	Re-elect Mr. William E. Kennard	FOR	FOR		✓ 93.7%
1i.	Elect Mr. John C. May	FOR	FOR		✓ 98.9%
1j.	Re-elect Ms. Beth E. Mooney	FOR	FOR		✓ 97.9%
1k.	Re-elect Ms. Lynn Vojvodich Radakovich	FOR	FOR		✓ 97.6%
1l.	Re-elect Mr. John Lawson Thornton	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 93.7%
1m.	Re-elect Mr. John B. Veihmeyer	FOR	FOR		✓ 97.4%
1n.	Re-elect Mr. John S. Weinberg	FOR	FOR		✓ 97.1%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 97.8%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 91.9%
4.	Approval of the Tax Benefit Preservation Plan	FOR	● OPPOSE	The amendment has a negative impact on the rights or interests of all or some of the shareholders.	✓ 95.6%
5.	Shareholder resolution: Give Each Share An Equal Vote	OPPOSE	● FOR	The proposal to give each share an equal vote is in line with the principle of fair and equal treatment of all shareholders.	✗ 36.8%

Item	Agenda	Board	Ethos		Result
1	Receive the Annual Report and Approve the Annual Financial Statements	FOR	FOR		✓ 99.9%
2	Approve the Dividend	FOR	FOR		✓ 99.9%
3	Approve Discharge of Personally Liable Partner	FOR	FOR		✓ 99.0%
4	Approve Discharge of Supervisory Board	FOR	FOR		✓ 92.6%
5	Appoint the Auditors	FOR	FOR		✓ 99.3%
6	Approve Remuneration Report	FOR	● OPPOSE	Excessive total remuneration. Performance targets are not sufficiently challenging.	✓ 90.5%
Board main features					
7.1	Elections to the Supervisory Board: Susanne Zeidler	FOR	● OPPOSE	Non independent new nominee (representative of an important shareholder). The board is not sufficiently independent.	✓ 97.4%
7.2	Elections to the Supervisory Board: Dr. Christoph Zindel	FOR	FOR		✓ 99.8%
8	Elections to the Joint Committee: Susanne Zeidler	FOR	● OPPOSE	Non independent new nominee (representative of an important shareholder). The board is not sufficiently independent.	✓ 99.8%
9	Approve the creation of a new Authorised Capital I (2022), the cancellation of the existing Authorised Capital I and related amendments to the Articles of Association	FOR	FOR		✓ 89.1%
10	Authorisation to issue convertible bonds and bonds with warrants, cancellation of existing and creation of new Conditional Capital III as well as related amendments to the Articles of Association	FOR	FOR		✓ 94.5%
11	Authorise Share Repurchase	FOR	FOR		✓ 92.7%
12	Authorise Share Repurchase by use of Equity Derivatives	FOR	FOR		✓ 95.6%

Item	Agenda	Board	Ethos	Result
1	Receive the Annual Report	NON-VOTING	NON-VOTING	
2	Approve the Dividend	FOR	FOR	✓ 99.5%
3	Approve Remuneration Report	FOR	FOR	✓ 92.2%
4	Approve Discharge of Management Board	FOR	FOR	✓ 100.0%
5	Approve Discharge of Supervisory Board	FOR	FOR	✓ 100.0%
6	Appoint the Auditors	FOR	FOR	✓ 94.4%
	Board main features			
7.1	Elections to the Supervisory Board: Jörg Kampmeyer	FOR	FOR	✓ 99.9%
7.2	Elections to the Supervisory Board: Dr. Jens Riedl	FOR	FOR	✓ 99.9%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Ms. Mary T. Barra	FOR	● OPPOSE	Combined chairman and CEO.	✓ 96.0%
1b.	Elect Mr. Aneel Bhusri	FOR	FOR		✓ 99.6%
1c.	Re-elect Mr. Wesley G. Bush	FOR	FOR		✓ 99.0%
1d.	Re-elect Ms. Linda R. Gooden	FOR	FOR		✓ 99.7%
1e.	Re-elect Mr. Joseph Jimenez	FOR	FOR		✓ 94.4%
1f.	Re-elect Ms. Judith A. Miscik	FOR	FOR		✓ 99.0%
1g.	Re-elect Ms. Patricia F. Russo	FOR	● OPPOSE	Non independent lead director, which is not best practice.	✓ 92.3%
1h.	Re-elect Mr. Thomas M. Schoewe	FOR	FOR		✓ 99.0%
1i.	Re-elect Ms. Carol M. Stephenson	FOR	FOR		✓ 97.1%
1j.	Re-elect Mr. Mark A. Tatum	FOR	FOR		✓ 99.4%
1k.	Re-elect Mr. Devin N. Wenig	FOR	FOR		✓ 99.7%
1l.	Re-elect Ms. Margaret C. Whitman	FOR	FOR		✓ 99.1%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 92.6%
3.	Re-election of the auditor	FOR	FOR		✓ 99.6%
4.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 38.9%
5.	Shareholder resolution: Independent chairman	OPPOSE	● FOR	An independent chairman can ensure independent oversight of management.	✗ 20.5%
6.	Shareholder resolution: Use of Child Labour in Connection with Electric Vehicles	OPPOSE	OPPOSE		✗ 22.4%

Item	Agenda	Board	Ethos		Result
1	Opening of the Meeting	NON-VOTING	NON-VOTING		
2	Election of the chairman of the Meeting	FOR	FOR		✓
3	Preparation and approval of the voting register	NON-VOTING	NON-VOTING		
4	Approval of the agenda	FOR	FOR		✓
5	Election of persons to verify the minutes of the Meeting	NON-VOTING	NON-VOTING		
6	Determination whether the Meeting has been duly convened	FOR	FOR		✓
7	Presentation of the (consolidated) annual report and the (consolidated) auditor's report	NON-VOTING	NON-VOTING		
8	Report on the work of the board of directors and its committees	NON-VOTING	NON-VOTING		
9	Presentation by the CEO	NON-VOTING	NON-VOTING		
10	Adoption of the financial statements	FOR	FOR		✓
11	Approve allocation of income and dividend	FOR	FOR		✓
12	Resolution on the discharge of the members of the board of directors and the CEO from liability:	FOR	FOR		✓
13.a	Resolution on the number of Board members and deputy members	FOR	FOR		✓
13.b	Resolution on the number of auditors and deputy auditors	FOR	FOR		✓
14.a	Approve directors' fees	FOR	FOR		✓
14.b	Approve auditors' fees	FOR	FOR		✓
15	Election of the Board of directors				
15.a	re-election of Carl Bennet	FOR	● OPPOSE	Concerns over the director's time commitments.	✓
15.b	re-election of Johan Bygge	FOR	● OPPOSE	Non independent director (board membership exceeding time limit for independence). The board is not sufficiently independent. Non-independent chairman of the audit committee. The independence of this committee is insufficient.	✓
15.c	re-election of Cecilia Daun Wennborg	FOR	● OPPOSE	Non independent director (board membership exceeding time limit for independence). The board is not sufficiently independent.	✓
15.d	re-election of Barbro Fridén	FOR	FOR		✓
15.e	re-election of Dan Frohm	FOR	FOR		✓

Item	Agenda	Board	Ethos		Result
15.f	re-election of Johan Malmquist	FOR	● OPPOSE	Non independent director (former executive). The board is not sufficiently independent. Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.	✓
15.g	re-election of Mattias Perjos	FOR	FOR		✓
15.h	re-election of Malin Persson	FOR	FOR		✓
15.i	re-election of Kristian Samuelsson	FOR	● OPPOSE	Non independent director (various reasons). The board is not sufficiently independent.	✓
15.j	re-election of Johan Malmquist as Chairman of the Board	FOR	● OPPOSE	Non independent director (former executive). The board is not sufficiently independent.	✓
16	Election of auditor(s)	FOR	FOR		✓
17	Approve remuneration report	FOR	● OPPOSE	The pay-for-performance connection is not demonstrated. Excessive total remuneration.	✓
18	Approve executive remuneration guidelines	FOR	● OPPOSE	Some important elements of best practice are missing from the structure of the executive remuneration.	✓
19	Closing of the Meeting	NON-VOTING	NON-VOTING		

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Dr. Jacqueline K. Barton	FOR	FOR		✓ 98.6%
1b.	Re-elect Dr. Jefferey A. Bluestone	FOR	FOR		✓ 98.8%
1c.	Re-elect Dr. med. Sandra J. Horning	FOR	FOR		✓ 97.5%
1d.	Re-elect Ms. Kelly A. Kramer	FOR	FOR		✓ 98.0%
1e.	Re-elect Mr. Kevin E. Lofton	FOR	FOR		✓ 94.1%
1f.	Re-elect Mr. Harish Manwani	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 96.5%
1g.	Re-elect Mr. Daniel O'Day	FOR	● OPPOSE	Combined chairman and CEO.	✓ 91.5%
1h.	Re-elect Mr. Javier J. Rodriguez	FOR	FOR		✓ 98.5%
1i.	Re-elect Mr. Anthony Welters	FOR	FOR		✓ 95.8%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 94.3%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 92.0%
4.	To approve the 2022 Equity Incentive Plan	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 90.8%
5.	Shareholder resolution: Independent chairman	OPPOSE	● FOR	An independent chairman can ensure independent oversight of management.	✗ 40.3%
6.	Shareholder resolution: Employee representation on board of directors	OPPOSE	● FOR	The nomination of an employee representative would better protect the interests of the non-management employees.	✗ 6.7%
7.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✓ 56.7%
8.	Shareholder resolution: Disclose lobbying contributions	OPPOSE	● FOR	Enhanced disclosure on lobbying expenses.	✗ 49.9%
9.	Shareholder resolution: Report on Board Oversight of Risks Related to Anticompetitive Practices	OPPOSE	● FOR	Enhanced disclosure on risks related to anticompetitive practices.	✗ 39.3%

Item	Agenda	Board	Ethos		Result
1	Approve the annual report and financial statements	FOR	FOR		✓ 100.0%
2	Elections of directors				
2.a	Elect Ms. Diana Ferreira Cesar	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	✓ 98.2%
2.b	Elect Ms. Cordelia Chung	FOR	FOR		✓ 100.0%
2.c	Elect Mr. Clement Kwok King Man	FOR	FOR		✓ 99.8%
2.d	Elect Mr. David Liao Yi Chien	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 97.7%
2.e	Elect Mr. Xiao Bin Wang	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 97.8%
3	Election of the auditor and fix their remuneration	FOR	FOR		✓ 99.7%
4	Approve share buyback	FOR	FOR		✓ 99.9%
5	Approve issuance of additional shares	FOR	FOR		✓ 86.5%
6	Amend Articles of Association	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos	Result
1.	Opening of the Meeting	NON-VOTING	NON-VOTING	
2.	Election of the chairman of the Meeting	FOR	FOR	✓
3.1.	Election of Jan Andersson to verify the minutes of the Meeting	FOR	FOR	✓
3.2.	Election of Erik Durhan to verify the minutes of the Meeting	FOR	FOR	✓
4.	Preparation and approval of the voting register	FOR	FOR	✓
5.	Approval of the agenda	FOR	FOR	✓
6.	Determination whether the Meeting has been duly convened	FOR	FOR	✓
7.	Presentation of the (consolidated) annual report and the (consolidated) auditor's report	NON-VOTING	NON-VOTING	
8.	Address by the company CEO	NON-VOTING	NON-VOTING	
9a.	Adoption of the financial statements	FOR	FOR	✓
9b.	Approve allocation of income and dividend	FOR	FOR	✓
9c (i).	Discharge of Karl-Johan Persson	FOR	FOR	✓
9c (ii).	Discharge of Stina Bergfors	FOR	FOR	✓
9c (iii).	Discharge of Anders Dahlvig	FOR	FOR	✓
9c (iv).	Discharge of Danica Kragic Jensfelt	FOR	FOR	✓
9c (v).	Discharge of Lena Patriksson Keller	FOR	FOR	✓
9c (vi).	Discharge of Christian Sievert	FOR	FOR	✓
9c (vii).	Discharge of Erica Wiking Häger	FOR	FOR	✓
9c (viii).	Discharge of Niklas Zennström	FOR	FOR	✓
9c (ix).	Discharge of Ingrid Godin	FOR	FOR	✓
9c (x).	Discharge of Tim Gahnström	FOR	FOR	✓
9c (xi).	Discharge of Helena Isberg	FOR	FOR	✓
9c (xii).	Discharge of Louise Wikholm	FOR	FOR	✓
9c (xiii).	Discharge of Margareta Welinder	FOR	FOR	✓
9c (xiv).	Discharge of Hampus Glanzelius	FOR	FOR	✓
9c (xv).	Discharge of the company CEO	FOR	FOR	✓
10.1.	Resolution on the number of shareholder-elected members of the board of directors to be appointed	FOR	FOR	✓
10.2.	Resolution on the number of auditors to be appointed	FOR	FOR	✓
11.1.	Approve directors' fees	FOR	FOR	✓

Item	Agenda	Board	Ethos		Result
11.2.	Approve auditors' fees	FOR	FOR		✓
12.	Composition of the board of directors				
12.1.	Election of Stina Bergfors	FOR	FOR		✓
12.2.	Election of Anders Dahlvig	FOR	● OPPOSE	Non independent director (board membership exceeding time limit for independence). The board is not sufficiently independent.	✓
12.3.	Election of Danica Kragic Jensfelt	FOR	FOR		✓
12.4.	Election of Lena Patriksson Keller	FOR	● OPPOSE	Non independent director (business connections with the company). The board is not sufficiently independent.	✓
12.5.	Election of Karl-Johan Persson	FOR	FOR		✓
12.6.	Election of Christian Sievert	FOR	● OPPOSE	Non-independent chairman of the audit committee. The independence of this committee is insufficient.	✓
12.7.	Election of Erica Wiking Häger	FOR	● OPPOSE	Non independent director (business connections with the company). The board is not sufficiently independent.	✓
12.8.	Election of Niklas Zennström	FOR	FOR		✓
12.9.	Election of the Chairman of the board	FOR	FOR		✓
13.	Election of auditor	FOR	FOR		✓
14.	Resolution on the nomination committee	FOR	● OPPOSE	The board of directors is not sufficiently independent.	✓
15.	Approve remuneration report	FOR	FOR		✓
16.	Authorisation to repurchase own shares	FOR	FOR		✓
17.	Amendment of Article 13 of the Articles of Association	FOR	FOR		✓
18.	Shareholder proposal: To co-finance a pilot plant to produce textiles made from forest resources and recycled materials	NO RECOMME ND.	● OPPOSE	This proposal is based on a specific interest from a single shareholder.	✗
19.	Shareholder proposal: Calling on the board of directors for action by the board in respect of workers in H&M's supply chain	NO RECOMME ND.	● FOR	The proposal aims at improving the rights of supply chain workers.	✗
20.	Shareholder proposal: Reporting of sustainably sourced and organically produced cotton etc. respectively	NO RECOMME ND.	● FOR	Enhanced disclosure on environmental issues.	✗
21.	Shareholder proposal: Reporting on how H&M prevents indirect purchasing of goods and use of forced labour etc.	NO RECOMME ND.	● FOR	Enhanced disclosure on human rights.	✗
22.	Closing of the Meeting	NON-VOTING	NON-VOTING		

Item	Agenda	Board	Ethos	Result
Extraordinary Agenda				
1	Amendment of Art. 17 of the Bylaws ("Appointment of the Board of Directors")	FOR	FOR	✓ 99.7%
Ordinary Agenda				
2	Financial statements as at 31 December 2021	FOR	FOR	✓ 99.8%
3	Allocation of net results and dividend distribution	FOR	FOR	✓ 98.3%
4	Binding vote on the remuneration policy	FOR	FOR	✓ 84.4%
5	Advisory vote on the remuneration paid in 2021	FOR	FOR	✓ 90.1%
6	Appointment of the independent auditor for the 2024-2032 period	FOR	FOR	✓ 99.9%
7	Authorization for the purchase and disposal of treasury shares	FOR	FOR	✓ 99.9%
A.	Deliberations on possible legal action against Directors if presented by shareholders	NO RECOMME ND.	● OPPOSE	Shareholders voting by proxy cannot approve in advance any unannounced proposal. -

Item	Agenda	Board	Ethos		Result
1	1) To approve the parent company's financial statements; 2) To approve specific luxury or non-deductible expenses	FOR	FOR		✓ 99.9%
2	To approve the consolidated financial statements	FOR	FOR		✓ 99.9%
3	Discharge of the Executif Management Board	FOR	FOR		✓ 99.4%
4	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 99.9%
5	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	FOR		✓ 93.4%
6	To approve a treasury share buy-back and disposal programme	FOR	● OPPOSE	Authorisation that can be used as an anti-takeover protection without shareholder approval.	✓ 94.6%
7	To approve the remuneration report	FOR	● OPPOSE	Some important elements of best practice are missing from the structure of the executive remuneration.	✓ 92.9%
8	Ex-post binding "Say on Pay" vote on individual remuneration of Axel Dumas, Co-CEO	FOR	● OPPOSE	The pay-for-performance connection is not demonstrated.	✓ 92.9%
9	Ex-post binding "Say on Pay" vote on individual remuneration of Emile Hermès SARL, Co-CEO	FOR	● OPPOSE	The pay-for-performance connection is not demonstrated.	✓ 92.9%
10	Ex-post binding "Say on Pay" vote on the individual remuneration of Eric Seynes, chairman of the Supervisory Board	FOR	FOR		✓ 100.0%
11	To approve the Co-CEOs' new remuneration policy	FOR	● OPPOSE	No individual caps are disclosed.	✓ 92.3%
12	To approve the non-executives new remuneration policy	FOR	FOR		✓ 100.0%
Board main features					
13	Re-election of Charles-Eric Bauer as a member of the Supervisory Board for 3 years	FOR	● OPPOSE	Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence.	✓ 95.8%
14	Re-election of Estelle Brachlianoff as a member of the Supervisory Board for 3 years	FOR	FOR		✓ 94.7%
15	Re-election of Julie Guerrand as a member of the Supervisory Board for 3 years	FOR	● OPPOSE	Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence.	✓ 96.7%

Item	Agenda	Board	Ethos		Result
16	Re-election of Dominique Sénéquier as a member of the Supervisory Board for 3 years	FOR	● OPPOSE	Concerns over the director's attendance rate, which was below 75% during the year under review.	✓ 97.2%
17	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 99.8%
18	To authorise new option plans (existing shares)	FOR	● OPPOSE	Potential excessive awards.	✓ 92.3%
19	To authorise the Board to issue restricted shares for employees and/or executive directors	FOR	● OPPOSE	Potential excessive awards.	✓ 93.5%
20	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%
















Item	Agenda	Board	Ethos		Result
1	Elections of directors				
1.1	Re-elect Mr. Daniel Ammann	FOR	FOR		✓ 99.5%
1.2	Re-elect Ms. Pamela L. Carter	FOR	FOR		✓ 96.5%
1.3	Re-elect Ms. Jean M. Hobby	FOR	FOR		✓ 99.6%
1.4	Re-elect Mr. George R. Kurtz	FOR	FOR		✓ 99.5%
1.5	Re-elect Mr. Raymond J. Lane	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 89.1%
1.6	Re-elect Ms. Ann M. Livermore	FOR	FOR		✓ 97.3%
1.7	Re-elect Mr. Antonio F. Neri	FOR	FOR		✓ 99.5%
1.8	Re-elect Mr. Charles H. Noski	FOR	FOR		✓ 99.5%
1.9	Re-elect Mr. Raymond E. Ozzie	FOR	FOR		✓ 99.5%
1.10	Re-elect Mr. Gary M. Reiner	FOR	FOR		✓ 97.9%
1.11	Re-elect Ms. Patricia F. Russo	FOR	FOR		✓ 93.6%
2	Election of the auditor	FOR	FOR		✓ 99.1%
3	To approve the adoption of the 2021 Stock Incentive Plan	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 96.9%
4	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 90.0%
5	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 49.0%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Gerard J. Arpey	FOR	FOR		✓ 97.3%
1b.	Re-elect Mr. Ari Bousbib	FOR	FOR		✓ 96.2%
1c.	Re-elect Mr. Jeffery H. Boyd	FOR	FOR		✓ 94.6%
1d.	Re-elect Mr. Gregory D. Brennehan	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 91.9%
1e.	Re-elect Mr. J. Frank Brown	FOR	FOR		✓ 96.8%
1f.	Re-elect Mr. Albert P. Carey	FOR	FOR		✓ 85.2%
1g.	Elect Mr. Edward P. Decker	FOR	FOR		✓ 99.4%
1h.	Re-elect Ms. Linda R. Gooden	FOR	FOR		✓ 99.0%
1i.	Re-elect Mr. Wayne M. Hewett	FOR	FOR		✓ 99.0%
1j.	Re-elect Mr. Manuel Kadre	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 98.4%
1k.	Re-elect Ms. Stephanie C. Linnartz	FOR	FOR		✓ 97.8%
1l.	Re-elect Mr. Craig A. Menear	FOR	FOR		✓ 97.3%
1m.	Elect Ms. Paula Santilli	FOR	FOR		✓ 99.6%
1n.	Elect Ms. Caryn Seidman-Becker	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 98.4%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 94.8%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration and only 50% of the LTI award depends on forward looking performance objectives tested over a 3-year period.	✓ 95.0%
4.	To approve the adoption of the Omnibus Plan	FOR	● OPPOSE	Potential excessive awards.	✓ 96.1%
5.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 38.4%
6.	Shareholder resolution: Independent chairman	OPPOSE	OPPOSE		✗ 23.9%
7.	Shareholder resolution: Disclose political contributions	OPPOSE	● FOR	Enhanced disclosure on political donations.	✗ 42.6%
8.	Shareholder resolution: Report on Steps to Improve Gender and Racial Equity on the Board	OPPOSE	● FOR	Enhanced disclosure on gender equality and ethnic diversity.	✗ 13.6%
9.	Shareholder resolution: Report on Efforts to Eliminate Deforestation in Supply Chain	OPPOSE	● FOR	Enhanced disclosure on environmental issues.	✓ 64.7%
10.	Shareholder resolution: Racial Equity Audit Report	OPPOSE	● FOR	Enhanced disclosure on ethnic diversity.	✓ 62.8%

Item	Agenda	Board	Ethos	Result
1	Election of Directors			
1.1	Re-elect Mr. Seiji Kuraishi	FOR	FOR	✓ 91.4%
1.2	Re-elect Mr. Toshihiro Mibe	FOR	FOR	✓ 94.1%
1.3	Re-elect Mr. Kohei Takeuchi	FOR	FOR	✓ 94.0%
1.4	Elect Mr. Shinji Aoyama	FOR	FOR	✓ 96.5%
1.5	Re-elect Ms. Asako Suzuki	FOR	FOR	✓ 94.5%
1.6	Re-elect Mr. Masafumi Suzuki	FOR	FOR	✓ 94.3%
1.7	Re-elect Mr. Kunihiko Sakai	FOR	FOR	✓ 98.1%
1.8	Re-elect Mr. Fumiya Kokubu	FOR	FOR	✓ 93.5%
1.9	Re-elect Mr. Yoichiro Ogawa	FOR	FOR	✓ 99.1%
1.10	Re-elect Mr. Kazuhiro Higashi	FOR	FOR	✓ 98.0%
1.11	Re-elect Ms. Ryoko Nagata	FOR	FOR	✓ 99.1%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Ms. Aida M. Alvarez	FOR	FOR		✓ 96.8%
1b.	Re-elect Mr. Shumeet Banerji	FOR	FOR		✓ 95.5%
1c.	Re-elect Mr. Robert R. Bennett	FOR	FOR		✓ 97.2%
1d.	Re-elect Mr. Charles V. Bergh	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 92.9%
1e.	Elect Mr. Bruce D. Broussard	FOR	FOR		✓ 99.6%
1f.	Re-elect Ms. Stacy Brown-Philpot	FOR	FOR		✓ 97.2%
1g.	Re-elect Ms. Stephanie A. Burns	FOR	FOR		✓ 95.9%
1h.	Re-elect Ms. Mary Anne Citrino	FOR	FOR		✓ 97.7%
1i.	Re-elect Mr. Richard L. Clemmer	FOR	FOR		✓ 97.7%
1j.	Re-elect Mr. Enrique Lores	FOR	FOR		✓ 98.1%
1k.	Re-elect Ms. Judith Miscik	FOR	FOR		✓ 98.9%
1l.	Elect Ms. Kim K.W. Rucker	FOR	FOR		✓ 98.7%
1m.	Re-elect Mr. Subra Suresh	FOR	FOR		✓ 97.7%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 93.2%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 91.6%
4.	To approve the Third Amended and Restated HP 2004 Stock Incentive Plan	FOR	● OPPOSE	Potential excessive awards.	✓ 91.5%
5.	Shareholder resolution: Reduce Ownership Threshold for Special Shareholder Meetings to 10%	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 39.1%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Thomas Buberl	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 96.4%
1b.	Re-elect Mr. David N. Farr	FOR	FOR		✓ 97.7%
1c.	Re-elect Mr. Alex Gorsky	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 91.2%
1d.	Re-elect Prof. Michelle J. Howard	FOR	FOR		✓ 98.3%
1e.	Re-elect Dr. Arvind Krishna	FOR	● OPPOSE	Combined chairman and CEO.	✓ 93.3%
1f.	Re-elect Mr. Andrew N. Liveris	FOR	● OPPOSE	Chairman of the nomination committee. The representation of women on the board is insufficient. Concerns over the director's time commitments.	✓ 66.0%
1g.	Re-elect Mr. Frederick William McNabb III	FOR	FOR		✓ 98.2%
1h.	Re-elect Ms. Martha E. Pollack	FOR	FOR		✓ 98.2%
1i.	Re-elect Mr. Joseph R. Swedish	FOR	FOR		✓ 97.9%
1j.	Re-elect Mr. Peter R. Voser	FOR	FOR		✓ 97.7%
1k.	Re-elect Mr. Frederick H. Waddell	FOR	FOR		✓ 96.5%
1l.	Elect Mr. Alfred W. Zollar	FOR	FOR		✓ 97.3%
2.	Election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.2%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 89.6%
4.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold (10%) would enhance the right of shareholders to call a special meeting.	✗ 35.5%
5.	Shareholder resolution: Independent chairman	OPPOSE	● FOR	An independent chairman can ensure independent oversight of management.	✗ 39.8%
6.	Shareholder resolution: Report on Concealment Clauses	OPPOSE	● FOR	This report would demonstrate to shareholders how the the risks associated with the use of concealment clauses are addressed.	✓ 64.7%

Item	Agenda	Board	Ethos	Result
1.	Opening of the Meeting	NON-VOTING	NON-VOTING	
2a.	Report of the executive - and supervisory board of the past financial year	NON-VOTING	NON-VOTING	
2b.	Report on corporate governance	NON-VOTING	NON-VOTING	
2c.	Approve remuneration report	FOR	● OPPOSE	An important part of the variable remuneration is not subject to challenging long-term performance conditions.  91.0%
3a.	Presentation of the auditor's report	NON-VOTING	NON-VOTING	
3b.	Adoption of the financial statements	FOR	FOR	 99.9%
3c.	Explanation of the policy on reserves and dividends	NON-VOTING	NON-VOTING	
3d.	Approve allocation of income	FOR	FOR	 99.8%
4a.	Discharge of executive board	FOR	FOR	 99.0%
4b.	Discharge of supervisory board	FOR	FOR	 99.0%
5a.	Election of Piet van der Slikke to the executive board	FOR	FOR	 99.9%
5b.	Election of Hans Kooijmans to the executive board	FOR	FOR	 99.9%
5c.	Election of Marcus Jordan to the executive board	FOR	FOR	 99.9%
6.	Composition of the supervisory board			
6a.	Election of Stephan Nanninga	FOR	FOR	 96.6%
6b.	Election of Willem Eelman	FOR	FOR	 99.6%
6c.	Approve remuneration of the supervisory board	FOR	FOR	 99.6%
7.	Election of auditor	FOR	FOR	 99.9%
8a.	Authorisation to issue shares	FOR	FOR	 99.6%
8b.	Authorisation to restrict or exclude pre-emptive rights	FOR	FOR	 99.5%
9.	Authorisation to repurchase own shares	FOR	FOR	 99.9%
10.	Closing of the Meeting	NON-VOTING	NON-VOTING	

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Patrick P. Gelsinger	FOR	FOR		✓ 99.5%
1b.	Re-elect Mr. James J. Goetz	FOR	FOR		✓ 98.7%
1c.	Elect Dr. Andrea J. Goldsmith	FOR	FOR		✓ 99.4%
1d.	Re-elect Ms. Alyssa H. Henry	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 50.4%
1e.	Re-elect Dr. Omar Ishrak	FOR	FOR		✓ 69.9%
1f.	Re-elect Dr. Risa Lavizzo-Mourey	FOR	FOR		✓ 74.3%
1g.	Re-elect Dr. Tsu-Jae King Liu	FOR	FOR		✓ 99.0%
1h.	Re-elect Mr. Gregory D. Smith	FOR	FOR		✓ 98.7%
1i.	Re-elect Mr. Dion J. Weisler	FOR	FOR		✓ 71.5%
1j.	Re-elect Mr. Frank D. Yeary	FOR	FOR		✓ 95.6%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 94.6%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive total remuneration. Concerns over the excessive sign-on bonus granted to the new CEO.	✗ 34.1%
4.	To approve the amendment of the 2006 Equity Incentive Plan	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines. The non-executive directors receive options.	✓ 73.2%
5.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 33.6%
6.	Shareholder resolution: Report Assessing whether corporate written policies / unwritten norms reinforce racism in company culture	OPPOSE	● FOR	The proposal would help the company to prevent discrimination.	✗ 16.7%

Item	Agenda	Board	Ethos	Result
1.	Election of the chairman of the Meeting	FOR	FOR	✓
2.	Preparation and approval of the voting register	FOR	FOR	✓
3.	Approval of the agenda	FOR	FOR	✓
4.	Election of persons to verify the minutes of the Meeting	FOR	FOR	✓
5.	Determination whether the Meeting has been duly convened	FOR	FOR	✓
6.	Presentation of the (consolidated) annual report and the (consolidated) auditor's report	NON-VOTING	NON-VOTING	
7.	Address by the company CEO	NON-VOTING	NON-VOTING	
8.	Adoption of the financial statements	FOR	FOR	✓
9.	Approve remuneration report	FOR	● OPPOSE	The pay-for-performance connection is not demonstrated. ✓
10a.	Discharge of Gunnar Brock	FOR	FOR	✓
10b.	Discharge of Johan Forssell	FOR	FOR	✓
10c.	Discharge of Magdalena Gerger	FOR	FOR	✓
10d.	Discharge of Tom Johnstone	FOR	FOR	✓
10e.	Discharge of Isabelle Kocher	FOR	FOR	✓
10f.	Discharge of Sara Mazur	FOR	FOR	✓
10g.	Discharge of Sven Nyman	FOR	FOR	✓
10h.	Discharge of Grace Reksten Skaugen	FOR	FOR	✓
10i.	Discharge of Hans Stråberg	FOR	FOR	✓
10j.	Discharge of Jacob Wallenberg	FOR	FOR	✓
10k.	Discharge of Marcus Wallenberg	FOR	FOR	✓
11.	Approve allocation of income and dividend	FOR	FOR	✓
12a.	Resolution on the number of shareholder-elected members of the board of directors to be appointed	FOR	FOR	✓
12b.	Resolution on the number of auditors to be appointed	FOR	FOR	✓
13a.	Approve directors' fees	FOR	FOR	✓
13b.	Approve auditors' fees	FOR	FOR	✓
14.	Composition of the board of directors			
14a.	Election of Gunnar Brock	FOR	● OPPOSE	Non independent director (board membership exceeding time limit for independence). The board is not sufficiently independent. ✓

Item	Agenda	Board	Ethos		Result
14b.	Election of Johan Forssell	FOR	FOR		✓
14c.	Election of Magdalena Gerger	FOR	FOR		✓
14d.	Election of Tom Johnstone	FOR	● OPPOSE	Concerns over the director's time commitments.	✓
14e.	Election of Isabelle Kocher	FOR	FOR		✓
14f.	Election of Sven Nyman	FOR	FOR		✓
14g.	Election of Grace Reksten Skaugen	FOR	● OPPOSE	Non-independent chairman of the audit committee. The independence of this committee is insufficient.	✓
14h.	Election of Hans Stråberg	FOR	● OPPOSE	Concerns over the director's time commitments.	✓
14i.	Election of Jacob Wallenberg	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.	✓
14j.	Election of Marcus Wallenberg	FOR	● OPPOSE	Concerns over the director's time commitments.	✓
14k.	Election of Sara Öhrvall	FOR	FOR		✓
15.	Election of the Chairman of the board	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.	✓
16.	Election of auditor	FOR	FOR		✓
17a.	Approve share-related incentive plan for employees in Investor AB	FOR	● OPPOSE	An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓
17b.	Approve share-related incentive plan for the employees in subsidiary Patricia Industries	FOR	● OPPOSE	An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓
18a.	Authorisation to repurchase own shares	FOR	FOR		✓
18b.	Transfer of own shares in connection with the share-related incentive plan 2022	FOR	● OPPOSE	An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓

Item	Agenda	Board	Ethos		Result
1	Dividend Allocation	FOR	FOR		✓ 99.0%
2	Amend Articles of Association: Electronic documentation and virtual meetings	FOR	FOR		✓ 97.7%
3	Election of Directors				
3.1	Re-elect Mr. Masahiro Okafuji	FOR	● OPPOSE	Combined chairman and CEO.	✓ 96.7%
3.2	Re-elect Mr. Keita Ishii	FOR	● OPPOSE	Executive director sitting on the remuneration committee, which is not best practice.	✓ 97.9%
3.3	Re-elect Mr. Fumihiko Kobayashi	FOR	● OPPOSE	Executive director sitting on the remuneration committee, which is not best practice.	✓ 98.0%
3.4	Re-elect Mr. Tsuyoshi Hachimura	FOR	FOR		✓ 98.0%
3.5	Elect Mr. Hiroyuki Tsubai	FOR	FOR		✓ 98.3%
3.6	Elect Mr. Hiroyuki Naka	FOR	FOR		✓ 98.3%
3.7	Re-elect Ms. Atsuko Muraki	FOR	FOR		✓ 99.2%
3.8	Re-elect Prof. Dr. Masatoshi Kawana	FOR	FOR		✓ 99.2%
3.9	Re-elect Ms. Makiko Nakamori	FOR	FOR		✓ 99.2%
3.10	Re-elect Mr. Kunio Ishizuka	FOR	FOR		✓ 99.3%
4	Elect Ms. Mitsuru Chino as a Corporate Auditor	FOR	FOR		✓ 97.6%
5	Approve maximum amounts for base remuneration and cash bonus for board of directors	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 99.4%
6	Approve remuneration for corporate auditors	FOR	FOR		✓ 99.4%

Item	Agenda	Board	Ethos		Result
	New item 6. Shareholder resolution on the remuneration of the remuneration committee. Ethos recommends to OPPOSE.				
1	Approval of the financial statements	FOR	FOR		✓ 96.6%
2	Application of results	FOR	FOR		✓ 99.8%
3	Discharge of the Board	FOR	FOR		✓ 99.9%
4	Election of the Governing Bodies for 2022-2024	FOR	FOR		✓ 80.5%
5	Election of the members of the Remuneration Committee for 2022-2024	FOR	● OPPOSE	Excessive discretion of the remuneration committee concerning the pension contributions which exceed guidelines.	✓ 97.1%
6	Shareholder resolution: Approval of the remuneration of the Remuneration Committee	NO RECOMME ND.	● OPPOSE	The information provided is insufficient.	✓ 99.9%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Roderick (Rod) D. Gillum	FOR	FOR		✓ 99.4%
1b.	Re-elect Ms. Mary Laschinger	FOR	FOR		✓ 94.8%
1c.	Re-elect Ms. Erica Mann	FOR	FOR		✓ 99.0%
1d.	Re-elect Ms. Carolyn Tastad	FOR	FOR		✓ 97.5%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 96.5%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.4%
4.	To approve the adoption of the 2022 Long-Term Incentive Plan	FOR	● OPPOSE	Potential excessive awards with no individual cap for executives under this remuneration plan.	✓ 97.0%
5.	Shareholder resolution: Consider CEO pay ratio in executive remuneration	OPPOSE	● FOR	The proposal aims at improving the remuneration policy.	✗ 7.7%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1A.	Re-elect Mr. Robert Gamgort	FOR	● OPPOSE	Combined chairman and CEO.	✓ 98.3%
1B.	Elect Mr. Michael Call	FOR	FOR		✓ 99.8%
1C.	Re-elect Mr. Olivier Goudet	FOR	FOR		✓ 96.2%
1D.	Re-elect Dr. Peter Harf	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 97.7%
1E.	Re-elect Ms. Juliette Hickman	FOR	FOR		✓ 99.7%
1F.	Re-elect Mr. Paul S. Michaels	FOR	FOR		✓ 98.0%
1G.	Re-elect Ms. Pamela H. Patsley	FOR	FOR		✓ 98.3%
1H.	Re-elect Ms. Lubomira Rochet	FOR	FOR		✓ 97.7%
1I.	Re-elect Ms. Debra A. Sandler	FOR	FOR		✓ 98.9%
1J.	Re-elect Mr. Robert Singer	FOR	FOR		✓ 99.7%
1K.	Re-elect Mr. Larry D. Young	FOR	● OPPOSE	Non independent director (former executive). The board is not sufficiently independent.	✓ 97.4%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	The variable remuneration is based on continued employment only. Concerns over the excessive sign-on bonus granted to the new CEO.	✓ 93.6%
3.	Re-election of the auditor	FOR	FOR		✓ 99.0%

Item	Agenda	Board	Ethos		Result
1	Annual Report and Accounts for the year ended 31 January 2022	FOR	FOR		✓ 100.0%
2	Advisory vote on Directors' Remuneration report	FOR	● OPPOSE	An important part of the variable remuneration is based on continued employment only.	✓ 96.4%
3	Binding vote on Directors' Remuneration policy	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 93.1%
4	Kingfisher Performance Share Plan	FOR	FOR		✓ 99.2%
5	Declare a final dividend	FOR	FOR		✓ 100.0%
Elections to the Board of Directors					
6	Elect Mr. William Lennie	FOR	FOR		✓ 99.8%
7	Re-elect Ms. Claudia Arney	FOR	FOR		✓ 87.6%
8	Re-elect Mr. Bernard Bot	FOR	FOR		✓ 99.2%
9	Re-elect Ms. Catherine Bradley	FOR	FOR		✓ 86.3%
10	Re-elect Mr. Jeff Carr	FOR	FOR		✓ 98.0%
11	Re-elect Mr. Andrew Cosslett	FOR	FOR		✓ 96.0%
12	Re-elect Mr. Thierry Garnier	FOR	FOR		✓ 99.8%
13	Re-elect Ms. Sophie Gasperment	FOR	FOR		✓ 86.5%
14	Re-elect Ms. Rakhi Goss-Custard	FOR	FOR		✓ 86.5%
15	Re-appoint Deloitte as auditor	FOR	FOR		✓ 98.9%
16	Auditor's remuneration	FOR	FOR		✓ 99.4%
17	Political donations and political expenditure	FOR	FOR		✓ 99.4%
18	Directors' authority to allot shares	FOR	FOR		✓ 84.3%
19	Disapplication of pre-emption rights on the issue of shares for cash	FOR	FOR		✓ 89.4%
20	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	FOR	FOR		✓ 88.8%
21	Purchase of own shares	FOR	FOR		✓ 99.6%
22	Authority to call general meetings on short notice	FOR	● OPPOSE	14-days is insufficient for shareholders to vote in an informed manner.	✓ 95.3%

Item	Agenda	Board	Ethos		Result
1	Annual Report and Accounts for the year ended 31 December 2021	FOR	FOR		✓ 99.3%
2	Declare a final dividend	FOR	FOR		✓ 99.0%
3	Elections to the Board of Directors				
3(a)	Re-elect Mr. Jost Massenberg	FOR	FOR		✓ 76.1%
3(b)	Re-elect Mr. Gene M. Murtagh	FOR	FOR		✓ 94.4%
3(c)	Re-elect Mr. Geoff Doherty	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	✓ 95.8%
3(d)	Re-elect Mr. Russell Shiels	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	✓ 95.3%
3(e)	Re-elect Mr. Gilbert McCarthy	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	✓ 95.8%
3(f)	Re-elect Ms. Linda Hickey	FOR	● OPPOSE	Non independent lead director, which is not best practice.	✓ 85.3%
3(g)	Re-elect Mr. Michael Cawley	FOR	FOR		✓ 97.3%
3(h)	Re-elect Mr. John Cronin	FOR	FOR		✓ 86.0%
3(i)	Re-elect Ms. Anne Heraty	FOR	FOR		✓ 99.4%
3(j)	Elect Ms. Éimear Moloney	FOR	FOR		✓ 99.6%
3(k)	Elect Mr. Paul Murtagh	FOR	● OPPOSE	Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence.	✓ 95.6%
4	Auditor's remuneration	FOR	FOR		✓ 99.6%
5	Planet Passionate Report	FOR	FOR		✓ 96.1%
6	Binding vote on Directors' Remuneration policy	FOR	FOR		✓ 79.9%
7	Advisory vote on Directors' Remuneration report	FOR	FOR		✓ 97.3%
8	Directors' authority to allot shares	FOR	FOR		✓ 98.1%
9	Disapplication of pre-emption rights on the issue of shares for cash	FOR	FOR		✓ 99.3%
10	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	FOR	FOR		✓ 99.0%
11	Purchase of own shares	FOR	● OPPOSE	The executive variable remuneration depends on "per share" indicators, which are artificially positively impacted by the company's share repurchase programme.	✓ 99.7%
12	Re-issue of treasury shares	FOR	FOR		✓ 100.0%
13	Authority to call general meetings on short notice	FOR	● OPPOSE	14-days is insufficient for shareholders to vote in an informed manner.	✓ 94.1%

Item	Agenda	Board	Ethos	Result
14	Amend the Kingspan Group plc 2017 Performance Share Plan	FOR	FOR	✓ 80.1%

Item	Agenda	Board	Ethos		Result
1	Receive the Annual Report	NON-VOTING	NON-VOTING		
2	Approve the Dividend	FOR	FOR		✓ 100.0%
3	Approve Discharge of Management Board	FOR	FOR		✓ 96.3%
4	Approve Discharge of Supervisory Board	FOR	FOR		✓ 91.1%
5	Appoint the Auditors	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.7%
6	Approve Remuneration Report	FOR	● OPPOSE	The information provided is insufficient.	✓ 66.2%
Board main features					
7a	Elections to the Supervisory Board: Birgit A. Behrendt	FOR	FOR		✓ 81.4%
7b	Elections to the Supervisory Board: Dr. Alexander Dibelius	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 72.6%
7c	Elections to the Supervisory Board: Dr. Michael Macht	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 70.2%
				Chairman of the remuneration committee. We have serious concerns over remuneration.	
7d	Elections to the Supervisory Board: Tan Xuguang	FOR	● OPPOSE	Concerns over the director's attendance rate, which was below 75% during the year under review.	✓ 74.3%

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 99.9%
2	To approve the consolidated financial statements	FOR	FOR		✓ 99.9%
3	To approve the allocation of income	FOR	FOR		✓ 99.7%
4	To approve the dividend payment	FOR	FOR		✓ 99.7%
5	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	FOR		✓ 100.0%
Board main features					
6	Re-election of Rose-Marie Van Lerberghe as a member of the Supervisory Board for 3 years	FOR	● OPPOSE	The director is 75 years old, which exceeds guidelines.	✓ 98.9%
7	Re-election of Béatrice de Clermont-Tonnerre as a member of the Supervisory Board for 3 years	FOR	FOR		✓ 99.7%
8	To re-elect Deloitte & Associés as auditor for 6 years	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 96.5%
9	To re-elect Ernst & Young Audit as auditor for 6 years	FOR	FOR		✓ 99.8%
10	To approve the non-executive Chairman new remuneration policy	FOR	FOR		✓ 99.8%
11	To approve the CEO new remuneration policy	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 96.7%
12	To approve the Members of the Management Board's new remuneration policy	FOR	● OPPOSE	Potential excessive awards.	✓ 96.5%
13	To approve the remuneration report	FOR	FOR		✓ 98.5%
14	Ex-post binding "Say on Pay" vote on the individual remuneration of the chairman of the Supervisory board	FOR	FOR		✓ 100.0%
15	Ex-post binding "Say on Pay" vote on the individual remuneration of the CEO	FOR	FOR		✓ 95.5%
16	Ex-post binding "Say on Pay" vote on the individual remuneration of the CFO, Member of the Management Board	FOR	FOR		✓ 95.5%
17	Ex-post binding "Say on Pay" vote on the individual remuneration of the COO, Member of the Management Board	FOR	FOR		✓ 96.9%
18	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 99.5%

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Item	Agenda	Board	Ethos		Result
19	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 99.9%
20	To authorise the Board to issue restricted shares for employees and/or executive directors	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 98.6%
21	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos	Result
1.	Opening of the Meeting	NON-VOTING	NON-VOTING	
2a.	Explanation of the policy on reserves and dividends	NON-VOTING	NON-VOTING	
2b.	Adoption of the financial statements	FOR	FOR	✓ 100.0%
2c.	Approve allocation of income	FOR	FOR	✓ 100.0%
2d.	Approve remuneration report	FOR	● OPPOSE	Excessive discretion of the remuneration committee in determining the performance criteria. ✗ 20.6%
2e.	Discharge of executive board	FOR	FOR	✓ 93.5%
2f.	Discharge of supervisory board	FOR	FOR	✓ 96.3%
3.	Composition of the supervisory board			
3a.	Election of Paul Stoffels	FOR	FOR	✓ 90.7%
3b.	Election of Marc Harrison	FOR	FOR	✓ 99.0%
3c.	Election of Herna Verhagen	FOR	● OPPOSE	Concerns over the director's time commitments. ✓ 77.2%
3d.	Election of Sanjay Poonen	FOR	FOR	✓ 98.9%
4.	Election of auditor	FOR	FOR	✓ 100.0%
5a.	Authorisation to issue shares	FOR	FOR	✓ 98.8%
5b.	Authorisation to restrict or exclude pre-emptive rights	FOR	FOR	✓ 97.5%
6.	Authorisation to repurchase own shares	FOR	FOR	✓ 97.5%
7.	Reduce share capital via cancellation of shares	FOR	FOR	✓ 99.9%
8.	Any other business	NON-VOTING	NON-VOTING	

Item	Agenda	Board	Ethos		Result
1	Receive the Annual Report	NON-VOTING	NON-VOTING		
2	Approve the Dividend	FOR	FOR		✓ 99.9%
3	Approve Discharge of Management Board	FOR	● OPPOSE	We strongly disagree with the management of the company's affairs and the board's decisions.	✓ 99.4%
4	Approve Discharge of Supervisory Board	FOR	FOR		✓ 99.4%
5	Approve non-executive director fees	FOR	● OPPOSE	Excessive fees for the chairman of the board.	✓ 99.9%
	Board main features				
6a	Approve reduction of the number of shareholder representatives on the Supervisory Board	FOR	FOR		✓ 100.0%
6b	Elections to the Supervisory Board: Mag. Patrick F. Prügger	FOR	FOR		✓ 86.8%
6c	Elections to the Supervisory Board: Dr. Astrid Skala-Kuhmann	FOR	FOR		✓ 76.9%
7	Approve Remuneration Report	FOR	● OPPOSE	Excessive total remuneration. Performance targets are not sufficiently challenging.	✓ 74.4%
8	Approve Remuneration Policy	FOR	● OPPOSE	Excessive discretion of the remuneration committee in determining the performance criteria. Performance targets are not sufficiently challenging.	✓ 74.4%
9	Appoint the Auditors	FOR	● OPPOSE	On a 3-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services.	✓ 99.9%
10a	Authorise Share Repurchase	FOR	● OPPOSE	The amount to be repurchased exceeds 10% of the share capital.	✓ 99.9%
10b	Authorise Sale of Repurchased Shares	FOR	FOR		✓ 99.9%

Item	Agenda	Board	Ethos		Result
	Elections of directors				
1.	Re-elect Mr. Andrew J. Cole	FOR	FOR		✓ 61.3%
2.	Elect Ms. Marisa Drew	FOR	FOR		✓ 97.8%
3.	Re-elect Mr. Richard R. Green	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 60.0%
4.	Elect Mr. Daniel E. Sanchez	FOR	● OPPOSE	Non independent director (representative of an important shareholder). The board is not sufficiently independent.	✓ 97.5%
5.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 59.6%
6.	Re-election of KPMG LLP (US) as auditor	FOR	FOR		✓ 99.2%
7.	Re-election of KPMG LLP (UK) as auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 99.2%
8.	Auditor's remuneration	FOR	FOR		✓ 99.9%
9.	Waive Preemptive Rights	FOR	FOR		✓ 97.6%
10.	UK Political donations and political expenditure	FOR	● OPPOSE	Authorisation to make political donations exceeds our guidelines.	✓ 94.6%
11.	Purchase of own shares	FOR	● OPPOSE	Insufficient disclosure regarding the conditions of the share buyback.	✓ 98.6%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Ms. Deirdre P. Connelly	FOR	FOR		✓ 96.7%
1.2	Elect Ms. Ellen G. Cooper	FOR	FOR		✓ 97.7%
1.3	Re-elect Mr. William H. Cunningham	FOR	● OPPOSE	Non independent lead director, which is not best practice. The director is over 75 years old, which exceeds guidelines.	✓ 92.8%
1.4	Re-elect Mr. Reginald E. Davis	FOR	FOR		✓ 98.3%
1.5	Re-elect Ms. Dennis R. Glass	FOR	FOR		✓ 94.0%
1.6	Re-elect Mr. Eric G. Johnson	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 93.6%
1.7	Re-elect Mr. Gary C. Kelly	FOR	FOR		✓ 94.4%
1.8	Re-elect Ms. M. Leanne Lachman	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 94.0%
1.9	Elect Mr. Dale LeFebvre	FOR	FOR		✓ 99.2%
1.10	Elect Ms. Janet Liang	FOR	FOR		✓ 98.6%
1.11	Re-elect Mr. Michael F. Mee	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 93.9%
1.12	Re-elect Mr. Patrick S. Pittard	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. The director is over 75 years old, which exceeds guidelines.	✓ 91.1%
1.13	Re-elect Ms. Lynn M. Utter	FOR	FOR		✓ 96.4%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 94.9%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 85.6%
4.	To approve the amendment to the 2020 Incentive Compensation Plan	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 93.2%
5.	Shareholder resolution: Independent chairman	OPPOSE	OPPOSE		✗ 27.3%
6.	Shareholder resolution: Termination Pay	OPPOSE	● FOR	The proposal aims at improving the remuneration policy.	✗ 49.2%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Mr. Scott B. Bonham	FOR	FOR		✓ 99.8%
1.2	Re-elect Mr. Christie J.B. Clark	FOR	FOR		✓ 98.1%
1.3	Re-elect Mr. Daniel Debow	FOR	FOR		✓ 99.8%
1.4	Re-elect Mr. William A. Downe	FOR	FOR		✓ 99.1%
1.5	Re-elect Ms. Janice Fukakusa	FOR	FOR		✓ 99.5%
1.6	Re-elect Ms. Marianne M. Harris	FOR	FOR		✓ 99.9%
1.7	Re-elect Ms. Claudia Kotchka	FOR	FOR		✓ 99.6%
1.8	Re-elect Ms. Sarah Raiss	FOR	FOR		✓ 99.7%
1.9	Re-elect Mr. Galen G. Weston	FOR	FOR		✓ 97.8%
1.10	Elect Mr. Cornell Wright	FOR	FOR		✓ 99.5%
2.	Election of the auditor and to fix their remuneration	FOR	FOR		✓ 99.6%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 92.3%
4.	Shareholder resolution: Report on Actual and Potential Human Rights Impacts on Migrant Workers	OPPOSE	● FOR	Enhanced disclosure on human rights.	✗ 11.9%
5.	Shareholder resolution: Publish Annually a Summary of the Company's Supplier Audits Results	OPPOSE	● FOR	Enhanced disclosure on human rights.	✗ 33.6%

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 99.9%
2	To approve the consolidated financial statements	FOR	FOR		✓ 99.9%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 99.9%
	Board main features				
4	Re-election of Jean-Paul Agon as a Director for 4 years	FOR	FOR		✓ 96.2%
5	Re-election of Patrice Caine as a Director for 4 years	FOR	FOR		✓ 99.1%
6	Re-election of Belén Garijo as a Director for 4 years	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 90.8%
7	To re-elect Deloitte & Associés as auditor for 6 years	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 97.9%
8	To elect Ernst & Young as auditor for 6 years	FOR	FOR		✓ 99.9%
9	To approve the remuneration report	FOR	● OPPOSE	Some important elements of best practice are missing from the structure of the executive remuneration.	✓ 97.3%
10	Ex-post binding "Say on Pay" vote on the 2021 individual remuneration of Jean-Paul Agon, Chairman and CEO from January 1 to April 30, 2021	FOR	● OPPOSE	Concerns over the pension allowance which exceeds guidelines.	✓ 85.3%
11	Ex-post binding "Say on Pay" vote on the 2021 individual remuneration of Jean-Paul Agon, Chairman since 1 May 2021	FOR	● OPPOSE	Excessive board fees paid to the chairman of the board.	✓ 96.0%
12	Ex-post binding "Say on Pay" vote on the 2021 individual remuneration of Nicolas Hieronimus, CEO since 1 May 2021	FOR	● OPPOSE	Excessive total remuneration.	✓ 96.7%
13	To approve the non-executives new remuneration policy	FOR	FOR		✓ 99.7%
14	To approve the non-executive Chairman new remuneration policy	FOR	● OPPOSE	Excessive total remuneration.	✓ 95.8%
15	To approve the CEO new remuneration policy	FOR	FOR		✓ 93.0%
16	To approve the purchase agreement for the acquisition by L'Oréal from Nestlé of 22,260,000 L'Oréal shares under the regulated agreements procedure.	FOR	FOR		✓ 99.9%
17	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 99.3%
18	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 99.8%

Item	Agenda	Board	Ethos		Result
19	To authorise the Board to issue restricted shares for employees and/or executive directors	FOR	● OPPOSE	Potential excessive awards.	✓ 98.5%
20	To authorise capital increases related to an all-employee share ownership plan	FOR	FOR		✓ 99.2%
21	To authorise capital increases related to an all-foreign-employee share ownership plan	FOR	FOR		✓ 99.2%
22	To amend the Articles on the maximum age of the Chairman	FOR	FOR		✓ 99.7%
23	To amend the Articles on the maximum age of the CEO	FOR	FOR		✓ 99.2%
24	To modify the Articles : deletion of the reference to the banking act and identification of the shareholders.	FOR	FOR		✓ 100.0%
25	To amend Articles of the Board: deletion of article 8 on directors' shareholdings.	FOR	● OPPOSE	The amendment has a negative impact on the rights or interests of all or some of the shareholders.	✓ 99.3%
26	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Mr. Ralph (Raul) Alvarez	FOR	FOR		✓
1.2	Re-elect Mr. David H. Batchelder	FOR	FOR		✓
1.3	Re-elect Ms. Sandra B. Cochran	FOR	FOR		✓
1.4	Re-elect Ms. Laurie Z. Douglas	FOR	FOR		✓
1.5	Re-elect Mr. Richard W. Dreiling	FOR	● WITHHOLD	Concerns over the director's time commitments.	✓
1.6	Re-elect Mr. Marvin R. Ellison	FOR	● WITHHOLD	Combined chairman and CEO.	✓
1.7	Re-elect Mr. Daniel J. Heinrich	FOR	FOR		✓
1.8	Re-elect Mr. Brian C. Rogers	FOR	FOR		✓
1.9	Re-elect Mr. Bertram L. Scott	FOR	FOR		✓
1.10	Elect Ms. Colleen Taylor	FOR	● WITHHOLD	Concerns over the director's time commitments.	✓
1.11	Re-elect Ms. Mary Beth West	FOR	FOR		✓
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 92.8%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.2%
4.	To approve the amendment to the 2006 Long-Term Incentive Plan	FOR	● OPPOSE	Potential excessive awards with no individual cap for executives under this remuneration plan.	✓ 95.4%
5.	Shareholder resolution: Gender and Racial Pay Equity Report	OPPOSE	● FOR	Enhanced disclosure on gender equality and ethnic diversity.	✓ 58.0%
6.	Shareholder resolution: Proxy access	OPPOSE	● FOR	Permitting shareholders to nominate board members gives shareholders more power to shape the board make up.	✗ 32.3%
7.	Shareholder resolution: Report on Risks of State Policies Restricting Reproductive Health Care	OPPOSE	● FOR	Reproductive rights is a very important matter for employees and the company 's medical insurance and employee assistance and wellness programs does not directly address this issue.	✗ 32.2%
8.	Shareholder resolution: Civil Rights and Non-Discrimination Audit	OPPOSE	OPPOSE		✗ 1.9%
9.	Shareholder resolution: Report on Risks from Company Vendors that Misclassify Employees as Independent Contractors	OPPOSE	● FOR	The report will improve the status and workplace rights of employees in the supply chain.	✗ 35.7%

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements.	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements.	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment.	FOR	FOR		✓ 100.0%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties.	FOR	● OPPOSE	The information presented to the shareholders is insufficient for the service agreement with Groupe Arnault.	✓ 85.2%
Board main features					
5	Re-election of Bernard Arnault as a Director for 3 years.	FOR	● OPPOSE	Combined chairman and CEO.	✓ 92.0%
6	Re-election of Sophie Chassat as a Director for 3 years.	FOR	● OPPOSE	Non independent director (business connections with the company). The board is not sufficiently independent.	✓ 98.0%
7	Re-election of Clara Gaymard as a Director for 3 years.	FOR	FOR		✓ 99.1%
8	Re-election of Hubert Védrine as a Director for 3 years.	FOR	● OPPOSE	Non independent director (board membership exceeding time limit for independence). The board is not sufficiently independent.	✓ 89.7%
9	Re-election of Yann Arthus-Bertrand as non-voting Director for 3 years.	FOR	● OPPOSE	Election of non-voting directors is not in shareholders' interests as they can be used to circumvent limitations on multi-directorships or on a maximum number of directors on the board.	✓ 84.1%
10	To approve Directors' fees.	FOR	FOR		✓ 99.9%
11	To re-elect Mazars as auditor for 6 years.	FOR	FOR		✓ 99.5%
12	To elect Deloitte & Associés as auditor for 6 years.	FOR	FOR		✓ 99.9%
13	Term and non-renewal of the mandate of an alternate auditor.	FOR	FOR		✓ 100.0%
14	To approve the remuneration report.	FOR	● OPPOSE	Potential excessive awards. Performance targets are not sufficiently challenging.	✓ 82.8%
15	Ex-post binding "Say on Pay" vote on the CEO individual remuneration.	FOR	● OPPOSE	Excessive total remuneration. Excessive variable remuneration.	✓ 82.6%
16	Ex-post binding "Say on Pay" vote on the Deputy individual remuneration.	FOR	● OPPOSE	Performance targets are not sufficiently challenging.	✓ 82.6%
17	To approve the non-executives new remuneration policy.	FOR	FOR		✓ 99.9%
18	To approve the Chairman and CEO new remuneration policy.	FOR	● OPPOSE	The information provided is insufficient. Potential excessive awards.	✓ 80.6%

Item	Agenda	Board	Ethos		Result
19	To approve the Deputy CEO new remuneration policy.	FOR	● OPPOSE	The information provided is insufficient. Potential excessive awards.	✓ 80.5%
20	To approve a treasury share buy-back and disposal programme.	FOR	FOR		✓ 99.7%
21	To authorise a potential reduction in the company's share capital.	FOR	FOR		✓ 99.9%
22	To authorise the Board to issue restricted shares for employees and/or executive directors.	FOR	● OPPOSE	Potential excessive awards.	✓ 84.3%
23	1)To amend the Articles on the maximum age of the CEO.; 2)To amend article 24 of the Bylaws regarding statutory threshold notifications	FOR	● OPPOSE	Several amendments are submitted to shareholder approval under a bundled vote and the negative impacts of the amendments are predominant.	✓ 81.6%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Richard M. McVey	FOR	● OPPOSE	Combined chairman and CEO.	✓ 94.9%
1b.	Re-elect Ms. Nancy A. Altobello	FOR	FOR		✓ 99.2%
1c.	Re-elect Mr. Steven L. Begleiter	FOR	FOR		✓ 99.3%
1d.	Re-elect Mr. Stephen P. Casper	FOR	● OPPOSE	Non independent lead director, which is not best practice.	✓ 88.8%
1e.	Re-elect Ms. Jane Chwick	FOR	FOR		✓ 98.6%
1f.	Re-elect Mr. Christopher R. Concannon	FOR	FOR		✓ 98.6%
1g.	Re-elect Mr. William F. Cruger	FOR	FOR		✓ 95.9%
1h.	Re-elect Ms. Kourtney Gibson	FOR	FOR		✓ 99.4%
1i.	Re-elect Mr. Justin G. Gmelich	FOR	FOR		✓ 99.3%
1j.	Re-elect Mr. Richard G. Ketchum	FOR	FOR		✓ 99.3%
1k.	Elect Mr. Xiaojia Charles Li	FOR	FOR		✓ 97.8%
1l.	Re-elect Ms. Emily H. Portney	FOR	FOR		✓ 99.6%
1m.	Re-elect Mr. Richard L. Prager	FOR	FOR		✓ 93.6%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.1%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 96.4%
4.	To approve the Employee Stock Purchase Plan	FOR	FOR		✓ 99.4%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Dr. Merit E. Janow	FOR	FOR		✓ 98.1%
1b.	Elect Mr. Candido Bracher	FOR	FOR		✓ 99.9%
1c.	Re-elect Mr. Richard K. Davis	FOR	FOR		✓ 98.3%
1d.	Re-elect Mr. Julius M. Genachowski	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 96.8%
1e.	Re-elect Mr. Choon Phong Goh	FOR	FOR		✓ 94.3%
1f.	Re-elect Mr. Oki Matsumoto	FOR	FOR		✓ 98.7%
1g.	Re-elect Mr. Michael Miebach	FOR	FOR		✓ 99.7%
1h.	Re-elect Prof. Dr. Youngme E. Moon	FOR	FOR		✓ 98.8%
1i.	Re-elect Ms. Rima Qureshi	FOR	FOR		✓ 98.6%
1j.	Re-elect Ms. Gabrielle Sulzberger	FOR	FOR		✓ 97.8%
1k.	Re-elect Mr. Jackson P. Tai	FOR	FOR		✓ 97.2%
1l.	Elect Mr. Harit Talwar	FOR	FOR		✓ 99.9%
1m.	Re-elect Mr. Lance Ugglia	FOR	FOR		✓ 99.3%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 95.2%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.0%
4	Amend articles of association: Call Special Shareholder Meetings	FOR	FOR		✓ 98.5%
5	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 26.7%
6	Shareholder resolution: Board Approval For Certain Political Contributions	OPPOSE	OPPOSE		✗ 10.2%
7	Shareholder resolution: Disclosure On Charitable Donation Disclosure	OPPOSE	OPPOSE		✗ 2.1%
8	Shareholder resolution: Report on "Ghost Guns"	OPPOSE	● FOR	Enhanced disclosure on social issues.	✗ 10.3%

Item	Agenda	Board	Ethos		Result
1	Elections of directors				
1.a	Elect Mr. Douglas M. Baker, Jr.	FOR	FOR		✓ 99.6%
1.b	Re-elect Ms. Mary Ellen Coe	FOR	FOR		✓ 99.6%
1.c	Re-elect Ms. Pamela J. Craig	FOR	FOR		✓ 94.7%
1.d	Elect Mr. Robert M. Davis	FOR	FOR		✓ 99.3%
1.e	Re-elect Mr. Kenneth C. Frazier	FOR	FOR		✓ 96.9%
1.f	Re-elect Mr. Thomas H. Glocer	FOR	● OPPOSE	Non independent lead director, which is not best practice.	✓ 95.0%
1.g	Re-elect Dr. Risa Lavizzo-Mourey	FOR	FOR		✓ 98.2%
1.h	Re-elect Mr. Stephen L. Mayo	FOR	FOR		✓ 99.6%
1.i	Re-elect Mr. Paul B. Rothman	FOR	FOR		✓ 99.6%
1.j	Re-elect Ms. Patricia F. Russo	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 86.0%
1.k	Re-elect Prof. Dr. Christine E. Seidman	FOR	FOR		✓ 99.6%
1.l	Re-elect Mr. Inge G. Thulin	FOR	FOR		✓ 99.0%
1.m	Re-elect Ms. Kathy J. Warden	FOR	FOR		✓ 99.4%
1.n	Re-elect Mr. Peter C. Wendell	FOR	FOR		✓ 95.6%
2	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 91.9%
3	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 96.0%
4	Shareholder resolution: Independent chairman	OPPOSE	● FOR	An independent chairman can ensure independent oversight of management.	✗ 34.5%
5	Shareholder resolution: Access to COVID-19 Products	OPPOSE	● FOR	We support corporate policies that encourage social responsibility.	✗ 36.0%
6	Shareholder resolution: Disclose Lobbying Contributions	OPPOSE	● FOR	Enhanced disclosure on lobbying expenses.	✗ 16.1%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. H. Eric Bolton Jr.	FOR	● OPPOSE	Combined chairman and CEO.	✓ 88.8%
1b.	Re-elect Mr. Alan B. Graf Jr.	FOR	● OPPOSE	Non independent lead director, which is not best practice. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 92.6%
1c.	Re-elect Ms. Toni Jennings	FOR	FOR		✓ 97.8%
1d.	Re-elect Ms. Edith Kelly-Green	FOR	FOR		✓ 99.6%
1e.	Re-elect Mr. James K. Lowder	FOR	FOR		✓ 97.3%
1f.	Re-elect Mr. Thomas H. Lowder	FOR	FOR		✓ 99.0%
1g.	Re-elect Ms. Monica McGurk	FOR	FOR		✓ 97.8%
1h.	Re-elect Mr. Claude B. Nielsen	FOR	FOR		✓ 90.1%
1i.	Re-elect Mr. Philip W. Norwood	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 90.0%
1j.	Re-elect Mr. W. Reid Sanders	FOR	FOR		✓ 97.6%
1k.	Re-elect Mr. Gary Shorb	FOR	FOR		✓ 96.9%
1l.	Re-elect Mr. David P. Stockert	FOR	FOR		✓ 99.2%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 89.0%
3.	Re-election of the auditor	FOR	FOR		✓ 97.2%

Item	Agenda	Board	Ethos		Result
1	Dividend Allocation	FOR	FOR		✓ 99.8%
2	Amend Articles of Association: Electronic documentation	FOR	FOR		✓ 99.7%
3	Election of Directors				
3.1	Re-elect Mr. Takehiko Kakiuchi	FOR	FOR		✓ 97.2%
3.2	Elect Mr. Katsuya Nakanishi	FOR	● OPPOSE	Executive director sitting on the remuneration committee, which is not best practice.	✓ 98.2%
3.3	Elect Mr. Norikazu Tanaka	FOR	FOR		✓ 99.4%
3.4	Re-elect Mr. Yasuteru Hirai	FOR	FOR		✓ 99.2%
3.5	Re-elect Mr. Yutaka Kashiwagi	FOR	FOR		✓ 99.2%
3.6	Elect Mr. Yuzo Nouchi	FOR	FOR		✓ 99.3%
3.7	Re-elect Mr. Akitaka Saiki	FOR	FOR		✓ 99.3%
3.8	Re-elect Mr. Tsuneyoshi Tatsuoka	FOR	FOR		✓ 99.3%
3.9	Re-elect Mr. Shunichi Miyanaga	FOR	FOR		✓ 93.7%
3.10	Re-elect Ms. Sakie Akiyama	FOR	FOR		✓ 98.9%
3.11	Elect Ms. Mari Sagiya	FOR	FOR		✓ 99.2%
4	Election of 2 Corporate Auditors				
4.1	Elect Mr. Mitsumasa Icho as a Corporate Auditor	FOR	FOR		✓ 97.2%
4.2	Elect Ms. Mari Kogiso as a Corporate Auditor	FOR	FOR		✓ 99.7%
5	Shareholder resolution: Greenhouse Gas Reduction Targets Aligned with Goals of Paris Agreement	OPPOSE	● FOR	The resolution aims to mitigate climate change and is in line with the objectives of the Paris Agreement.	✗ 20.2%
6	Shareholder resolution: Evaluate new capital expenditure with net zero GHG emissions by 2050 commitment	OPPOSE	● FOR	The resolution would demonstrate how the company plans to fulfill its commitments to reach net zero GHG emissions by 2050.	✗ 16.2%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Mr. Roger G. Eaton	FOR	FOR		✓
1.2	Re-elect Mr. Charles M. Herington	FOR	FOR		✓
1.3	Re-elect Mr. H. Sanford Riley	FOR	FOR		✓
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 100.0%

Item	Agenda	Board	Ethos	Result
1.	Elections of directors			
1a.	Re-elect Mr. Jorge A. Bermudez	FOR	FOR	✓ 98.1%
1b.	Re-elect Ms. Therese Esperdy	FOR	FOR	✓ 99.1%
1c.	Re-elect Mr. Robert Fauber	FOR	FOR	✓ 99.6%
1d.	Re-elect Mr. Vincent A. Forlenza	FOR	FOR	✓ 98.3%
1e.	Re-elect Ms. Kathryn M. Hill	FOR	FOR	✓ 97.8%
1f.	Re-elect Mr. Lloyd W. Howell Jr.	FOR	FOR	✓ 99.1%
1g.	Re-elect Mr. Raymond W. McDaniel Jr.	FOR	FOR	✓ 96.4%
1h.	Re-elect Ms. Leslie F. Seidman	FOR	FOR	✓ 99.2%
1i.	Elect Mr. Zig Serafin	FOR	FOR	✓ 99.8%
1j.	Re-elect Mr. Bruce Van Saun	FOR	FOR	✓ 99.0%
2.	Election of the auditor	FOR	FOR	✓ 97.4%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE Excessive variable remuneration.	✓ 94.2%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Gregory Q. Brown	FOR	● OPPOSE	Combined chairman and CEO.	✓ 94.4%
1b.	Re-elect Mr. Kenneth D. Denman	FOR	FOR		✓ 92.8%
1c.	Re-elect Mr. Egon P. Durban	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 50.7%
1d.	Elect Dr. Ayanna M. Howard	FOR	FOR		✓ 99.8%
1e.	Re-elect Mr. Clayton M. Jones	FOR	FOR		✓ 99.0%
1f.	Re-elect Ms. Judy C. Lewent	FOR	FOR		✓ 97.0%
1g.	Re-elect Mr. Gregory K. Mondre	FOR	FOR		✓ 70.3%
1h.	Re-elect Mr. Joseph M. Tucci	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 95.6%
2.	Re-election of the auditor	FOR	FOR		✓ 99.8%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 93.2%
4.	To approve and amend the Omnibus Incentive Plan of 2015	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 93.8%

Item	Agenda	Board	Ethos	Result
1.	Election of the chairman of the Meeting	NON-VOTING	NON-VOTING	
2.1.	Election of Christoffer Hild to verify the minutes of the Meeting	NON-VOTING	NON-VOTING	
2.2.	Election of Peder Tiricke to verify the minutes of the Meeting	NON-VOTING	NON-VOTING	
3.	Preparation and approval of the voting register	NON-VOTING	NON-VOTING	
4.	Determination whether the Meeting has been duly convened	NON-VOTING	NON-VOTING	
5.	Approval of the agenda	NON-VOTING	NON-VOTING	
6.	Presentation of the (consolidated) annual report and the (consolidated) auditor's report	NON-VOTING	NON-VOTING	
7.	Adoption of the financial statements	FOR	FOR	✓
8.	Approve allocation of income and dividend	FOR	FOR	✓
9a.	Discharge of Håkan Buskhe	FOR	FOR	✓
9b.	Discharge of Helen Fasth Gillstedt	FOR	FOR	✓
9c.	Discharge of the company CEO	FOR	FOR	✓
9d.	Discharge of Per Hallius	FOR	FOR	✓
9e.	Discharge of Simon Henriksson	FOR	FOR	✓
9f.	Discharge of Tor Jansson	FOR	FOR	✓
9g.	Discharge of Magnus Lindquist	FOR	FOR	✓
9h.	Discharge of Pia Nordquist	FOR	FOR	✓
9i.	Discharge of Lena Olving	FOR	FOR	✓
9j.	Discharge of Kristian Sildeby	FOR	FOR	✓
9k.	Discharge of Juan Vargues	FOR	FOR	✓
9l.	Discharge of Robert Wahlgren	FOR	FOR	✓
9m.	Discharge of Anna Westerberg	FOR	FOR	✓
10.	Resolution on the number of shareholder-elected members of the board of directors to be appointed	FOR	FOR	✓
11.	Approve directors' fees	FOR	FOR	✓
12.	Composition of the board of directors			
12a.	Election of Håkan Buskhe	FOR	FOR	✓
12b.	Election of Helen Fasth Gillstedt	FOR	FOR	✓
12c.	Election of Maria Håkansson	FOR	FOR	✓
12d.	Election of Anders Lindqvist	FOR	● OPPOSE	Concerns over the director's time commitments. ✓
12e.	Election of Magnus Nicolin	FOR	FOR	✓

Item	Agenda	Board	Ethos	Result
12f.	Election of Kristian Sildeby	FOR	FOR	✓
12g.	Election of Anna Westerberg	FOR	FOR	✓
13.	Election of the Chairman of the board	FOR	FOR	✓
14.	Approve auditors' fees	FOR	FOR	✓
15.	Approve executive remuneration policy	FOR	FOR	✓
16.	Approve remuneration report	FOR	● OPPOSE	Concerns over the pension allowance which exceeds guidelines. ✓
17.	Authorisation to issue shares	FOR	FOR	✓

Item	Agenda	Board	Ethos	Result
1	Amend Articles of Association: Electronic documentation	FOR	FOR	✓ 99.8%
2	Election of Directors			
2.1	Re-elect Mr. Takashi Niino	FOR	FOR	✓ 93.2%
2.2	Re-elect Mr. Takayuki Morita	FOR	FOR	✓ 95.6%
2.3	Re-elect Mr. Hajime Matsukura	FOR	FOR	✓ 95.4%
2.4	Re-elect Mr. Motoo Nishihara	FOR	FOR	✓ 95.4%
2.5	Elect Mr. Osamu Fujikawa	FOR	FOR	✓ 96.7%
2.6	Re-elect Ms. Noriko Iki	FOR	FOR	✓ 97.6%
2.7	Re-elect Mr. Masatoshi Ito	FOR	● OPPOSE The director is 75 years old, which exceeds guidelines.	✓ 97.9%
2.8	Re-elect Mr. Kuniharu Nakamura	FOR	FOR	✓ 90.2%
2.9	Re-elect Prof. Christina Ahmadjian	FOR	FOR	✓ 97.6%
2.10	Elect Mr. Masashi Oka	FOR	FOR	✓ 94.6%
3	Election of 2 Corporate Auditors			
3.1	Elect Mr. Shinobu Obata as a Corporate Auditor	FOR	FOR	✓ 98.5%
3.2	Elect Ms. Kyoko Okada as a Corporate Auditor	FOR	FOR	✓ 99.7%

Item	Agenda	Board	Ethos	Result	
1.	Elections of directors				
01	Re-elect Mr. Patrick G. Awuah	FOR	FOR	✓ 99.8%	
02	Re-elect Mr. Gregory H. Boyce	FOR	FOR	✓ 99.3%	
03	Re-elect Mr. Bruce R. Brook	FOR	FOR	✓ 92.8%	
04	Re-elect Ms. Maura Clark	FOR	FOR	✓ 99.6%	
05	Elect Dr. Emma FitzGerald	FOR	FOR	✓ 99.8%	
06	Elect Ms. Mary Laschinger	FOR	FOR	✓ 99.6%	
07	Re-elect Mr. José Manuel Madero	FOR	FOR	✓ 99.8%	
08	Re-elect Dr. oec. René Médori	FOR	FOR	✓ 98.7%	
09	Re-elect Ms. Jane Nelson	FOR	FOR	✓ 98.8%	
10	Re-elect Mr. Tom Palmer	FOR	FOR	✓ 99.8%	
11	Re-elect Mr. Julio M. Quintana	FOR	FOR	✓ 97.7%	
12	Re-elect Ms. Susan N. Story	FOR	FOR	✓ 99.8%	
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. Performance targets are not sufficiently challenging.	✓ 92.5%
3.	Re-election of the auditor	FOR	FOR	✓ 99.3%	

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 100.0%
	Board main features				
4	Re-election of Anne Lebel as a Director for 4 years	FOR	FOR		✓ 98.1%
5	Election of Laura Bernardelli as a Director for 4 years	FOR	FOR		✓ 99.9%
6	To approve the remuneration report	FOR	FOR		✓ 97.6%
7	Ex-post binding "Say on Pay" vote on the individual remuneration of Jean Mouton, Chairman	FOR	FOR		✓ 100.0%
8	Ex-post binding "Say on Pay" vote on the individual remuneration of Christopher Guérin, CEO	FOR	● OPPOSE	Excessive variable remuneration.	✓ 95.6%
9	To approve Directors' fees	FOR	FOR		✓ 99.8%
10	To approve the non-executives new remuneration policy	FOR	FOR		✓ 99.8%
11	To approve the non-executive Chairman new remuneration policy	FOR	● OPPOSE	The proposed increase relative to the previous year is not justified.	✓ 99.6%
12	To approve the CEO new remuneration policy	FOR	FOR		✓ 95.1%
13	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 100.0%
14	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 98.4%
15	To authorise the Board to issue restricted shares for employees and/or executive directors	FOR	FOR		✓ 98.2%
16	To authorise the Board to issue restricted shares for some employees (executives excluded)	FOR	FOR		✓ 98.9%
17	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos		Result
1	Dividend Allocation	FOR	FOR		✓ 99.9%
2	Amend Articles of Association: Virtual general meeting, electronic documentation and number of coporate auditors	FOR	FOR		✓ 98.7%
3	Election of Directors				
3.1	Re-elect Mr. Jun Sawada	FOR	● OPPOSE	Executive director sitting on the remuneration committee, which is not best practice.	✓ 95.7%
3.2	Re-elect Mr. Akira Shimada	FOR	FOR		✓ 94.1%
3.3	Re-elect Mr. Katsuhiko Kawazoe	FOR	FOR		✓ 98.6%
3.4	Elect Mr. Takashi Hiroi	FOR	FOR		✓ 98.6%
3.5	Elect Ms. Akiko Kudo	FOR	FOR		✓ 98.7%
3.6	Re-elect Prof. Ken Sakamura	FOR	FOR		✓ 99.0%
3.7	Elect Ms. Yukako Uchinaga	FOR	● OPPOSE	The director is over 70 years old, which exceeds guidelines for new nominees.	✓ 98.3%
3.8	Elect Mr. Ryoji Chubachi	FOR	● OPPOSE	The director is over 70 years old, which exceeds guidelines for new nominees.	✓ 99.1%
3.9	Elect Mr. Koichiro Watanabe	FOR	FOR		✓ 99.0%
3.10	Elect Ms. Noriko Endo	FOR	FOR		✓ 99.9%
4	Election of 2 Corporate Auditors				
4.1	Elect Mr. Keiichiro Yanagi as a Corporate Auditor	FOR	FOR		✓ 99.0%
4.2	Elect Mr. Kensuke Koshiyama as a Corporate Auditor	FOR	FOR		✓ 99.9%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Robert K. Burgess	FOR	FOR		✓ 98.4%
1b.	Re-elect Mr. Tench Coxe	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 92.5%
1c.	Re-elect Dr. John O. Dabiri	FOR	FOR		✓ 99.4%
1d.	Re-elect Dr. Persis S. Drell	FOR	FOR		✓ 97.3%
1e.	Re-elect Mr. Jen-Hsun Huang	FOR	FOR		✓ 98.4%
1f.	Re-elect Ms. Dawn Hudson	FOR	FOR		✓ 98.5%
1g.	Re-elect Mr. Harvey C. Jones	FOR	● OPPOSE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 83.8%
1h.	Re-elect Mr. Michael G. McCaffery	FOR	FOR		✓ 99.3%
1i.	Re-elect Mr. Stephen C. Neal	FOR	FOR		✓ 96.2%
1j.	Re-elect Mr. Mark L. Perry	FOR	● OPPOSE	Non independent lead director, which is not best practice.	✓ 87.2%
1k.	Re-elect Mr. A. Brooke Seawell	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 90.3%
1l.	Re-elect Dr. Aarti Shah	FOR	FOR		✓ 99.4%
1m.	Re-elect Mr. Mark A. Stevens	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 91.9%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 92.7%
3.	Re-election of the auditor	FOR	FOR		✓ 98.6%
4.	Authorisation to increase the number of shares of the company's common stock	FOR	● OPPOSE	The increase in the authorised capital is excessive.	✓ 96.6%
5.	To approve the amendment to the 2007 Equity Incentive Plan	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 94.4%

Item	Agenda	Board	Ethos		Result
1	Annual Report and Accounts for the year ended 28 November 2021	FOR	FOR		✓ 100.0%
2	Binding vote on Directors' Remuneration policy	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 70.7%
3	Advisory vote on Directors' Remuneration report	FOR	● OPPOSE	Excessive total remuneration.	✓ 97.1%
Elections to the Board of Directors					
4	Re-elect Mr. Richard Haythornthwaite	FOR	● OPPOSE	Chairman of the nomination committee. The representation of women on the board is insufficient.	✓ 93.2%
5	Re-elect Mr. Timothy Steiner	FOR	FOR		✓ 99.4%
6	Re-elect Mr. Stephen Daintith	FOR	FOR		✓ 99.2%
7	Re-elect Mr. Neill Abrams	FOR	● OPPOSE	Executive director. The number of executives on the board exceeds market practice.	✓ 99.1%
8	Re-elect Mr. Mark Richardson	FOR	FOR		✓ 99.4%
9	Re-elect Mr. Luke Jensen	FOR	● OPPOSE	Executive director. The number of executives on the board exceeds market practice.	✓ 99.4%
10	Re-elect Mr. Jörn Rausing	FOR	FOR		✓ 97.1%
11	Re-elect Mr. Andrew Harrison	FOR	● OPPOSE	Chairman of the remuneration committee. We have serious concerns over remuneration.	✓ 93.3%
12	Re-elect Ms. Emma Lloyd	FOR	FOR		✓ 96.7%
13	Re-elect Ms. Julie Southern	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 96.1%
14	Re-elect Mr. John Martin	FOR	FOR		✓ 98.0%
15	Re-elect Mr. Michael Sherman	FOR	FOR		✓ 97.9%
16	Elect Ms. Nadia Shouraboura	FOR	FOR		✓ 99.5%
17	Re-appoint Deloitte as auditor	FOR	FOR		✓ 100.0%
18	Auditor's remuneration	FOR	FOR		✓ 100.0%
19	Political donations and political expenditure	FOR	● OPPOSE	Authorisation to make political donations exceeds our guidelines.	✓ 98.6%
20	Amendments to the Ocado Group plc 2019 Value Creation Plan (the "VCP")	FOR	● OPPOSE	Potential excessive awards.	✓ 71.3%
21	Directors' authority to allot shares	FOR	FOR		✓ 99.5%
22	Directors' authority to allot shares in connection with a rights issue only	FOR	FOR		✓ 99.3%
23	Disapplication of pre-emption rights on the issue of shares for cash	FOR	FOR		✓ 99.9%
24	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	FOR	FOR		✓ 99.7%

Item	Agenda	Board	Ethos		Result
25	Purchase of own shares	FOR	● OPPOSE	The amount of the repurchase is excessive given the financial situation and perspectives of the company.	✓ 99.7%
26	Adoption of new Articles of Association	FOR	● OPPOSE	Several amendments are submitted to shareholder approval under a bundled vote and the negative impacts of the amendments are predominant.	✓ 100.0%
27	Authority to call general meetings on short notice	FOR	● OPPOSE	14-days is insufficient for shareholders to vote in an informed manner.	✓ 98.8%

Item	Agenda	Board	Ethos		Result
1.	Dividend Allocation	FOR	● OPPOSE	The proposed dividend is inconsistent with the company's financial situation.	-
2.	Amend Articles of Association: Electronic documentation	FOR	FOR		-
3.	Election of Directors				
3.1	Re-elect Mr. Toshio Kagami	FOR	● OPPOSE	Combined chairman and CEO. The director is over 75 years old, which exceeds guidelines.	-
3.2	Re-elect Mr. Kenji Yoshida	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
3.3	Re-elect Mr. Yumiko Takano	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
3.4	Re-elect Mr. Yuichi Katayama	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
3.5	Re-elect Mr. Wataru Takahashi	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
3.6	Re-elect Mr. Yuichi Kaneki	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
3.7	Re-elect Ms. Rika Kanbara	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	-
3.8	Re-elect Mr. Tsutomu Hanada	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	-
3.9	Re-elect Mr. Yuzaburo Mogi	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	-
3.10	Elect Mr. Kunio Tajiri	FOR	● OPPOSE	The director is over 70 years old, which exceeds guidelines for new nominees.	-
3.11	Elect Ms. Misao Kikuchi	FOR	● OPPOSE	Concerns over the director's time commitments. The director is over 70 years old, which exceeds guidelines for new nominees.	-

Item	Agenda	Board	Ethos		Result
1.	Report on the Company's activities	NON-VOTING	NON-VOTING		
2.	Adoption of the financial statements	FOR	FOR		✓ 99.9%
3.	Approve remuneration report	FOR	FOR		✓ 95.1%
4.	Discharge board members and executive management	FOR	FOR		✓ 99.7%
5.	Approve allocation of income and dividend	FOR	FOR		✓ 99.9%
6.	Authorisation to repurchase own shares	NON-VOTING	NON-VOTING		
7.1.	Approve executive remuneration policy	FOR	FOR		✓ 95.0%
7.2.	Adoption of a decision that employees of all of the Company's foreign subsidiaries (from time to time) are eligible to be elected and entitled to vote at elections of group representatives to the board of directors	FOR	FOR		✓ 99.9%
7.3.	Authorisation to make a donation to humanitarian aid to the Ukrainian people in relation to the Ukraine crisis	FOR	FOR		✓ 100.0%
7.4.	Authorisation to issue shares	FOR	● OPPOSE	Excessive potential capital increase without pre-emptive rights.	✓ 97.8%
7.5.	To authorise the meeting chairperson	FOR	FOR		✓ 100.0%
8.	Any proposals from shareholders	NON-VOTING	NON-VOTING		
9.	Composition of the board of directors				
9.1.	Election of Thomas Thune Andersen	FOR	● ABSTAIN	Concerns over the director's time commitments. Chairman of the nomination committee. The representation of women on the board is insufficient.	✓
9.2.	Election of Lene Skole	FOR	FOR		✓
9.3 (a).	Election of Lynda Armstrong	FOR	FOR		✓
9.3 (b).	Election of Jørgen Kildahl	FOR	FOR		✓
9.3 (c).	Election of Peter Korsholm	FOR	FOR		✓
9.3 (d).	Election of Dieter Wemmer	FOR	FOR		✓
9.3 (e).	Election of Julia King	FOR	FOR		✓
9.3 (f).	Election of Henrik Poulsen	FOR	● ABSTAIN	Concerns over the director's time commitments.	✓
10.	Approve directors' fees	FOR	FOR		✓ 99.9%
11.	Election of auditor	FOR	FOR		✓

Item	Agenda	Board	Ethos	Result
12.	Any other business	NON-VOTING	NON-VOTING	

Item	Agenda	Board	Ethos		Result
	WARNING: Class B shares carry no voting rights				
1.	Elections of directors				
1a.	Re-elect Mr. Robert M. Bakish	FOR	FOR		✓ 99.3%
1b.	Re-elect Ms. Candace K. Beinecke	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 99.3%
1c.	Re-elect Ms. Barbara M. Byrne	FOR	FOR		✓ 99.0%
1d.	Re-elect Ms. Linda M. Griego	FOR	FOR		✓ 97.1%
1e.	Re-elect Mr. Robert N. Klieger	FOR	● OPPOSE	Representative of an important shareholder who is sufficiently represented on the board.	✓ 99.3%
1f.	Re-elect Ms. Judith A. McHale	FOR	● OPPOSE	The director is 75 years old, which exceeds guidelines.	✓ 97.0%
1g.	Re-elect Mr. Ronald L. Nelson	FOR	FOR		✓ 97.2%
1h.	Re-elect Mr. Charles E. Phillips Jr.	FOR	FOR		✓ 99.2%
1i.	Re-elect Ms. Shari E. Redstone	FOR	FOR		✓ 98.7%
1j.	Re-elect Ms. Susan Schuman	FOR	FOR		✓ 99.3%
1k.	Re-elect Ms. Nicole Seligman	FOR	FOR		✓ 99.0%
1l.	Re-elect Mr. Frederick O. Terrell	FOR	FOR		✓ 99.0%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 98.8%
3.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 5.0%

Item	Agenda	Board	Ethos		Result
1	Elections of directors				
1.1	Re-elect Mr. Ronald E. Blaylock	FOR	FOR		✓ 97.4%
1.2	Re-elect Dr. Albert Bourla	FOR	● OPPOSE	Combined chairman and CEO.	✓ 94.6%
1.3	Re-elect Dr. Susan D. Desmond-Hellmann	FOR	FOR		✓ 98.6%
1.4	Re-elect Mr. Joseph J. Echevarria	FOR	● OPPOSE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient.	✓ 87.3%
1.5	Re-elect Dr. Scott Gottlieb	FOR	● OPPOSE	Non independent director (business connections with the company). The board is not sufficiently independent.	✓ 99.4%
1.6	Re-elect Prof. Dr. Helen H. Hobbs	FOR	● OPPOSE	Non independent director (business connections with the company). The board is not sufficiently independent.	✓ 97.5%
1.7	Re-elect Dr. Susan Hockfield	FOR	FOR		✓ 99.3%
1.8	Re-elect Dr. Dan R. Littman	FOR	● OPPOSE	Non independent director (business connections with the company). The board is not sufficiently independent.	✓ 98.5%
1.9	Re-elect Mr. Shantanu Narayen	FOR	FOR		✓ 99.2%
1.10	Re-elect Ms. Suzanne Nora Johnson	FOR	FOR		✓ 94.9%
1.11	Re-elect Mr. James Quincey	FOR	FOR		✓ 98.2%
1.12	Re-elect Mr. James C. Smith	FOR	FOR		✓ 97.3%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.6%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 92.7%
4.	Shareholder resolution: Proxy access	OPPOSE	● FOR	Permitting shareholders to nominate board members gives shareholders more power to shape the board make up.	✗ 29.0%
5.	Shareholder resolution: Political Contributions Congruency Report	OPPOSE	OPPOSE		✗ 10.4%
6.	Shareholder resolution: Report on Transfer of Intellectual Property to Potential COVID-19 Manufacturers	OPPOSE	● FOR	We support corporate policies that encourage social responsibility.	✗ 27.4%
7.	Shareholder resolution: Report on Risks Related to Anticompetitive Practices	OPPOSE	● FOR	Enhanced disclosure on risks related to anticompetitive practices.	✗ 30.4%
8.	Shareholder resolution: Report on Public Health Costs of Protecting Vaccine Technology	OPPOSE	● FOR	Enhanced disclosure on social issues.	✗ 8.7%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Hamid R. Moghadam	FOR	● OPPOSE	Combined chairman and CEO.	✓ 92.9%
1b.	Re-elect Ms. Cristina G. Bitá	FOR	FOR		✓ 99.6%
1c.	Re-elect Mr. George L. Fotiades	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 92.0%
1d.	Re-elect Ms. Lydia H. Kennard	FOR	FOR		✓ 92.4%
1e.	Re-elect Mr. Irving F. Lyons III	FOR	● OPPOSE	Non independent lead director, which is not best practice. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 95.6%
1f.	Re-elect Ms. Avid Modjtabai	FOR	FOR		✓ 99.6%
1g.	Re-elect Mr. David P. O'Connor	FOR	FOR		✓ 96.7%
1h.	Re-elect Mr. Olivier Piani	FOR	FOR		✓ 99.5%
1i.	Re-elect Dr. Jeffrey L. Skelton	FOR	● OPPOSE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 84.9%
1j.	Re-elect Mr. Carl B. Webb	FOR	FOR		✓ 94.1%
1k.	Re-elect Mr. William D. Zollars	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 93.1%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 84.4%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 97.0%

Item	Agenda	Board	Ethos		Result
Ordinary Agenda					
O.1	Financial statements at 31 December 2021	FOR	FOR		✓ 99.9%
O.2	Allocation of net profit for the year and distribution of dividend	FOR	FOR		✓ 98.9%
O.3	Appointment of the Board of Statutory Auditors	NON-VOTING	NON-VOTING		
O.3.1	Slate of nominees submitted by Clubtre Srl, Albas Srl and Angelini Partecipazioni Finanziarie Srl	NO RECOMME ND.	● FOR	The proposed slate of nominees are independent and we have no concerns regarding their appointment as statutory auditors.	✓
O.3.2	Slate of nominees submitted by a group of institutional investors	NO RECOMME ND.	● DO NOT VOTE	The proposed slate of nominees are independent but we have concerns regarding the chairman's time commitments.	✓
O.4	Determination of the remuneration of the members of the Board of Statutory Auditors	NO RECOMME ND.	● FOR	We have no concerns regarding the proposed fees to be paid to the statutory auditors.	✓ 97.3%
O.5	Authorization for the purchase and disposal of treasury shares	FOR	FOR		✓ 99.0%
O.6	Stock grant plan for employees of the Prysmian Group	FOR	FOR		✓ 99.9%
O.7	Advisory vote on the compensation paid in 2021	FOR	FOR		✓ 91.7%
Extraordinary Agenda					
E.1	Revocation of the authorization to issue 11 million shares approved by the 2020 AGM and authorization to issue maximum 8 million shares in execution of the 2020-2022 incentive plan	FOR	FOR		✓ 99.9%
E.2	Authorization to issue maximum 3 million shares in execution of the stock grant plan for employees of Prysmian Group	FOR	FOR		✓ 99.2%
A.	Deliberations on possible legal action against Directors if presented by shareholders	NO RECOMME ND.	● OPPOSE	Shareholders voting by proxy cannot approve in advance any unannounced proposal.	–

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Ronald L. Havner, Jr.	FOR	● OPPOSE	Concerns over the director's time commitments. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 88.0%
1b.	Re-elect Ms. Tamara Hughes Gustavson	FOR	FOR		✓ 98.8%
1c.	Re-elect Ms. Leslie S. Heisz	FOR	FOR		✓ 99.0%
1d.	Re-elect Ms. Michelle Millstone-Shroff	FOR	FOR		✓ 99.5%
1e.	Re-elect Mr. Shankh S. Mitra	FOR	FOR		✓ 99.6%
1f.	Re-elect Mr. David J. Neithercut	FOR	FOR		✓ 99.1%
1g.	Re-elect Ms. Rebecca L. Owen	FOR	FOR		✓ 99.4%
1h.	Re-elect Ms. Kristy M. Pipes	FOR	FOR		✓ 98.6%
1i.	Re-elect Mr. Avedick B. Poladian	FOR	FOR		✓ 97.7%
1j.	Re-elect Mr. John Reyes	FOR	FOR		✓ 99.2%
1k.	Re-elect Mr. Joseph D. Russell	FOR	FOR		✓ 99.6%
1l.	Re-elect Mr. Tariq M. Shaukat	FOR	FOR		✓ 99.4%
1m.	Re-elect Mr. Ronald P. Spogli	FOR	FOR		✓ 97.7%
1n.	Re-elect Mr. Paul S. Williams	FOR	FOR		✓ 98.0%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 93.7%
3.	Election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 93.5%
4	Eliminate Supermajority Voting Requirements to Amend the Declaration of Trust	FOR	FOR		✓ 94.6%

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 99.9%
2	To approve the consolidated financial statements	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 99.8%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	FOR		✓ 100.0%
Board main features					
5	Re-election of Elisabeth Badinter as a member of the Supervisory Board for 4 years	FOR	● OPPOSE	Non independent director (representative of an important shareholder). The number of important shareholder representatives on the board is sufficient and the board lacks independence. The director is over 75 years old, which exceeds guidelines.	✓ 84.5%
6	Election of Tidjane Thiam as a member of the Supervisory Board for 4 years	FOR	FOR		✓ 92.8%
7	To approve the non-executive Chairman new remuneration policy	FOR	● OPPOSE	Excessive total remuneration.	✓ 83.5%
8	To approve the non-executives new remuneration policy	FOR	● OPPOSE	The proposed increase relative to the previous year is not justified.	✓ 97.0%
9	To approve the CEO new remuneration policy	FOR	● OPPOSE	Excessive fixed remuneration.	✓ 78.6%
10	To approve the new remuneration policy of the Management Board's members	FOR	FOR		✓ 92.3%
11	To approve the remuneration report	FOR	FOR		✓ 94.7%
12	Ex-post binding "Say on Pay" vote on the remuneration of Maurice Lévy, Supervisory Board's Chairman	FOR	● OPPOSE	Excessive total remuneration.	✓ 83.2%
13	Ex-post binding "Say on Pay" vote on the individual remuneration of Arthur Sadoun, Management Board's Chairman and CEO	FOR	● OPPOSE	Excessive variable remuneration.	✓ 93.0%
14	Ex-post binding "Say on Pay" vote on the executive remuneration of Anne-Gabrielle Heilbronner, Management Board's member	FOR	FOR		✓ 97.0%
15	Ex-post binding "Say on Pay" vote on the executive remuneration of Steve King, Management Board's member	FOR	● OPPOSE	Excessive total remuneration.	✓ 95.0%

Item	Agenda	Board	Ethos		Result
16	Ex-post binding "Say on Pay" vote on the executive remuneration of Michel-Alain Proch, Management Board's member	FOR	FOR		✓ 97.0%
17	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 99.5%
18	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	FOR	FOR		✓ 95.8%
19	Global allowance to issue capital related securities without pre-emptive rights by public issuance	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 93.5%
20	Global allowance to issue capital related securities without pre-emptive rights through private placement	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 93.2%
21	"Green shoe" authorisation	FOR	● OPPOSE	Additional potential dilution which is not in shareholders' interests.	✓ 89.6%
22	To depart from the legal rules defining the maximum discount for capital increase without pre-emptive rights (up to 10% of share capital) through private placement	FOR	FOR		✓ 95.5%
23	To authorise capital increases by transfer of reserves	FOR	FOR		✓ 98.1%
24	To approve issues of shares or other capital related securities as a payment for any public exchange offer	FOR	FOR		✓ 97.4%
25	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	FOR	FOR		✓ 97.3%
26	To authorise allocation of options (new or existing shares)	FOR	● OPPOSE	Potential excessive awards.	✓ 91.9%
27	To authorise capital increases related to an all-employee share ownership plan	FOR	● OPPOSE	The purchase price of shares for employee savings-related plans should not be in principle lower than 80% of the market price at the date of grant.	✓ 93.6%
28	To authorise capital increases related to an all-foreign employee share ownership plan	FOR	● OPPOSE	The purchase price of shares for employee savings-related plans should not be in principle lower than 80% of the market price at the date of grant.	✓ 93.6%
29	To modify Article 18 of the Company's Articles of Association to remove the obligation to appoint alternate auditors	FOR	FOR		✓ 99.1%

Item	Agenda	Board	Ethos	Result
30	To amend Article 7 of the Company's Articles of Association relating to companies whose securities are admitted to trading on a regulated market or a multilateral trading facility.	FOR	FOR	✓ 99.1%
31	Delegation of powers for the completion of formalities	FOR	FOR	✓ 100.0%

Item	Agenda	Board	Ethos		Result
1	Annual Report and Accounts for the year ended 31 December 2021	FOR	FOR		✓ 99.9%
2	Advisory vote on Directors' Remuneration report	FOR	● OPPOSE	Excessive variable remuneration.	✓ 91.7%
3	Binding vote on Directors' Remuneration policy	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 91.6%
4	Declare a final dividend	FOR	FOR		✓ 98.8%
Elections to the Board of Directors					
5	Re-elect Mr. Andrew Bonfield	FOR	FOR		✓ 98.4%
6	Re-elect Mr. Olivier Bohuon	FOR	FOR		✓ 99.7%
7	Re-elect Mr. Jeff Carr	FOR	FOR		✓ 99.3%
8	Re-elect Ms. Margherita Della Valle	FOR	FOR		✓ 99.9%
9	Re-elect Mr. Nicandro Durante	FOR	FOR		✓ 98.5%
10	Re-elect Ms. Mary Harris	FOR	FOR		✓ 98.5%
11	Re-elect Mr. Mehmood Khan	FOR	FOR		✓ 99.7%
12	Re-elect Dr. Pamela Kirby	FOR	FOR		✓ 98.1%
13	Re-elect Mr. Laxman Narasimhan	FOR	FOR		✓ 99.7%
14	Re-elect Mr. Christopher A. Sinclair	FOR	FOR		✓ 97.2%
15	Re-elect Ms. Elane Stock	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 99.7%
16	Elect Mr. Alan Stewart	FOR	FOR		✓ 99.7%
17	Re-appoint KPMG as auditor	FOR	FOR		✓ 99.4%
18	Auditor's remuneration	FOR	FOR		✓ 99.9%
19	Political donations and political expenditure	FOR	FOR		✓ 98.5%
20	Directors' authority to allot shares	FOR	FOR		✓ 91.9%
21	Disapplication of pre-emption rights on the issue of shares for cash	FOR	FOR		✓ 98.3%
22	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	FOR	FOR		✓ 97.4%
23	Purchase of own shares	FOR	FOR		✓ 99.2%
24	Authority to call general meetings on short notice	FOR	● OPPOSE	14-days is insufficient for shareholders to vote in an informed manner.	✓ 87.5%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Dr. Bonnie Bassler	FOR	FOR		✓ 86.9%
1b.	Re-elect Dr. Michael S. Brown	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 77.4%
1c.	Re-elect Dr. Leonard S. Schleifer	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	✓ 98.7%
1d.	Re-elect Dr. George D. Yancopoulos	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	✓ 98.2%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 96.1%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 87.8%

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 90.9%
2	To approve the consolidated financial statements	FOR	FOR		✓ 90.9%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 99.7%
4	To approve elements related to redeemable shares	FOR	FOR		✓ 91.3%
5	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	● OPPOSE	Concerns over one or more related party agreements that are not in the interests of shareholders.	✓ 89.8%
	Board main features				
6	Re-election of Catherine Barba as a Director for 4 years	FOR	FOR		✓ 91.0%
7	Re-election of Pierre Fleuriot as a Director for 4 years	FOR	FOR		✓ 86.7%
8	Re-election of Joji Tagawa as a Director for 4 years	FOR	FOR		✓ 84.5%
9	To approve the remuneration report	FOR	FOR		✓ 88.1%
10	Ex-post binding "Say on Pay" vote on the individual remuneration of Jean-Dominique Senard, Chairman	FOR	FOR		✓ 91.0%
11	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Luca de Meo, CEO	FOR	FOR		✓ 89.5%
12	Approval of the modification of a performance criterion of the long-term variable compensation of the CEO granted for the financial year 2020	FOR	FOR		✓ 89.1%
13	To approve the non-executive Chairman new remuneration policy	FOR	FOR		✓ 91.0%
14	To approve the CEO new remuneration policy	FOR	● OPPOSE	Excessive total remuneration.	✓ 74.5%
15	To approve the non-executives new remuneration policy	FOR	FOR		✓ 91.0%
16	To ratify act of the Board regarding the transfer of the location of the Company's registered office.	FOR	FOR		✓ 91.3%
17	To approve a treasury share buy-back and disposal programme	FOR	● OPPOSE	The amount of the repurchase is excessive given the financial situation and perspectives of the company.	✓ 90.7%
18	To authorise a potential reduction in the company's share capital	FOR	● OPPOSE	The capital reduction is incompatible with the long-term interests of the majority of the company's stakeholders.	✓ 91.1%

Item	Agenda	Board	Ethos		Result
19	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	FOR	FOR		✓ 92.4%
20	Global allowance to issue capital related securities without pre-emptive rights by public issuance	FOR	● OPPOSE	Discount on the issue price is too high.	✓ 90.2%
21	Global allowance to issue capital related securities without pre-emptive rights through private placement	FOR	● OPPOSE	Discount on the issue price is too high.	✓ 90.1%
22	To approve issues of shares or other capital related securities as a payment for any public exchange offer	FOR	FOR		✓ 91.5%
23	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	FOR	FOR		✓ 92.0%
24	To authorise capital increases by transfer of reserves	FOR	FOR		✓ 91.1%
25	To authorise capital increases related to an all-employee share ownership plan	FOR	FOR		✓ 93.1%
26	To authorise capital increases related to an all-employee share ownership plan	FOR	● OPPOSE	Potential excessive awards.	✓ 90.4%
27	To amend several articles of the Bylaws	FOR	● OPPOSE	The amendment has a negative impact on the rights or interests of all or some of the shareholders.	✓ 98.0%
28	Delegation of powers for the completion of formalities	FOR	FOR		✓ 91.3%

Item	Agenda	Board	Ethos		Result
1	Annual Report and Accounts for the year ended 31 December 2021	FOR	FOR		✓ 99.9%
2	Advisory vote on Directors' Remuneration report	FOR	● OPPOSE	Excessive variable remuneration.	✓ 94.0%
3	Declare a final dividend	FOR	FOR		✓ 99.9%
Elections to the Board of Directors					
4	Re-elect Mr. Stuart Ingall-Tombs	FOR	FOR		✓ 99.7%
5	Re-elect Mr. Sarosh Mistry	FOR	FOR		✓ 99.1%
6	Re-elect Mr. John Pettigrew	FOR	FOR		✓ 99.0%
7	Re-elect Mr. Andrew Ransom	FOR	FOR		✓ 100.0%
8	Re-elect Mr. Richard Solomons	FOR	FOR		✓ 98.3%
9	Re-elect Ms. Julie Southern	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 97.0%
10	Re-elect Ms. Catherine Turner	FOR	● OPPOSE	Chairman of the remuneration committee. We have serious concerns over remuneration.	✓ 96.3%
11	Re-elect Ms. Linda Yueh	FOR	FOR		✓ 97.4%
12	Re-appoint PricewaterhouseCoopers as auditor	FOR	FOR		✓ 99.7%
13	Auditor's remuneration	FOR	FOR		✓ 100.0%
14	Political donations and political expenditure	FOR	FOR		✓ 99.5%
15	Directors' authority to allot shares	FOR	FOR		✓ 97.9%
16	Disapplication of pre-emption rights on the issue of shares for cash	FOR	FOR		✓ 99.7%
17	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	FOR	FOR		✓ 99.1%
18	Purchase of own shares	FOR	FOR		✓ 99.6%
19	Authority to call general meetings on short notice	FOR	● OPPOSE	14-days is insufficient for shareholders to vote in an informed manner.	✓ 96.9%

Item	Agenda	Board	Ethos		Result
1	1) To approve the parent company's financial statements; 2) To approve specific luxury or non-deductible expenses	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 99.8%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	FOR		✓ 100.0%
5	To approve the non-executive Chairman new remuneration policy	FOR	FOR		✓ 99.8%
6	To approve the non-executives new remuneration policy	FOR	● OPPOSE	The board fees are excessive.	✓ 98.7%
7	To approve the CEO new remuneration policy	FOR	FOR		✓ 95.0%
8	To approve the remuneration report	FOR	● OPPOSE	Some important elements of best practice are missing from the structure of the executive remuneration.	✓ 96.2%
9	Ex-post binding "Say on Pay" vote on the individual remuneration of the chairman, Ian Meankins	FOR	FOR		✓ 99.8%
10	Ex-post binding "Say on Pay" vote on the executive individual remuneration of the chief executive, Patrick Berard until 1 September 2021	FOR	● OPPOSE	Concerns over the pension allowance which exceeds guidelines.	✓ 82.0%
11	Ex-post binding "Say on Pay" vote on the executive individual remuneration of the chief executive, Guillaume Texier since 1 September 2021	FOR	● OPPOSE	Concerns over the excessive sign-on bonus granted to the new CEO.	✓ 94.4%
12	To ratify the co-optation of Barbara Dalibard in replacement of Hendrica Verhagen as a Director	FOR	FOR		✓ 99.0%
13	Re-election of Barbara Dalibard as a Director for 4 years	FOR	FOR		✓ 96.7%
14	Re-election of François Auque as a Director for 4 years	FOR	FOR		✓ 98.5%
15	Re-election of Agnès Touraine as a Director for 4 years	FOR	FOR		✓ 92.8%
16	To re-elect KPMG Audit as auditor for 6 years	FOR	FOR		✓ 96.9%

Item	Agenda	Board	Ethos		Result
17	To re-elect Salustro Reydel as alternate auditor for a period of 6 years	FOR	● OPPOSE	The appointment of an associate or partner of the main auditing firm as substitute auditor is not in line with the legal objective to provide protection to shareholders and to the company.	✓ 99.0%
18	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 99.9%
19	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 100.0%
20	To authorise capital increases related to an all-employee share ownership plan	FOR	FOR		✓ 96.9%
21	To authorise capital increases related to an all-foreign-employee share ownership plan	FOR	FOR		✓ 96.9%
22	To authorise the Board to issue restricted shares for employees and/or executive directors	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 95.5%
23	To authorise the Board to issue restricted shares for employees as matching contribution	FOR	FOR		✓ 96.1%
24	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos	Result
1.	Elections of directors			
1.1	Re-elect Mr. Marco Alverà	FOR	FOR	✓ 97.5%
1.2	Elect Mr. Jacques Esculier	FOR	FOR	✓ 98.7%
1.3	Elect Ms. Gay Huey Evans	FOR	FOR	✓ 99.9%
1.4	Re-elect Mr. William D. Green	FOR	FOR	✓ 95.1%
1.5	Re-elect Ms. Stephanie C. Hill	FOR	FOR	✓ 99.6%
1.6	Re-elect Ms. Rebecca Jacoby	FOR	FOR	✓ 98.7%
1.7	Elect Mr. Robert P. Kelly	FOR	FOR	✓ 98.6%
1.8	Re-elect Mr. Ian Paul Livingston	FOR	FOR	✓ 98.4%
1.9	Elect Ms. Deborah D. McWhinney	FOR	FOR	✓ 99.9%
1.10	Re-elect Ms. Maria R. Morris	FOR	FOR	✓ 99.1%
1.11	Re-elect Mr. Douglas L. Peterson	FOR	FOR	✓ 98.7%
1.12	Re-elect Mr. Edward B. Rust Jr.	FOR	● OPPOSE	✓ 94.5% The director has been sitting on the board for over 20 years, which exceeds guidelines.
1.13	Re-elect Mr. Richard E. Thornburgh	FOR	FOR	✓ 96.4%
1.14	Elect Dr. Gregory Washington	FOR	FOR	✓ 99.7%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	✓ 95.4% Excessive variable remuneration.
3.	Re-election of the auditor	FOR	● OPPOSE	✓ 93.3% The auditor's long tenure raises independence concerns.

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Mr. Kevin L. Beebe	FOR	● OPPOSE	Non independent director (board membership exceeding time limit for independence). The board is not sufficiently independent.	✓ 93.1%
1.2	Re-elect Mr. Jack Langer	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. Non independent lead director, which is not best practice.	✓ 82.3%
1.3	Re-elect Mr. Jeffrey A. Stoops	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	✓ 97.3%
1.4	Elect Mr. Jay L. Johnson	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 99.2%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 97.3%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 95.3%

Item	Agenda	Board	Ethos		Result
1	1) To approve the parent company's financial statements; 2) To approve specific luxury or non-deductible expenses	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 99.9%
4	To approve the remuneration report	FOR	FOR		✓ 97.1%
5	Ex-post binding "Say on Pay" vote on the 2021 remuneration of Denis Kessler, Chairman and CEO until 30 June 2021	FOR	FOR		✓ 58.4%
6	Ex-post binding "Say on Pay" vote on the 2021 remuneration of Denis Kessler, Chairman as of 1 July 2021	FOR	● OPPOSE	Excessive total remuneration.	✓ 93.6%
7	Ex-post binding "Say on Pay" vote on the 2021 remuneration of Laurent Rousseau, CEO as of 1 July 2021	FOR	FOR		✓ 97.7%
8	To approve the non-executives new remuneration policy	FOR	FOR		✓ 98.5%
9	To approve Directors' fees	FOR	● OPPOSE	The proposed increase relative to the previous year is not justified.	✓ 94.7%
10	To approve the non-executive Chairman new remuneration policy	FOR	● OPPOSE	Excessive total remuneration.	✓ 95.0%
11	To approve the CEO new remuneration policy	FOR	FOR		✓ 93.3%
Board main features					
12	Re-election of Natacha Valla as a Director for 3 years	FOR	FOR		✓ 97.6%
13	Re-election of Fabrice Brégier as a Director for 3 years	FOR	FOR		✓ 96.5%
14	Approval of a transactional agreement concluded by the Company with Covéa Coopérations SA and Covéa S.G.A.M	FOR	FOR		✓ 100.0%
15	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 99.8%
16	To authorise capital increases by transfer of reserves	FOR	FOR		✓ 99.9%
17	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	FOR	FOR		✓ 95.2%
18	Global allowance to issue capital related securities without pre-emptive rights by public issuance	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 96.7%

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Item	Agenda	Board	Ethos		Result
19	Global allowance to issue capital related securities without pre-emptive rights through private placement	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 95.5%
20	To approve issues of shares or other capital related securities as a payment for any public exchange offer	FOR	FOR		✓ 98.7%
21	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	FOR	FOR		✓ 98.5%
22	"Green shoe" authorisation	FOR	● OPPOSE	Additional potential dilution which is not in shareholders' interests.	✓ 90.1%
23	To issue warrants without preemption rights ("Warrants Contingent 2022")	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 97.6%
24	To issue warrants without preemption rights ("Warrants AOF 2022")	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 97.6%
25	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 99.9%
26	To authorise allocation of options (new or existing shares)	FOR	FOR		✓ 94.0%
27	To authorise the Board to issue restricted shares for employees and/or executive directors	FOR	● OPPOSE	Potential excessive awards.	✓ 93.5%
28	To authorise capital increases related to an all-employee share ownership plan	FOR	FOR		✓ 93.1%
29	To limit capital increases with or without pre-emptive rights	FOR	FOR		✓ 96.3%
30	To amend Article 14 of the Company's Articles of Association regarding the age limit for the Chairman of the Board	FOR	● OPPOSE	The chairman will have been sitting on the board for over 20 years, which exceeds guidelines, if we extend the age limit.	✓ 77.1%
31	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

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19.05.2022

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Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 100.0%
4	To approve Directors' fees	FOR	FOR		✓ 99.5%
	Board main features				
5	Re-election of Delphine Bertrand as a Director for 4 years	FOR	FOR		✓ 81.4%
6	Election of BPI France Investissement as a Director for 4 years	FOR	FOR		✓ 99.4%
7	To approve the remuneration report	FOR	FOR		✓ 97.7%
8	Ex-post binding "Say on Pay" vote on the executive individual remuneration of the Chairman and CEO	FOR	● OPPOSE	Excessive variable remuneration.	✓ 85.3%
9	Ex-post binding "Say on Pay" vote on the executive individual remuneration of the Deputy CEO	FOR	● OPPOSE	The information provided is insufficient.	✓ 86.9%
10	To approve the Chairman and CEO new remuneration policy for the period from January 1, 2022 to June 30, 2022	FOR	● OPPOSE	Concerns over the pension allowance which exceeds guidelines.	✓ 81.9%
11	To approve the Deputy CEO new remuneration policy for the period from January 1, 2022 to June 30, 2022	FOR	● OPPOSE	Concerns over the pension allowance which exceeds guidelines.	✓ 95.6%
12	To approve the non-executive Chairman new remuneration policy as of July 1, 2022	FOR	● OPPOSE	Excessive total remuneration.	✓ 70.7%
13	To approve the CEO new remuneration policy as of July 1, 2022	FOR	FOR		✓ 96.0%
14	To approve the non-executives new remuneration policy	FOR	FOR		✓ 99.7%
15	To approve a treasury share buy-back and disposal programme	FOR	● OPPOSE	Anti takeover measure that can lead to an exclusion of any potentially non-friendly offer which could be in the interests of shareholders.	✓ 82.3%
16	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 99.8%
17	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	FOR	● OPPOSE	Anti takeover measure that can lead to an exclusion of any potentially non-friendly offer which could be in the interests of shareholders.	✓ 82.8%
18	Global allowance to issue capital related securities without pre-emptive rights by public issuance	FOR	● OPPOSE	Anti takeover measure that can lead to an exclusion of any potentially non-friendly offer which could be in the interests of shareholders.	✓ 82.5%

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19.05.2022

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Item	Agenda	Board	Ethos		Result
19	Global allowance to issue capital related securities without pre-emptive rights through private placement	FOR	● OPPOSE	Anti takeover measure that can lead to an exclusion of any potentially non-friendly offer which could be in the interests of shareholders.	✓ 82.8%
20	To limit capital increases with or without pre-emptive rights	FOR	FOR		✓ 99.8%
21	To authorise capital increases by transfer of reserves	FOR	FOR		✓ 98.6%
22	To authorise the Board to issue restricted shares for employees and/or executive directors	FOR	● OPPOSE	The information provided is insufficient.	✓ 95.4%
23	To authorise capital increases related to an all-employee share ownership plan	FOR	● OPPOSE	The purchase price of shares for employee savings-related plans should not be in principle lower than 80% of the market price at the date of grant.	✓ 99.6%
24	To amend the articles of Association: split Nominal Value	FOR	FOR		✓ 100.0%
25	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos	Result
1	Annual Report and Accounts for the year ended 31 December 2021	FOR	FOR	✓ 100.0%
2	Declare a final dividend	FOR	FOR	✓ 99.8%
3	Advisory vote on Directors' Remuneration report	FOR	FOR	✓ 97.6%
4	Binding vote on Directors' Remuneration policy	FOR	FOR	✓ 98.9%
Elections to the Board of Directors				
5	Re-elect Mr. Gerald Corbett	FOR	FOR	✓ 98.3%
6	Re-elect Ms. Mary Barnard	FOR	FOR	✓ 98.9%
7	Re-elect Ms. Sue Clayton	FOR	FOR	✓ 98.9%
8	Re-elect Mr. Soumen Das	FOR	FOR	✓ 99.8%
9	Re-elect Ms. Carol Fairweather	FOR	FOR	✓ 98.9%
10	Re-elect Mr. Andy Gulliford	FOR	FOR	✓ 100.0%
11	Re-elect Mr. Martin Moore	FOR	FOR	✓ 98.5%
12	Re-elect Mr. David Sleath OBE	FOR	FOR	✓ 99.8%
13	Elect Mr. Simon Fraser	FOR	FOR	✓ 99.8%
14	Elect Mr. Andy Harrison	FOR	FOR	✓ 99.9%
15	Elect Ms. Linda Yueh	FOR	FOR	✓ 95.1%
16	Re-appoint PricewaterhouseCoopers as auditor	FOR	FOR	✓ 99.6%
17	Auditor's remuneration	FOR	FOR	✓ 100.0%
18	Political donations and political expenditure	FOR	FOR	✓ 99.3%
19	Amend the Long-Term Incentive Plan 2018 (LTIP)	FOR	FOR	✓ 98.8%
20	Directors' authority to allot shares	FOR	FOR	✓ 97.6%
21	Disapplication of pre-emption rights on the issue of shares for cash	FOR	FOR	✓ 99.7%
22	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	FOR	FOR	✓ 98.5%
23	Purchase of own shares	FOR	FOR	✓ 99.5%
24	Authority to call general meetings on short notice	FOR	● OPPOSE	✓ 86.4%
				14-days is insufficient for shareholders to vote in an informed manner.

Item	Agenda	Board	Ethos		Result
1	Dividend Allocation	FOR	FOR		✓
2	Amend Articles of Association: Virtual general meeting and electronic documentation	FOR	● OPPOSE	The amendment has a negative impact on the rights or interests of all or some of the shareholders.	✓
3	Election of Directors				
3.1	Re-elect Mr. Minoru Usui	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓
3.2	Re-elect Mr. Yasunori Ogawa	FOR	FOR		✓
3.3	Re-elect Mr. Koichi Kubota	FOR	FOR		✓
3.4	Re-elect Mr. Tatsuaki Seki	FOR	FOR		✓
3.5	Re-elect Mr. Hideaki Omiya	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓
3.6	Re-elect Ms. Mari Matsunaga	FOR	FOR		✓
4	Election of directors to the audit and supervisory committee				
4.1	Re-elect Mr. Masayuki Kawana	FOR	FOR		✓
4.2	Re-elect Mr. Yoshio Shirai	FOR	FOR		✓
4.3	Re-elect Mr. Susumu Murakoshi	FOR	FOR		✓
4.4	Re-elect Ms. Michiko Ohtsuka	FOR	FOR		✓
5	Approve bonus payment for directors (excluding the audit and supervisory committee members)	FOR	FOR		✓
6	Approve restricted share plan	FOR	FOR		✓

Item	Agenda	Board	Ethos		Result
1	Approve Allocation of Income and Dividend	FOR	FOR		✓
2	Amend articles of incorporation: Electronic documentation	FOR	FOR		✓
2	Elections of directors				
3.1	Re-elect Mr. Ryuichi Isaka	FOR	● OPPOSE	Combined chairman and CEO.	✓
3.2	Re-elect Mr. Katsuhiko Goto	FOR	FOR		✓
3.3	Re-elect Mr. Junro Ito	FOR	● OPPOSE	Executive director sitting on the remuneration committee, which is not best practice.	✓
3.4	Re-elect Mr. Yoshimichi Maruyama	FOR	FOR		✓
3.5	Re-elect Mr. Fumihiko Nagamatsu	FOR	FOR		✓
3.6	Re-elect Mr. Joseph M. DePinto	FOR	FOR		✓
3.7	Re-elect Prof. Kunio Ito	FOR	FOR		✓
3.8	Re-elect Mr. Toshiro Yonemura	FOR	FOR		✓
3.9	Re-elect Mr. Tetsuro Higashi	FOR	FOR		✓
3.10	Elect Mr. Yoshiyuki Izawa	FOR	● OPPOSE	The director is over 70 years old, which exceeds guidelines for new nominees.	✓
3.11	Elect Ms. Meyumi Yamada	FOR	FOR		✓
3.12	Elect Ms. Jenifer Rogers	FOR	● OPPOSE	Concerns over the director's time commitments.	✓
3.13	Elect Mr. Paul Yonamine	FOR	● OPPOSE	Concerns over the director's time commitments.	✓
3.14	Elect Mr. Stephen Hayes Dacus	FOR	FOR		✓
3.15	Elect Ms. Elizabeth Miin Meyerdirk	FOR	FOR		✓
4	Elect 3 Corporate Auditors				
4.1	Elect Mr. Nobutomo Teshima as a Corporate Auditor	FOR	FOR		✓
4.2	Re-elect Mr. Kazuhiro Hara as a Corporate Auditor	FOR	FOR		✓
4.3	Re-elect Ms. Mitsuko Inamasu as a Corporate Auditor	FOR	FOR		✓
5	Partial revision of performance-based and stock-based compensation for Directors	FOR	FOR		✓

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Ms. Kerrii B. Anderson	FOR	FOR		✓ 95.9%
1b.	Re-elect Mr. Arthur F. Anton	FOR	FOR		✓ 86.4%
1c.	Re-elect Mr. Jeff M. Fettig	FOR	FOR		✓ 95.0%
1d.	Re-elect Mr. Richard J. Kramer	FOR	FOR		✓ 92.9%
1e.	Re-elect Mr. John G. Morikis	FOR	● OPPOSE	Combined chairman and CEO.	✓ 94.1%
1f.	Re-elect Ms. Christine A. Poon	FOR	FOR		✓ 99.1%
1g.	Re-elect Mr. Aaron M. Powell	FOR	FOR		✓ 98.8%
1h.	Elect Ms. Marta R. Stewart	FOR	FOR		✓ 98.9%
1i.	Re-elect Mr. Michael H. Thaman	FOR	FOR		✓ 98.4%
1j.	Re-elect Mr. Matthew Thornton III	FOR	FOR		✓ 98.8%
1k.	Re-elect Mr. Steven H. Wunning	FOR	FOR		✓ 96.3%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 92.4%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 96.0%

Item	Agenda	Board	Ethos		Result
NV	Non-Voting Item : Energy transition plan and social and environmental responsibility	NON-VOTING	NON-VOTING		
1	To approve the consolidated financial statements	FOR	FOR		✓ 99.3%
2	1) To approve the parent company's financial statements; 2) To approve specific luxury or non-deductible expenses	FOR	FOR		✓ 99.3%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 99.1%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	FOR		✓ 99.7%
5	To approve the non-executive new remuneration policy of the Chairman	FOR	● OPPOSE	Excessive total remuneration.	✓ 94.3%
6	To approve the new remuneration policy of the CEO and the Deputy CEOs	FOR	FOR		✓ 90.1%
7	To approve the non-executives new remuneration policy	FOR	FOR		✓ 95.9%
8	To approve the remuneration report	FOR	FOR		✓ 91.5%
9	Ex-post binding "Say on Pay" vote on the individual remuneration of Mr. Lorenzo Bini Smaghi, Chairman	FOR	● OPPOSE	Excessive total remuneration.	✓ 94.1%
10	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Mr. Frédéric Oudéa, CEO	FOR	FOR		✓ 90.0%
11	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Mr. Philippe Aymerich, Deputy CEO	FOR	FOR		✓ 90.2%
12	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Ms. Diony Lebot, Deputy CEO	FOR	FOR		✓ 90.1%
13	Ex-post binding "Say on Pay" vote on the individual remuneration granted to regulated officers mentioned in the French Financial Code (article L.511-71 Code monétaire et financier)	FOR	FOR		✓ 92.6%
	Board main features				
14	Re-election of Lorenzo Bini Smaghi as a Director for 4 years	FOR	FOR		✓ 98.0%

Item	Agenda	Board	Ethos		Result
15	Re-election of Jérôme Contamine as a Director for 4 years	FOR	FOR		✓ 97.1%
16	Re-election of Diane Côté as a Director for 4 years	FOR	FOR		✓ 97.6%
17	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 98.8%
18	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	FOR	FOR		✓ 96.4%
19	Global allowance to issue capital related securities without pre-emptive rights by public issuance	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 95.7%
20	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	FOR	FOR		✓ 97.6%
21	To authorise capital increases related to an all-employee share ownership plan	FOR	FOR		✓ 98.6%
22	To issue performance shares to corporate officers and regulated officers mentioned in the French Monetary and Financial Code (article L511-71)	FOR	● OPPOSE	Potential excessive awards.	✓ 96.2%
23	To issue performance shares to employees excluding regulated officers mentioned in the French Monetary and Financial Code (article L511-71)	FOR	FOR		✓ 98.5%
24	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 99.0%
25	Delegation of powers for the completion of formalities	FOR	FOR		✓ 99.7%

Item	Agenda	Board	Ethos		Result
1	Elections of directors				
1.a	Elect Ms. Betsy S. Atkins	FOR	FOR		✓ 57.3%
1.b	Elect Mr. Dirk Hoke	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 95.2%
2	Re-election of the auditor	FOR	FOR		✓ 98.5%
3	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 85.4%

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 100.0%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	● OPPOSE	Concerns over one or more related party agreements that are not in the interests of shareholders.	✓ 96.9%
	Board main features				
5	To ratify the co-optation of Geertrui Schoolenberg as a Director, until the present GM	FOR	FOR		✓ 97.3%
6	Re-election of Geertrui Schoolenberg as a Director for 4 years	FOR	FOR		✓ 97.3%
7	To ratify the co-optation of Bpi France as a Director for a year	FOR	FOR		✓ 98.6%
8	Re-election of Gauthier Louette as a Director for 4 years	FOR	● OPPOSE	Combined chairman and CEO.	✓ 74.4%
9	Re-election of Regine Stachelhaus as a Director for 4 years	FOR	FOR		✓ 99.2%
10	Re-election of Peugeot Invest as a Director for 4 years	FOR	FOR		✓ 84.3%
11	Election of an unknown Director for 4 years of Christopher Delbruck as a Director for 4 years	FOR	FOR		✓ 100.0%
12	To re-elect Ernst & Young Audit as auditor for 6 years	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 91.8%
13	Ex-post binding "Say on Pay" vote on the individual remuneration of Gauthier Louette, Chairman & CEO	FOR	FOR		✓ 89.8%
14	To approve the Chairman & CEO new remuneration policy	FOR	● OPPOSE	Excessive fixed remuneration.	✓ 92.3%
15	To approve the remuneration report	FOR	FOR		✓ 98.3%
16	To approve the non-executives new remuneration policy	FOR	FOR		✓ 99.6%
17	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 100.0%
18	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 97.7%
19	To authorise capital increases by transfer of reserves	FOR	FOR		✓ 99.9%

Item	Agenda	Board	Ethos		Result
20	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	FOR	FOR		✓ 90.9%
21	Global allowance to issue capital related securities without pre-emptive rights by public issuance	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 92.1%
22	Global allowance to issue capital related securities without pre-emptive rights through private placement	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 85.8%
23	To depart from the legal rules defining the maximum discount for capital increase without pre-emptive rights (up to 10% of share capital)	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 87.9%
24	"Green shoe" authorisation	FOR	● OPPOSE	Additional potential dilution which is not in shareholders' interests.	✓ 83.6%
25	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	FOR	FOR		✓ 69.0%
26	To authorise capital increases related to an all-employee share ownership plan	FOR	FOR		✓ 90.3%
27	To authorise capital increases related to an all-employee share ownership plan	FOR	FOR		✓ 90.2%
28	To authorise the Board to issue restricted shares for employees and/or executive directors	FOR	FOR		✓ 93.4%
29	To amend article 15 related to the deliberations of the Board	FOR	FOR		✓ 97.9%
30	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos	Result
1	Dividend Allocation	FOR	FOR	✓ 99.7%
2	Amend Articles of Association: Electronic documentation	FOR	FOR	✓ 99.8%
3	Election of Directors			
3.1	Re-elect Mr. Tomomi Nakamura	FOR	FOR	✓ 98.5%
3.2	Re-elect Mr. Kazuo Hosoya	FOR	FOR	✓ 98.2%
3.3	Re-elect Mr. Katsuyuki Mizuma	FOR	FOR	✓ 99.2%
3.4	Re-elect Mr. Tetsuo Onuki	FOR	FOR	✓ 99.4%
3.5	Re-elect Mr. Atsushi Osaki	FOR	FOR	✓ 99.4%
3.6	Re-elect Mr. Fumiaki Hayata	FOR	FOR	✓ 99.4%
3.7	Re-elect Mr. Yasuyuki Abe	FOR	FOR	✓ 99.4%
3.8	Re-elect Mr. Natsunosuke Yago	FOR	FOR	✓ 99.4%
3.9	Re-elect Ms. Miwako Doi	FOR	FOR	✓ 99.4%
4	Elect Ms. Ms. Yuri Furusawa as a Corporate Auditor	FOR	FOR	✓ 99.7%
5	Re-elect Mr. Hirohisa Ryu as a Substitute Corporate Auditor	FOR	FOR	✓ 99.8%
6	Approve Revision to Restricted Stock Plan	FOR	● OPPOSE	An important part of the variable remuneration is based on continued employment only. ✓ 98.5%

Item	Agenda	Board	Ethos	Result
1	Dividend Allocation	FOR	FOR	✓ 98.8%
2	Amend Articles of Association: Electronic documentation	FOR	FOR	✓ 99.9%
3	Election of Directors			
3.1	Re-elect Mr. Yoshiaki Nakazato	FOR	FOR	✓ 92.8%
3.2	Re-elect Mr. Akira Nozaki	FOR	FOR	✓ 94.2%
3.3	Re-elect Mr. Toru Higo	FOR	FOR	✓ 96.1%
3.4	Re-elect Mr. Nobuhiro Matsumoto	FOR	FOR	✓ 96.4%
3.5	Re-elect Mr. Takahiro Kanayama	FOR	FOR	✓ 96.4%
3.6	Re-elect Mr. Kazuhisa Nakano	FOR	FOR	✓ 99.6%
3.7	Re-elect Ms. Taeko Ishii	FOR	FOR	✓ 99.4%
3.8	Re-elect Mr. Manabu Kinoshita	FOR	FOR	✓ 94.1%
4	Election of Mr. Tsuyoshi Nozawa as a Corporate Auditor	FOR	FOR	✓ 91.9%
5	Elect Mr. Kazuhiro Mishina as a Substitute Corporate Auditor	FOR	FOR	✓ 99.9%
6	Approve bonus payment for directors	FOR	FOR	✓ 98.9%

Item	Agenda	Board	Ethos	Result
1	Receive the Annual Report	NON-VOTING	NON-VOTING	
2	Approve the Dividend	FOR	FOR	✓ 99.2%
3	Approve Discharge of Management Board	FOR	FOR	✓ 97.5%
4	Approve Discharge of Supervisory Board	FOR	FOR	✓ 84.5%
5	Appoint the Auditors	FOR	FOR	✓ 98.7%
6	Approve Remuneration Report	FOR	FOR	✓ 52.9%
7	Approve Remuneration System for the Management Board members	FOR	● OPPOSE Potential excessive awards with no individual cap for executives under this remuneration plan.	✓ 87.6%

Item	Agenda	Board	Ethos	Result
1.	Elections of directors			
1a.	Elect Mr. Glenn R. August	FOR	FOR	✓ 97.8%
1b.	Re-elect Mr. Mark S. Bartlett	FOR	FOR	✓ 91.7%
1c.	Re-elect Ms. Mary K. Bush	FOR	FOR	✓ 97.0%
1d.	Re-elect Ms. Dina Dublon	FOR	FOR	✓ 99.0%
1e.	Re-elect Dr. Freeman A. Hrabowski III	FOR	FOR	✓ 96.9%
1f.	Re-elect Mr. Robert F. MacLellan	FOR	FOR	✓ 91.8%
1g.	Elect Ms. Eileen P. Rominger	FOR	FOR	✓ 99.4%
1h.	Elect Mr. Robert W. Sharps	FOR	FOR	✓ 99.8%
1i.	Re-elect Mr. Robert J. Stevens	FOR	FOR	✓ 98.5%
1j.	Re-elect Mr. William J. Stromberg	FOR	FOR	✓ 97.3%
1k.	Re-elect Dr. Richard R. Verma	FOR	FOR	✓ 99.0%
1l.	Re-elect Ms. Sandra S. Wijnberg	FOR	FOR	✓ 97.6%
1m.	Re-elect Mr. Alan D. Wilson	FOR	FOR	✓ 98.5%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. ✓ 93.0%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns. ✓ 95.6%
				On a 3-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services.

Item	Agenda	Board	Ethos		Result
1.	Dividend Allocation	FOR	● OPPOSE	The proposed dividend is inconsistent with the long-term interests of shareholders.	✓
2.	Amend Articles of Association: Electronic documentation	FOR	FOR		✓
3.	Election of Directors				
3.1	Re-elect Mr. Christophe Weber	FOR	FOR		✓
3.2	Re-elect Dr. Masato Iwasaki	FOR	FOR		✓
3.3	Re-elect Dr. Andrew Plump	FOR	FOR		✓
3.4	Re-elect Mr. Constantine Saroukos	FOR	FOR		✓
3.5	Re-elect Mr. Olivier Bohuon	FOR	FOR		✓
3.6	Re-elect Mr. Jean-Luc Butel	FOR	FOR		✓
3.7	Re-elect Mr. Ian Clark	FOR	FOR		✓
3.8	Re-elect Dr. Steven Gillis	FOR	● OPPOSE	Concerns over the director's time commitments.	✓
3.9	Re-elect Mr. Masami Iijima	FOR	● OPPOSE	Excessive board size and director was opposed in 2021 as he was over 70 years old, which exceeds guidelines for new nominees.	✓
3.10	Elect Mr. John Maraganore	FOR	FOR		✓
3.11	Re-elect Mr. Michel Orsinger	FOR	FOR		✓
4.	Election of directors to the audit and supervisory committee				
4.1	Re-elect Mr. Koji Hatsukawa	FOR	FOR		✓
4.2	Re-elect Ms. Emiko Higashi	FOR	FOR		✓
4.3	Re-elect Mr. Yoshiaki Fujimori	FOR	● OPPOSE	Concerns over the director's time commitments.	✓
4.4	Elect Ms. Kimberly A. Reed	FOR	FOR		✓
5	Approve annual bonus payment for directors	FOR	FOR		✓

Take-Two Interactive Software

19.05.2022

EGM

Item	Agenda	Board	Ethos	Result
1.	Issue Shares in Connection with Merger	FOR	FOR	✓ 97.5%
2.	Increase Authorised Shares	FOR	FOR	✓ 97.3%
3.	Adjourn Meeting	FOR	FOR	✓ 90.2%

Target

08.06.2022

AGM

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Elect Mr. David P. Abney	FOR	FOR		✓ 99.3%
1b.	Re-elect Mr. Douglas M. Baker Jr.	FOR	FOR		✓ 96.9%
1c.	Re-elect Mr. George S. Barrett	FOR	FOR		✓ 98.4%
1d.	Elect Ms. Gail K. Boudreaux	FOR	FOR		✓ 99.5%
1e.	Re-elect Mr. Brian C. Cornell	FOR	● OPPOSE	Combined chairman and CEO.	✓ 94.3%
1f.	Re-elect Mr. Robert L. Edwards	FOR	FOR		✓ 98.1%
1g.	Re-elect Ms. Melanie L. Healey	FOR	FOR		✓ 97.5%
1h.	Re-elect Mr. Donald (Don) R. Knauss	FOR	FOR		✓ 99.0%
1i.	Re-elect Ms. Christine A. Leahy	FOR	FOR		✓ 98.4%
1j.	Re-elect Ms. Monica C. Lozano	FOR	FOR		✓ 97.8%
1k.	Re-elect Mr. Derica W. Rice	FOR	FOR		✓ 97.3%
1l.	Re-elect Mr. Dmitri L. Stockton	FOR	FOR		✓ 97.9%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 91.7%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 92.7%
4.	Shareholder resolution: Proxy access	OPPOSE	● FOR	Permitting shareholders to nominate board members gives shareholders more power to shape the board make up.	✗ 36.0%

Item	Agenda	Board	Ethos	Result
1.1	Approval of the individual and consolidated accounts	FOR	FOR	✓ 99.3%
1.2	Approval of the non-financial information statement	FOR	FOR	✓ 99.4%
1.3	Approval of the management of the Board	FOR	FOR	✓ 98.4%
2	Allocation of results	FOR	FOR	✓ 99.0%
3	Re-elect PwC as auditor for FY 2022	FOR	FOR	✓ 99.2%
Board of Directors after the AGM				
4.1	Re-elect Mr. José María Abril Pérez as proprietary Director	FOR	FOR	✓ 96.1%
4.2	Re-elect Mr. Ángel Vilà Boix as executive Director	FOR	FOR	✓ 97.1%
4.3	Re-elect Ms. María Luisa García Blanco as independent Director	FOR	FOR	✓ 88.8%
4.4	Re-elect Mr. Francisco Javier de Paz Mancho as other external Director	FOR	FOR	✓ 83.5%
4.5	Elect Ms. María Rotondo Urcola as independent Director	FOR	FOR	✓ 97.8%
5	Setting the number of Directors at 15	FOR	FOR	✓ 99.1%
6	Share capital reduction	FOR	FOR	✓ 99.4%
7.1	Share capital increase	FOR	FOR	✓ 99.0%
7.2	Approval of a dividend distribution	FOR	FOR	✓ 99.6%
8	Approval of a Global Plan to buy Telefónica shares	FOR	FOR	✓ 98.9%
9	Delegation of powers	FOR	FOR	✓ 99.4%
10	Advisory vote on the 2021 Directors' Remuneration Report	FOR	● OPPOSE	Excessive variable remuneration. ✓ 53.3%

Teleperformance

14.04.2022

MIX

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 99.6%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	FOR		✓ 100.0%
5	To approve the remuneration report	FOR	● OPPOSE	Some important elements of best practice are missing from the structure of the executive remuneration.	✓ 96.5%
6	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Daniel Julien, Chairman and CEO	FOR	● OPPOSE	Excessive total remuneration.	✓ 85.6%
7	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Olivier Rigaudy, Deputy CEO	FOR	● OPPOSE	Excessive variable remuneration.	✓ 88.0%
8	To approve the non-executives new remuneration policy	FOR	FOR		✓ 99.9%
9	To approve the CEO new remuneration policy	FOR	FOR		✓ 90.7%
10	To approve the Deputy CEO new remuneration policy	FOR	FOR		✓ 91.8%
	Board main features				
11	Election of Shelly Gupta as a Director for 3 years	FOR	FOR		✓ 99.9%
12	Election of Carole Toniutti as a Director for 3 years	FOR	FOR		✓ 99.9%
13	Re-election of Pauline Ginestié as a Director for 3 years	FOR	FOR		✓ 99.9%
14	Re-election of Wai Ping Leung as a Director for 3 years	FOR	FOR		✓ 99.9%
15	Re-election of Patrick Thomas as a Director for 3 years	FOR	FOR		✓ 96.6%
16	Re-election of Bernard Canetti as a Director for 3 years	FOR	FOR		✓ 83.8%
17	To approve Directors' fees	FOR	FOR		✓ 99.7%
18	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 99.0%
19	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	FOR	FOR		✓ 93.4%

Teleperformance

14.04.2022

MIX

Item	Agenda	Board	Ethos		Result
20	1) Global allowance to issue capital related securities without pre-emptive rights by public issuance; 2) To approve issues of shares or other capital related securities as a payment for any public exchange offer	FOR	● OPPOSE	Share capital authorisation that can be used as an anti-takeover protection without shareholder approval.	✓ 93.8%
21	Global allowance to issue capital related securities without pre-emptive rights through private placement	FOR	● OPPOSE	Share capital authorisation that can be used as an anti-takeover protection without shareholder approval.	✓ 91.1%
22	"Green shoe" authorisation	FOR	● OPPOSE	Additional potential dilution which is not in shareholders' interests.	✓ 86.9%
23	To authorise capital increases related to an all-employee share ownership plan	FOR	FOR		✓ 97.3%
24	To authorise the Board to issue restricted shares for employees and/or executive directors	FOR	● OPPOSE	Potential excessive awards.	✓ 92.0%
25	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos		Result
1	Annual Report and Accounts for the year ended 26 February 2022	FOR	FOR		✓ 100.0%
2	Binding vote on Directors' Remuneration policy	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 92.0%
3	Advisory vote on Directors' Remuneration report	FOR	● OPPOSE	Excessive variable remuneration. Concerns over the excessive sign-on bonus granted to the new CFO.	✓ 92.2%
4	Declare a final dividend	FOR	FOR		✓ 100.0%
	Elections to the Board of Directors				
5	Re-elect Mr. John Allan CBE	FOR	FOR		✓ 91.4%
6	Re-elect Ms. Melissa Bethell	FOR	FOR		✓ 100.0%
7	Re-elect Mr. Bertrand Bodson	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 70.7%
8	Re-elect Mr. Thierry Garnier	FOR	FOR		✓ 99.9%
9	Re-elect Mr. Stewart Gilliland	FOR	FOR		✓ 96.6%
10	Re-elect Dr. Byron Grote	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 92.6%
11	Re-elect Mr. Ken Murphy	FOR	FOR		✓ 100.0%
12	Re-elect Mr. Imran Nawaz	FOR	FOR		✓ 99.6%
13	Re-elect Ms. Alison Platt	FOR	FOR		✓ 94.9%
14	Re-elect Ms. Lindsey Pownall OBE	FOR	FOR		✓ 100.0%
15	Re-elect Ms. Karen Whitworth	FOR	FOR		✓ 100.0%
16	Re-appoint Deloitte as auditor	FOR	FOR		✓ 99.9%
17	Auditor's remuneration	FOR	FOR		✓ 99.9%
18	Political donations and political expenditure	FOR	FOR		✓ 97.2%
19	Directors' authority to allot shares	FOR	FOR		✓ 88.6%
20	Disapplication of pre-emption rights on the issue of shares for cash	FOR	FOR		✓ 92.8%
21	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	FOR	FOR		✓ 90.2%
22	Purchase of own shares	FOR	● OPPOSE	The executive variable remuneration depends on "per share" indicators, which are artificially positively impacted by the company's share repurchase programme.	✓ 98.2%
23	Authority to call general meetings on short notice	FOR	● OPPOSE	14-days is insufficient for shareholders to vote in an informed manner.	✓ 94.0%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Mark A. Blinn	FOR	FOR		✓ 98.2%
1b.	Re-elect Mr. Todd M. Bluedorn	FOR	FOR		✓ 98.7%
1c.	Re-elect Ms. Janet F. Clark	FOR	FOR		✓ 98.7%
1d.	Re-elect Ms. Carrie S. Cox	FOR	FOR		✓ 85.2%
1e.	Re-elect Mr. Martin S. Craighead	FOR	FOR		✓ 98.5%
1f.	Re-elect Ms. Jean M. Hobby	FOR	FOR		✓ 99.2%
1g.	Re-elect Mr. Michael D. Hsu	FOR	FOR		✓ 94.2%
1h.	Elect Mr. Haviv Ilan	FOR	FOR		✓ 98.5%
1i.	Re-elect Mr. Ronald D. Kirk	FOR	FOR		✓ 96.9%
1j.	Re-elect Ms. Pamela H. Patsley	FOR	FOR		✓ 85.2%
1k.	Re-elect Mr. Robert E. Sanchez	FOR	FOR		✓ 97.7%
1l.	Re-elect Mr. Richard K. Templeton	FOR	● OPPOSE	Combined chairman and CEO.	✓ 93.5%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 76.4%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 93.3%
4	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 43.4%

Item	Agenda	Board	Ethos	Result	
1.	Elections of directors				
1.1	Re-elect Mr. David Thomson	FOR	FOR	✓ 98.8%	
1.2	Re-elect Mr. Steve Hasker	FOR	FOR	✓ 99.5%	
1.3	Re-elect Ms. Kirk E. Arnold	FOR	FOR	✓ 99.5%	
1.4	Re-elect Mr. David W. Binet	FOR	FOR	✓ 95.3%	
1.5	Re-elect Dr. W. Edmund Clark	FOR	● WITHHOLD	<p>Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.</p> <p>The director is over 75 years old, which exceeds guidelines.</p>	✓ 92.7%
1.6	Elect Ms. LaVerne Council	FOR	FOR	✓ 99.8%	
1.7	Re-elect Mr. Michael E. Daniels	FOR	FOR	✓ 97.6%	
1.8	Re-elect Mr. Kirk Koenigsbauer	FOR	FOR	✓ 99.6%	
1.9	Re-elect Ms. Deanna W. Oppenheimer	FOR	FOR	✓ 99.5%	
1.10	Re-elect Mr. Simon Paris	FOR	● WITHHOLD	Concerns over the director's time commitments.	✓ 99.6%
1.11	Re-elect Ms. Kim M. Rivera	FOR	● WITHHOLD	Concerns over the director's time commitments.	✓ 99.7%
1.12	Re-elect Mr. Barry Salzberg	FOR	FOR	✓ 99.4%	
1.13	Re-elect Mr. Peter J. Thomson	FOR	FOR	✓ 95.4%	
1.14	Elect Ms. Beth Wilson	FOR	FOR	✓ 99.8%	
2.	Re-election of the auditor	FOR	FOR	✓ 99.9%	
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	<p>Excessive variable remuneration.</p> <p>An important part of the variable remuneration is based on continued employment only.</p>	✓ 98.5%

Item	Agenda	Board	Ethos	Result
1	Election of the Chairman of the meeting	FOR	FOR	✓ 100.0%
2.a	Election of Christian Bratterud to check the minutes	FOR	FOR	✓ 100.0%
2.b	Election of Carolin Forsber to check the minutes	FOR	FOR	✓ 100.0%
3	Preparation and approval of the voting register	FOR	FOR	✓ 100.0%
4	Approval of the agenda	FOR	FOR	✓ 100.0%
5	Determination of compliance with the rules of convocation	FOR	FOR	✓ 100.0%
6.a	Presentation of the annual report and the auditor's report	NON-VOTING	NON-VOTING	
6.b	Presentation of the consolidated accounts and the Group auditor's report	NON-VOTING	NON-VOTING	
6.c	Presentation of the statement of the auditor on the compliance of the guidelines for the remuneration to executives	NON-VOTING	NON-VOTING	
6.d	Presentation of the board's proposal for distribution of the company's profits and the board of directors' statement thereon	NON-VOTING	NON-VOTING	
7.a	Adoption of the financial statements	FOR	FOR	✓ 99.7%
7.b	Approve allocation of income and dividend	FOR	FOR	✓ 99.2%
7.c	Resolution on the discharge of the members of the board of directors and the CEO from liability			
7.c.1	Mr. Bengt Baron (chairman of the board)	FOR	FOR	✓ 97.9%
7.c.2	Mr. Mattias Ankarberg	FOR	FOR	✓ 97.9%
7.c.3	Mr. Hans Eckerström	FOR	FOR	✓ 97.9%
7.c.4	Ms. Heléne Mellquist	FOR	FOR	✓ 97.9%
7.c.5	Ms. Therese Reuterswärd	FOR	FOR	✓ 97.9%
7.c.6	Ms. Helene Willberg	FOR	FOR	✓ 97.9%
7.c.7	Magnus Welander (CEO)	FOR	FOR	✓ 98.3%
7.d	Approval of remuneration report	FOR	● OPPOSE	✓ 97.2%
				The information provided is insufficient.
8	Establishment of the number of Board members	FOR	FOR	✓ 100.0%
9	Approve directors' fees	FOR	FOR	✓ 99.2%
10.	Elections of directors			
10.1	Re-elect Mr. Hans Eckerström	FOR	FOR	✓ 91.8%
10.2	Re-elect Mr. Mattias Ankarberg	FOR	FOR	✓ 100.0%

Item	Agenda	Board	Ethos		Result
10.3	Re-elect Ms. Heléne Mellquist	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 97.7%
10.4	Re-elect Ms. Therese Reuterswärd	FOR	FOR		✓ 100.0%
10.5	Re-elect Ms. Helene Willberg	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 62.7%
10.6	Elect Ms. Sarah McPhee	FOR	FOR		✓ 100.0%
10.7	Elect Mr. Johan Westman	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 80.8%
10.8	Election of Mr. Hans Eckerström as the new chairman of the board	FOR	FOR		✓ 81.6%
11	Approve auditors' fees	FOR	FOR		✓ 100.0%
12.	Election of auditor	FOR	FOR		✓ 99.6%
13	Approve executive remuneration policy	FOR	● OPPOSE	Some important elements of best practice are missing from the structure of the executive remuneration.	✓ 97.1%

Item	Agenda	Board	Ethos		Result
1.	Amend Articles of Association: Electronic documentation	FOR	FOR		✓
2.	Election of Directors				
2.1	Re-elect Mr. Michiaki Hirose	FOR	FOR		✓
2.2	Re-elect Mr. Takashi Uchida	FOR	● OPPOSE	Executive director sitting on the remuneration committee, which is not best practice.	✓
2.3	Re-elect Mr. Isao Nakajima	FOR	FOR		✓
2.4	Re-elect Mr. Hitoshi Saito	FOR	FOR		✓
2.5	Re-elect Mr. Kazunori Takami	FOR	FOR		✓
2.6	Re-elect Ms. Junko Edahiro	FOR	FOR		✓
2.7	Re-elect Ms. Mami Indo	FOR	FOR		✓
2.8	Re-elect Mr. Hiromichi Ono	FOR	FOR		✓
2.9	Elect Mr. Hiroyuki Sekiguchi	FOR	FOR		✓

Item	Agenda	Board	Ethos	Result
1	Opening of the Meeting	NON-VOTING	NON-VOTING	
2	Election of the chairperson of the Meeting	FOR	FOR	✓ 100.0%
3	Election of (a) person(s) to verify the minutes of the Meeting	FOR	FOR	✓ 100.0%
4	Approval of the notice and the agenda	FOR	FOR	✓ 100.0%
5	Report by the management on the status of the Company and the Group	NON-VOTING	NON-VOTING	
6	Adoption of the financial statements, including the allocation of profit	FOR	FOR	✓ 98.6%
7	Consideration of report on remunerations of senior executives	FOR	FOR	✓ 89.1%
8	Report on corporate governance	NON-VOTING	NON-VOTING	
9	Determination of remuneration for the Board of Directors	FOR	FOR	✓ 67.6%
10	Determination of remuneration for the Nomination Committee	FOR	FOR	✓ 94.8%
11	Election of the shareholder elected members of the Board of Directors	FOR	FOR	✓ 76.1%
12	Election of members of the Nomination Committee	FOR	● OPPOSE	While Norwegian law allows for individual elections of directors, the company maintains grouped elections. ✓ 98.6%
13	Approval of the auditor's remuneration	FOR	● OPPOSE	On a 2-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services. ✓ 95.3%
14	Authorization for the acquisition and disposal of treasury shares	FOR	● OPPOSE	The executive variable remuneration depends on "per share" indicators, which are artificially positively impacted by the company's share repurchase programme. ✓ 97.3%
15	Authorization to increase the share capital in connection with mergers and acquisitions	FOR	FOR	✓ 99.9%
16	Articles of association change, share split 1:2	FOR	FOR	✓ 100.0%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Ms. Kirk E. Arnold	FOR	FOR		✓ 97.4%
1b.	Re-elect Ms. Ann C. Berzin	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 93.3%
1c.	Re-elect Ms. April Miller Boise	FOR	FOR		✓ 99.1%
1d.	Re-elect Mr. John Bruton	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 94.4%
1e.	Re-elect Dr. Jared L. Cohon	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines.	✓ 93.7%
1f.	Re-elect Mr. Gary D. Forsee	FOR	● OPPOSE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient. Non independent lead director, which is not best practice.	✓ 91.9%
1g.	Re-elect Ms. Linda P. Hudson	FOR	FOR		✓ 98.0%
1h.	Re-elect Mr. Myles P. Lee	FOR	FOR		✓ 99.0%
1i.	Elect Mr. David S. Regnery	FOR	● OPPOSE	Combined chairman and CEO.	✓ 90.8%
1j.	Re-elect Mr. John P. Surma	FOR	FOR		✓ 91.9%
1k.	Re-elect Mr. Tony L. White	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. The director is over 75 years old, which exceeds guidelines. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 87.7%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 91.8%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 91.3%
4.	Renew the Directors' existing authority to issue shares	FOR	FOR		✓ 97.4%
5.	Renew Directors' Authority to Issue Shares for Cash	FOR	FOR		✓ 98.0%
6.	Determine the price range at which the Company can reissue shares	FOR	FOR		✓ 98.7%

Item	Agenda	Board	Ethos		Result
Ordinary Agenda					
O.1	Approval of the 2021 financial statements	FOR	FOR		✓ 98.9%
O.2	Allocation of 2021 net result and distribution of dividend	FOR	FOR		✓ 99.7%
O.3	Elimination of so-called "negative reserves" for components not subject to change by means of their definitive coverage	FOR	FOR		✓ 99.9%
O.4	Authorization to purchase treasury shares aimed at shareholders' remuneration	FOR	FOR		✓ 99.3%
O.5	Appointment of the Board of Statutory Auditors	NON-VOTING	NON-VOTING		81.4%
O.5.1	Slate of nominees submitted by Allianz Finance II Luxemburg Sàrl	NO RECOMME ND.	● FOR	No concerns regarding the slate of nominees appointment as statutory auditors.	–
O.5.2	Slate of nominees submitted by a group of institutional investors	NO RECOMME ND.	● DO NOT VOTE	The slate of nominees appointment as statutory auditors are supported under ITEM O.5.1.	–
O.6	Determination of the remuneration of Statutory Auditors	NO RECOMME ND.	● FOR	We have no concerns regarding the fees to be paid to the auditor.	✓ 99.9%
O.7	2022 Group Remuneration Policy	FOR	FOR		✓ 75.2%
O.8	Advisory vote on the 2021 Remuneration Report	FOR	● OPPOSE	Concerns over the excessive sign-on bonus granted to the new CEO.	✓ 86.0%
O.9	2022 Group Incentive System	FOR	FOR		✓ 78.9%
O.10	Amendment to Group incentive systems based on financial instruments	FOR	FOR		✓ 99.9%
Extraordinary Agenda					
E.1	Amendments to Art. 6 of the Bylaws ("Share capital and shares")	FOR	FOR		✓ 99.9%
E.2	Amendments to Arts. 20, 29 and 30 of the Bylaws (corporate bodies)	FOR	FOR		✓ 99.9%
E.3	Cancellation of treasury shares with no reduction of share capital	FOR	FOR		✓ 99.2%
A	Deliberations on possible legal action against Directors if presented by shareholders	NO RECOMME ND.	● OPPOSE	Shareholders voting by proxy cannot approve in advance any unannounced proposal.	–

Item	Agenda	Board	Ethos		Result
1	Annual Report and Accounts for the year ended 31 December 2021	FOR	FOR		✓ 100.0%
2	Advisory vote on Directors' Remuneration report	FOR	● OPPOSE	Excessive total remuneration.	✓ 92.5%
Elections to the Board of Directors					
3	Re-elect Mr. Nils Andersen	FOR	FOR		✓ 92.2%
4	Re-elect Dr. Judith Hartmann	FOR	FOR		✓ 99.2%
5	Re-elect Mr. Alan Jope	FOR	FOR		✓ 96.4%
6	Re-elect Ms. Andrea Jung	FOR	FOR		✓ 95.0%
7	Re-elect Ms. Susan Kilsby	FOR	FOR		✓ 99.2%
8	Re-elect Mr. Strive T. Masiyiwa	FOR	FOR		✓ 98.9%
9	Re-elect Prof. Dr. Youngme E. Moon	FOR	FOR		✓ 99.0%
10	Re-elect Mr. Graeme Pitkethly	FOR	FOR		✓ 96.3%
11	Re-elect Mr. Feike Sijbesma	FOR	FOR		✓ 98.9%
12	Elect Mr. Adrian Hennah	FOR	FOR		✓ 98.8%
13	Elect Ms. Ruby Lu	FOR	FOR		✓ 99.3%
14	Re-appoint KPMG as auditor	FOR	FOR		✓ 99.0%
15	Auditor's remuneration	FOR	FOR		✓ 99.4%
16	Political donations and political expenditure	FOR	FOR		✓ 98.0%
17	Directors' authority to allot shares	FOR	FOR		✓ 94.4%
18	Disapplication of pre-emption rights on the issue of shares for cash	FOR	FOR		✓ 98.3%
19	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	FOR	FOR		✓ 97.0%
20	Purchase of own shares	FOR	FOR		✓ 98.9%
21	Authority to call general meetings on short notice	FOR	● OPPOSE	14-days is insufficient for shareholders to vote in an informed manner.	✓ 92.0%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a)	Re-elect Ms. Carol B. Tomé	FOR	FOR		✓ 97.5%
1b)	Re-elect Mr. Rodney C. Adkins	FOR	FOR		✓ 93.6%
1c)	Re-elect Ms. Eva C. Boratto	FOR	FOR		✓ 97.1%
1d)	Re-elect Mr. Michael J. Burns	FOR	FOR		✓ 96.0%
1e)	Re-elect Mr. Wayne M. Hewett	FOR	FOR		✓ 97.0%
1f)	Re-elect Ms. Angela Hwang	FOR	FOR		✓ 96.9%
1g)	Re-elect Ms. Kate E. Johnson	FOR	FOR		✓ 97.1%
1h)	Re-elect Mr. William R. Johnson	FOR	FOR		✓ 95.6%
1i)	Re-elect Ms. Ann M. Livermore	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 94.4%
1j)	Re-elect Mr. Franck J. Moison	FOR	FOR		✓ 97.3%
1k)	Re-elect Ms. Christiana Smith Shi	FOR	FOR		✓ 96.8%
1l)	Re-elect Mr. Russell Stokes	FOR	FOR		✓ 97.1%
1m)	Re-elect Mr. Kevin M. Warsh	FOR	FOR		✓ 96.9%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 91.8%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 96.3%
4.	Shareholder resolution: Disclose lobbying activities	OPPOSE	● FOR	Enhanced disclosure on lobbying expenses.	✗ 29.2%
5.	Shareholder resolution: Report on the Alignment of Lobbying Activities with the Paris Climate Agreement	OPPOSE	● FOR	The resolution aims to mitigate climate change and is in line with the objectives of the Paris Agreement.	✗ 32.7%
6.	Shareholder resolution: Reduce the Voting Power of Class A Stock from 10 Votes Per Share to One Vote Per Share	OPPOSE	● FOR	The proposal to give each share an equal vote is in line with the principle of fair and equal treatment of all shareholders.	✗ 32.5%
7.	Shareholder resolution: Adoption of Independently Verified Science-Based Greenhouse Gas Emissions Reduction Targets	OPPOSE	● FOR	The resolution aims to mitigate climate change and is in line with the objectives of the Paris Agreement.	✗ 27.5%
8.	Shareholder resolution: Report on Balancing Climate Measures and Financial Returns	OPPOSE	● FOR	The resolution aims to mitigate climate change and is in line with the objectives of the Paris Agreement.	✗ 9.7%
9.	Shareholder resolution: Annual Report on Diversity and Inclusion	OPPOSE	● FOR	Enhanced disclosure on gender equality and ethnic diversity.	✗ 36.2%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Timothy P. Flynn	FOR	FOR		✓ 96.3%
1b.	Elect Mr. Paul R. Garcia	FOR	FOR		✓ 99.8%
1c.	Re-elect Mr. Stephen J. Hemsley	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 97.2%
1d.	Re-elect Ms. Michele J. Hooper	FOR	FOR		✓ 95.9%
1e.	Re-elect Mr. Frederick William McNabb III	FOR	FOR		✓ 97.5%
1f.	Re-elect Dr. Valerie C. Montgomery Rice	FOR	FOR		✓ 99.5%
1g.	Re-elect Dr. John H. Noseworthy	FOR	FOR		✓ 95.3%
1h.	Re-elect Mr. Andrew Witty	FOR	FOR		✓ 99.4%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 93.9%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 96.8%
4.	Shareholder resolution: Termination Pay	OPPOSE	● FOR	The proposal aims at improving the remuneration policy.	✗ 42.6%
5.	Shareholder resolution: Disclose political contributions	OPPOSE	● FOR	Enhanced disclosure on political donations.	✗ 36.7%

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 99.9%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	FOR		✓ 100.0%
Board main features					
5	Re-election of Bruno Bézard as a Director for 4 years	FOR	FOR		✓ 98.1%
6	Re-election of Bpifrance Participations SA as a Director for 4 years	FOR	FOR		✓ 96.6%
7	Re-election of Gilles Michel as a Director for 4 years	FOR	FOR		✓ 96.4%
8	To approve the remuneration report	FOR	FOR		✓ 95.5%
9	Ex-post binding "Say on Pay" vote on the individual remuneration of Jacques Aschenbroich, Chairman and CEO	FOR	● OPPOSE	Excessive variable remuneration.	✓ 92.0%
10	Ex-post binding "Say on Pay" vote on the individual remuneration of Christophe Périllat, Deputy CEO since 26/05/2021	FOR	● OPPOSE	Excessive variable remuneration.	✓ 92.6%
11	To approve the non-executives new remuneration policy	FOR	FOR		✓ 99.3%
12	To approve the remuneration policy of Jacques Aschenbroich, Chairman and CEO until 26/01/2022, then Non-executive Chairman	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines.	✓ 93.9%
13	To approve the remuneration policy of Christophe Périllat, Deputy CEO until 26/01/2022, then CEO	FOR	● OPPOSE	Potential excessive awards.	✓ 92.2%
14	To re-elect Ernst & Young as auditor for 6 years	FOR	FOR		✓ 98.6%
15	To re-elect Mazars as auditor for 6 years	FOR	FOR		✓ 98.9%
16	To ratify the change of Headquarters	FOR	FOR		✓ 100.0%
17	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 99.8%
18	To modify Article 20 of the Bylaws related to alternate auditors	FOR	FOR		✓ 99.4%

Item	Agenda	Board	Ethos	Result
19	Delegation of powers for the completion of formalities	FOR	FOR	✓ 100.0%

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 99.8%
2	To approve the consolidated financial statements	FOR	FOR		✓ 99.8%
3	To approve specific luxury or non-deductible expenses	FOR	FOR		✓ 99.4%
4	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 96.9%
5	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	FOR		✓ 99.0%
	Board main features				
6	Re-election of Antoine Frérot as a Director for 4 years	FOR	FOR		✓ 96.4%
7	Election of Estelle Brachlianoff as a Director for 4 years	FOR	FOR		✓ 97.7%
8	Election of Agata Mazurek-Bak as director representing employee shareholders for a period of 4 years.	FOR	FOR		✓ 98.8%
9	Ex-post binding "Say on Pay" vote on the Chairman and CEO individual remuneration	FOR	FOR		✓ 94.9%
10	To approve the remuneration report	FOR	● OPPOSE	Some important elements of best practice are missing from the structure of the executive remuneration.	✓ 92.9%
11	To approve the chairman and CEO new remuneration policy for the period from January 1 to June 22, 2022 (excluding exceptional bonus)	FOR	FOR		✓ 96.2%
12	To approve the proposed exceptional share bonus as part of the chairman and CEO's new remuneration policy for the period from January 1 to June 30, 2022	WITH-DRAWN	● OPPOSE	The proposal was withdrawn as Mr. Frérot has waived the exceptional share-based bonus. Ethos initially recommended to OPPOSE for the following reason: Concerns over the special bonus that is not conditional upon any performance conditions.	–
13	To approve the non-executive Chairman new remuneration policy for the period from July 1 to December 31, 2022.	FOR	● OPPOSE	Concerns over the termination payment that is higher than those prescribed by best practice.	✓ 71.2%
14	To approve the CEO new remuneration policy for the period from July 1 to December 31, 2022.	FOR	FOR		✓ 93.1%

Item	Agenda	Board	Ethos		Result
15	To approve the non-executives new remuneration policy	FOR	FOR		✓ 99.4%
16	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 97.5%
17	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	FOR	FOR		✓ 97.4%
18	Global allowance to issue capital related securities without pre-emptive rights by public issuance	FOR	FOR		✓ 96.2%
19	Global allowance to issue capital related securities without pre-emptive rights through private placement	FOR	FOR		✓ 91.9%
20	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	FOR	FOR		✓ 97.8%
21	"Green shoe" authorisation	FOR	● OPPOSE	Additional potential dilution which is not in shareholders' interests.	✓ 88.9%
22	To authorise capital increases by transfer of reserves	FOR	FOR		✓ 99.7%
23	To authorise capital increases related to an all-employee share ownership plan	FOR	FOR		✓ 99.3%
24	To authorise capital increases related to an foreign-employee share ownership plan	FOR	FOR		✓ 99.3%
25	To authorise the Board to issue restricted shares for employees and/or executive directors	FOR	FOR		✓ 92.9%
26	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 98.6%
27	Delegation of powers for the completion of formalities	FOR	FOR		✓ 99.9%

Item	Agenda	Board	Ethos		Result
1	To approve the parent company's financial statements	FOR	FOR		✓ 100.0%
2	To approve the consolidated financial statements	FOR	FOR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	FOR	FOR		✓ 100.0%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	FOR	FOR		✓ 100.0%
	Board main features				
5	Election of Patrice Lucas as a Director for 4 years	FOR	● OPPOSE	Executive director. The board is not sufficiently independent.	✓ 97.9%
6	Election of Didier Debrosse as a Director for 4 years	FOR	FOR		✓ 100.0%
7	Competitive election of Beatriz Peinado Vallejo as an employee shareholder representative Director for 4 years	FOR	FOR		✓ 77.5%
8	Competitive election of Matthieu Cantin as an employee shareholder representative Director for 4 years	OPPOSE	OPPOSE		✗ 26.6%
9	To approve the remuneration report	FOR	FOR		✓ 96.7%
10	Ex-post binding "Say on Pay" vote on Michel Giannuzzi, Chairman and CEO, individual remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 77.2%
11	To approve the Chairman and CEO new remuneration policy (to be applied to Michel Giannuzzi from 1 January to 11 May 2022)	FOR	FOR		✓ 98.1%
12	To approve the Deputy CEO new remuneration policy (to be applied to Patrice Lucas from 1 February to 11 May 2022)	FOR	FOR		✓ 98.1%
13	To approve the CEO new remuneration policy (to be applied to Patrice Lucas as from 12 May 2022)	FOR	FOR		✓ 97.8%
14	To approve the non-executive Chairman new remuneration policy (to be applied to Michel Giannuzzi as from 12 May 2022)	FOR	● OPPOSE	Excessive total remuneration.	✓ 98.7%
15	To approve the non-executives new remuneration policy	FOR	FOR		✓ 98.0%
16	To approve a treasury share buy-back and disposal programme	FOR	FOR		✓ 99.4%
17	To authorise a potential reduction in the company's share capital	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos		Result
18	To authorise capital increases by transfer of reserves	FOR	FOR		✓ 99.6%
19	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	FOR	FOR		✓ 97.9%
20	Global allowance to issue capital related securities without pre-emptive rights by public issuance (Guaranteed 5-day priority delay)	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 90.7%
21	Global allowance to issue capital related securities without pre-emptive rights by public issuance (Possible but not guaranteed 5-day priority delay)	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 91.7%
22	Global allowance to issue capital related securities without pre-emptive rights through private placement	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 89.7%
23	To depart from the legal rules defining the maximum discount for capital increase without pre-emptive rights (up to 10% of share capital)	FOR	● OPPOSE	The discount is too high on the share issue price.	✓ 90.0%
24	"Green shoe" authorisation	FOR	● OPPOSE	Additional potential dilution which is not in shareholders' interests.	✓ 90.6%
25	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	FOR	FOR		✓ 79.3%
26	To authorise capital increases related to an all-employee share ownership plan	FOR	FOR		✓ 99.5%
27	To authorise capital increases related to an all-foreign-employee share ownership plan	FOR	FOR		✓ 99.4%
28	To amend Article 15.3 of the Bylaws on director mandate duration	FOR	FOR		✓ 100.0%
29	Delegation of powers for the completion of formalities	FOR	FOR		✓ 100.0%

Item	Agenda	Board	Ethos		Result
1	Elections of directors				
1.1	Re-elect Ms. Shellye L. Archambeau	FOR	FOR		✓ 96.7%
1.2	Re-elect Ms. Roxanne S. Austin	FOR	FOR		✓ 97.3%
1.3	Re-elect Mr. Mark T. Bertolini	FOR	FOR		✓ 98.1%
1.4	Re-elect Ms. Melanie L. Healey	FOR	FOR		✓ 96.5%
1.5	Elect Mr. Laxman Narasimhan	FOR	FOR		✓ 98.7%
1.6	Re-elect Mr. Clarence Otis Jr.	FOR	● OPPOSE	Non independent lead director, which is not best practice.	✓ 92.7%
1.7	Re-elect Mr. Daniel H. Schulman	FOR	FOR		✓ 96.5%
1.8	Re-elect Mr. Rodney E. Slater	FOR	FOR		✓ 95.8%
1.9	Elect Ms. Carol B. Tomé	FOR	FOR		✓ 98.8%
1.10	Re-elect Mr. Hans Vestberg	FOR	● OPPOSE	Combined chairman and CEO.	✓ 91.8%
1.11	Re-elect Mr. Gregory G. Weaver	FOR	FOR		✓ 98.3%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 90.3%
3.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.1%
4.	Shareholder resolution: Report on charitable contributions	OPPOSE	OPPOSE		✗ 5.7%
5.	Shareholder resolution: Clawback Policy Amendment	OPPOSE	● FOR	The proposal aims at improving the remuneration policy.	✗ 37.0%
6.	Shareholder resolution: Termination Pay	OPPOSE	● FOR	The proposal aims at improving the remuneration policy.	✗ 44.1%
7.	Shareholder resolution: Report on Operations in Communist China	OPPOSE	OPPOSE		✗ 4.5%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Dr. Sangeeta N. Bhatia	FOR	FOR		✓ 99.3%
1.2	Re-elect Mr. Lloyd A. Carney	FOR	FOR		✓ 86.7%
1.3	Re-elect Dr. Alan Garber	FOR	FOR		✓ 98.0%
1.4	Re-elect Mr. Terrence C. Kearney	FOR	FOR		✓ 89.6%
1.5	Re-elect Dr. med. Reshma Kewalramani	FOR	FOR		✓ 99.5%
1.6	Re-elect Mr. Yuchun Lee	FOR	FOR		✓ 97.8%
1.7	Re-elect Dr. Jeffrey M. Leiden	FOR	FOR		✓ 96.8%
1.8	Re-elect Ms. Margaret G. McGlynn	FOR	FOR		✓ 97.8%
1.9	Re-elect Ms. Diana McKenzie	FOR	FOR		✓ 99.3%
1.10	Re-elect Mr. Bruce I. Sachs	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 94.6%
1.11	Elect Mr. Suketu Upadhyay	FOR	FOR		✓ 99.7%
2.	Re-election of the auditor	FOR	● OPPOSE	During the year under review, the fees paid to the audit firm for non-audit services exceed audit fees. On a 3-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services.	✓ 77.4%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓ 92.6%
4.	To approve an amendment to the 2013 Stock and Option Plan	FOR	● OPPOSE	The potential variable remuneration exceeds our guidelines. The non-executive directors receive options.	✓ 88.3%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1.1	Re-elect Dr. Udit Batra	FOR	FOR		✓ 99.0%
1.2	Re-elect Ms. Linda Baddour	FOR	FOR		✓ 98.4%
1.3	Re-elect Mr. Edward Conard	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 94.0%
1.4	Re-elect Dr. Pearl S. Huang	FOR	FOR		✓ 96.4%
1.5	Elect Mr. Wei Jiang	FOR	FOR		✓ 99.6%
1.6	Re-elect Mr. Christopher A. Kuebler	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.	✓ 91.2%
1.7	Re-elect Dr. Flemming Ornskov	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 87.7%
1.8	Re-elect Mr. Thomas P. Salice	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 90.5%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 94.0%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	An important part of the variable remuneration is based on continued employment only. Concerns over the excessive sign-on bonuses granted to the new executive officers.	✓ 87.5%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Martin I. Cole	FOR	FOR		✓ 98.8%
1b.	Re-elect Mr. Richard A. Goodman	FOR	FOR		✓ 98.5%
1c.	Re-elect Ms. Betsy D. Holden	FOR	FOR		✓ 96.6%
1d.	Re-elect Mr. Jeffrey A. Joerres	FOR	FOR		✓ 94.5%
1e.	Elect Mr. Devin B. McGranahan	FOR	FOR		✓ 99.6%
1f.	Re-elect Mr. Michael A. Miles	FOR	FOR		✓ 92.4%
1g.	Re-elect Mr. Timothy P. Murphy	FOR	FOR		✓ 99.6%
1h.	Re-elect Ms. Joyce A. Phillips	FOR	FOR		✓ 96.1%
1i.	Re-elect Mr. Jan Siegmund	FOR	FOR		✓ 99.5%
1j.	Re-elect Ms. Angela A. Sun	FOR	FOR		✓ 99.7%
1k.	Re-elect Mr. Solomon D. Trujillo	FOR	FOR		✓ 99.6%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	<p>An important part of the variable remuneration is not subject to challenging long-term performance conditions.</p> <p>Excessive variable remuneration.</p> <p>An important part of the variable remuneration is not subject to challenging long-term performance conditions.</p>	✓ 88.1%
3.	Re-election of the auditor	FOR	FOR		✓ 98.5%
4.	Shareholder resolution: Call Special Shareholder Meetings	OPPOSE	● FOR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 8.7%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Samuel R. Allen	FOR	● OPPOSE	Non independent lead director, which is not best practice.	✓ 95.9%
1b.	Re-elect Dr. Marc R. Bitzer	FOR	● OPPOSE	Combined chairman and CEO.	✓ 95.9%
1c.	Re-elect Mr. Greg Creed	FOR	FOR		✓ 97.5%
1d.	Re-elect Mr. Gary T. DiCamillo	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 97.0%
1e.	Re-elect Ms. Diane M. Dietz	FOR	FOR		✓ 99.1%
1f.	Re-elect Ms. Gerri T. Elliott	FOR	FOR		✓ 98.5%
1g.	Re-elect Ms. Jennifer A. LaClair	FOR	FOR		✓ 98.9%
1h.	Re-elect Mr. John D. Liu	FOR	FOR		✓ 98.3%
1i.	Re-elect Mr. James M. Loree	FOR	FOR		✓ 98.9%
1j.	Re-elect Mr. Harish Manwani	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 97.4%
1k.	Re-elect Ms. Patricia K. Poppe	FOR	FOR		✓ 98.8%
1l.	Re-elect Mr. Larry O. Spencer	FOR	FOR		✓ 98.5%
1m.	Re-elect Mr. Michael D. White	FOR	FOR		✓ 94.8%
2.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 94.2%
3.	Election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 96.2%

Item	Agenda	Board	Ethos		Result
1	Receive the Annual Report	NON-VOTING	NON-VOTING		
2	Approve the Dividend	FOR	FOR		✓ 100.0%
3	Approve Discharge of Management Board	FOR	FOR		✓ 99.4%
4	Approve Discharge of Supervisory Board	FOR	● OPPOSE	Serious shortcomings in corporate governance constitute a major risk for the company and its shareholders.	✓ 99.2%
5	Appoint the Auditors	FOR	FOR		✓ 99.2%
	Board main features				
6.1	Approve increase of the number of shareholder representatives on the Supervisory Board	FOR	FOR		✓ 99.9%
6.2	Elections to the Supervisory Board: Peter Steiner	FOR	FOR		✓ 82.9%
6.3	Elections to the Supervisory Board: Marc Grynberg	FOR	FOR		✓ 98.7%
6.4	Elections to the Supervisory Board: Dr. Thomas Birtel	FOR	FOR		✓ 98.7%
7	Approve Remuneration Report	FOR	● OPPOSE	Concerns over the severance payments which are considered excessive.	✓ 81.5%
8	Authorise Share Repurchase	FOR	● OPPOSE	The repurchase price is too high.	✓ 92.0%
9	Authorise Sale or Cancellation of Repurchased Shares	FOR	FOR		✓ 92.4%

Item	Agenda	Board	Ethos		Result
1.	Opening of the Meeting	NON-VOTING	NON-VOTING		
2a.	Report of the executive board for the financial year 2021	NON-VOTING	NON-VOTING		
2b.	Report of the supervisory board for the financial year 2021	NON-VOTING	NON-VOTING		
2c.	Approve remuneration report	FOR	● OPPOSE	The pay-for-performance connection is not demonstrated. Excessive variable remuneration.	✓ 94.4%
3a.	Adoption of the financial statements	FOR	FOR		✓ 99.9%
3b.	Explanation of the policy on reserves and dividends	NON-VOTING	NON-VOTING		
3c.	Approve allocation of income	FOR	FOR		✓ 99.6%
4a.	Discharge of executive board	FOR	FOR		✓ 98.9%
4b.	Discharge of supervisory board	FOR	FOR		✓ 98.9%
	Composition of the supervisory board				
5.	Election of Heleen Kersten	FOR	FOR		✓ 99.5%
6.	Approve remuneration of the supervisory board	FOR	FOR		✓ 98.9%
7a.	Authorisation to issue shares	FOR	FOR		✓ 98.9%
7b.	Authorisation to restrict or exclude pre-emptive rights	FOR	FOR		✓ 97.9%
8.	Authorisation to repurchase own shares	FOR	● OPPOSE	The executive variable remuneration depends on "per share" indicators, which are artificially positively impacted by the company's share repurchase programme.	✓ 99.1%
9.	Reduce share capital via cancellation of shares	FOR	FOR		✓ 100.0%
10.	Election of auditor	FOR	FOR		✓ 99.9%
11.	Any other business	NON-VOTING	NON-VOTING		
12.	Closing of the Meeting	NON-VOTING	NON-VOTING		

Item	Agenda	Board	Ethos		Result
1	To change Articles provisions in line with legal requirements.	FOR	FOR		✓ 99.5%
2	To amend Articles on duration of member of the board representing employees.	FOR	FOR		✓ 99.5%
3	1) To approve the parent company's financial statements.; 2) To approve specific luxury or non-deductible expenses.	FOR	FOR		✓ 99.9%
4	To approve the consolidated financial statements.	FOR	FOR		✓ 99.9%
5	To approve the allocation of income and the dividend payment.	FOR	FOR		✓ 100.0%
6	To transfer an amount from one shareholder equity account to another.	FOR	● OPPOSE	The proposed re-allocation is not supported.	✓ 97.4%
7	Approval of a second amendment of a related-party agreements concluded between the company and Deutscher Sparkassen Verlag GmbH (DSV).	FOR	FOR		✓ 99.8%
Board main features					
8	Re-election of Mette Kamsvåg as a Director for 3 years.	FOR	FOR		✓ 97.4%
9	Re-election of Caroline Parot as a Director for 3 years.	FOR	FOR		✓ 97.0%
10	Re-election of Georges Pauget as a Director for 3 years.	FOR	FOR		✓ 97.5%
11	Re-election of Luc Rémont as a Director for 3 years.	FOR	FOR		✓ 91.5%
12	Re-election of Michael Stollarz as a Director for 3 years.	FOR	FOR		✓ 97.6%
13	Re-election of Susan M. Tolson as a Director for 3 years	FOR	FOR		✓ 97.4%
14	Re-election of Johannes Dijsselhof as non-voting Director for 1 year	FOR	FOR		✓ 67.7%
15	To re-elect Deloitte & Associés as auditor for 6 years.	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 77.3%
16	Non-renewal of Cabinet BEAS as alternate auditor.	FOR	FOR		✓ 99.8%
17	To ratify the relocation of the Corporate Headquarters.	FOR	FOR		✓ 100.0%
18	To approve the remuneration report.	FOR	FOR		✓ 94.6%
19	Ex-post binding "Say on Pay" vote on the remuneration of Bernard Bourigeaud, Chairman of the Board.	FOR	FOR		✓ 99.6%

Item	Agenda	Board	Ethos		Result
20	Ex-post binding "Say on Pay" vote on the individual remuneration of Gilles Grapinet, CEO and former chairman of the board.	FOR	FOR		✓ 88.1%
21	Ex-post binding "Say on Pay" vote on the individual remuneration of Marc-Henri Desportes, Deputy CEO.	FOR	FOR		✓ 88.1%
22	To approve the Chairman's new remuneration policy.	FOR	FOR		✓ 99.6%
23	To approve the CEO's new remuneration policy.	FOR	FOR		✓ 92.1%
24	To approve the Deputy CEO's new remuneration policy.	FOR	FOR		✓ 92.1%
25	To approve the members of the board's new remuneration policy.	FOR	FOR		✓ 99.5%
26	To approve a treasury share buy-back and disposal programme.	FOR	FOR		✓ 98.0%
27	To authorise a potential reduction in the company's share capital.	FOR	● OPPOSE	The company proposes to cancel shares despite its significant capital need.	✓ 95.6%
28	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights.	FOR	FOR		✓ 95.9%
29	Global allowance to issue capital related securities without pre-emptive rights by public issuance.	FOR	● OPPOSE	Discount of 10% of the share price is not in line with French market practice.	✓ 93.8%
30	Global allowance to issue capital related securities without pre-emptive rights through private placement.	FOR	● OPPOSE	Discount of 10% of the share price is not in line with French market practice.	✓ 91.7%
31	"Green shoe" authorization.	FOR	● OPPOSE	Additional potential dilution which is not in shareholders' interests.	✓ 90.4%
32	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company.	FOR	FOR		✓ 96.6%
33	To authorise capital increases by transfer of reserves.	FOR	FOR		✓ 99.1%
34	To authorise capital increases related to an all-employee share ownership plan.	FOR	FOR		✓ 95.8%
35	To authorise capital increases related to an all-employee share ownership plan.	FOR	● OPPOSE	The purchase price of shares for employee savings-related plans should not be in principle lower than 80% of the market price at the date of grant.	✓ 96.4%
36	To authorise capital increases related to an all-employee share ownership plan.	FOR	● OPPOSE	The purchase price of shares for employee savings-related plans should not be in principle lower than 80% of the market price at the date of grant.	✓ 96.4%

Item	Agenda	Board	Ethos	Result
37	To authorise allocation of options (new or existing shares).	FOR	FOR	✓ 89.9%
38	To authorise the Board to issue restricted shares for employees and/or executive directors.	FOR	FOR	✓ 92.4%
39	Delegation of powers for the completion of formalities.	FOR	FOR	✓ 100.0%

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. W. Robert Berkley	FOR	FOR		✓ 98.7%
1b.	Re-elect Mr. Ronald E. Blaylock	FOR	● OPPOSE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 80.4%
1c.	Re-elect Ms. Mary C. Farrell	FOR	● OPPOSE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.	✓ 81.1%
1d.	Re-elect Mr. Mark L. Shapiro	FOR	● OPPOSE	The director is over 75 years old, which exceeds guidelines. The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 86.3%
2.	Approve the increase in authorised common stock	FOR	● OPPOSE	The increase in the authorised capital is excessive.	✓ 81.9%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 96.2%
4.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 95.5%

Item	Agenda	Board	Ethos		Result
1.	Amend Articles of Association: Electronic documentation	FOR	FOR		✓
2.	Election of Directors				
2.1	Re-elect Mr. Yutaka Nagao	FOR	● OPPOSE	Executive director sitting on the remuneration committee, which is not best practice.	✓
2.2	Elect Mr. Toshizo Kurisu	FOR	FOR		✓
2.3	Elect Mr. Yasuharu Kosuge	FOR	FOR		✓
2.4	Re-elect Mr. Kenichi Shibasaki	FOR	FOR		✓
2.5	Re-elect Ms. Mariko Tokuno	FOR	FOR		✓
2.6	Re-elect Mr. Yoichi Kobayashi	FOR	FOR		✓
2.7	Re-elect Mr. Shiro Sugata	FOR	FOR		✓
2.8	Re-elect Mr. Noriyuki Kuga	FOR	FOR		✓
2.9	Elect Mr. Charles Yin	FOR	FOR		✓
3.	Election of Mr. Tsutomu Sasaki as a Corporate Auditor	FOR	FOR		✓

Item	Agenda	Board	Ethos		Result
1.	Elections of directors				
1a.	Re-elect Mr. Paget L. Alves	FOR	FOR		✓ 99.2%
1b.	Re-elect Mr. Keith Barr	FOR	FOR		✓ 97.1%
1c.	Re-elect Mr. Christopher M. Connor	FOR	FOR		✓ 93.4%
1d.	Re-elect Mr. Brian C. Cornell	FOR	FOR		✓ 93.8%
1e.	Re-elect Ms. Tanya Domier	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 99.5%
1f.	Re-elect Mr. David Gibbs	FOR	FOR		✓ 99.7%
1g.	Re-elect Dr. Mirian M. Graddick-Weir	FOR	FOR		✓ 96.7%
1h.	Re-elect Ms. Lauren R. Hobart	FOR	FOR		✓ 99.5%
1i.	Re-elect Mr. Thomas C. Nelson	FOR	FOR		✓ 96.2%
1j.	Re-elect Mr. P. Justin Skala	FOR	FOR		✓ 99.2%
1k.	Re-elect Ms. Elane B. Stock	FOR	FOR		✓ 99.5%
1l.	Re-elect Ms. Annie Young-Scrivner	FOR	● OPPOSE	Concerns over the director's time commitments.	✓ 99.5%
2.	Re-election of the auditor	FOR	● OPPOSE	The auditor's long tenure raises independence concerns.	✓ 96.4%
3.	Advisory vote on executive remuneration	FOR	● OPPOSE	Excessive variable remuneration.	✓ 51.9%

Disclaimer

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