

Q2 | 2022

Fonds Ethos

Assemblées générales de sociétés non-suisse

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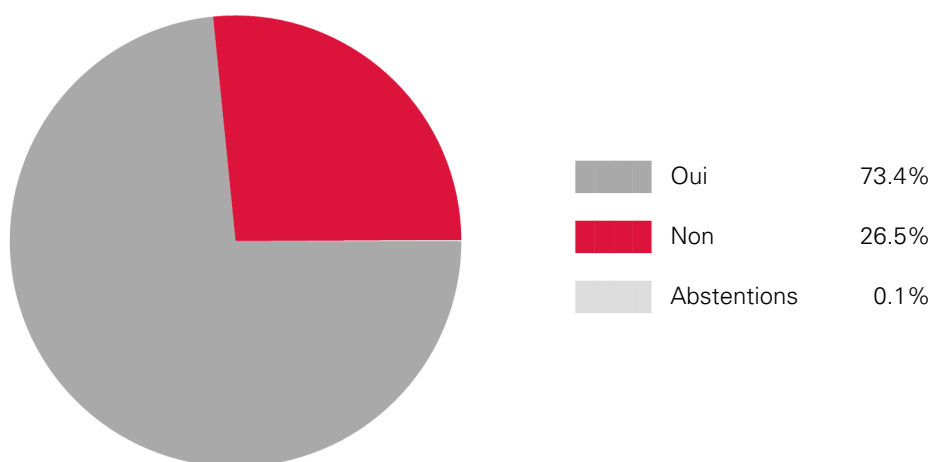
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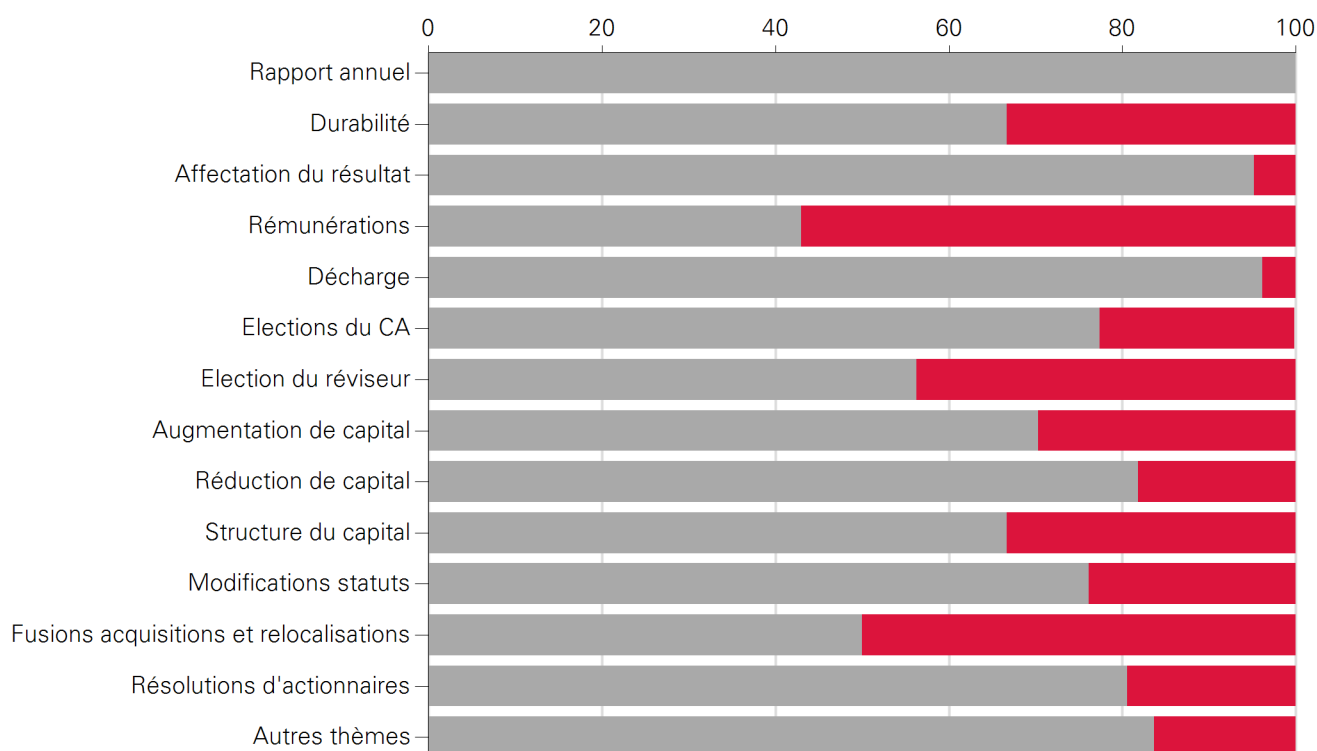
1 Résumé des analyses effectuées

Type d'assemblées générales	Nombre d'assemblées	Nombre de résolutions			
		Total	Oui	Non	Abstentions
Assemblées générales ordinaires	136	2094	1562	530	2
Assemblées générales extraordinaires	3	14	4	10	0
Assemblées générales ordinaires et extraordinaires	27	660	466	194	0
Total	166	2768	2032	734	2

1.1 Résumé des recommandations de vote d'Ethos



1.2 Recommandations de vote d’Ethos par catégorie de résolutions



	■ Résolutions approuvées		■ Résolutions refusées		■ Abstentions		Total Résolutions
Rapport annuel	93	100.0%	0	0.0%	0	0.0%	93
Durabilité	4	66.7%	2	33.3%	0	0.0%	6
Affectation du résultat	79	95.2%	4	4.8%	0	0.0%	83
Rémunérations	174	43.0%	231	57.0%	0	0.0%	405
Décharge	125	96.2%	5	3.8%	0	0.0%	130
Elections du CA	982	77.4%	285	22.5%	2	0.2%	1269
Election du réviseur	85	56.3%	66	43.7%	0	0.0%	151
Augmentation de capital	135	70.3%	57	29.7%	0	0.0%	192
Réduction de capital	72	81.8%	16	18.2%	0	0.0%	88
Structure du capital	4	66.7%	2	33.3%	0	0.0%	6
Modifications statuts	51	76.1%	16	23.9%	0	0.0%	67
Fusions acquisitions et relocalisations	2	50.0%	2	50.0%	0	0.0%	4
Résolutions d'actionnaires	87	80.6%	21	19.4%	0	0.0%	108
Autres thèmes	138	83.6%	27	16.4%	0	0.0%	165

2 Résumé des recommandations de vote

Type d'assemblées générales (Type)

AGO	Assemblées générales ordinaires
AGE	Assemblées générales extraordinaires
MIX	Assemblées générales ordinaires et extraordinaires

Vote

✓	Pour
◐	Partiellement pour
✗	Contre
✕	Abstention

Société	Date	Type	Rapport annuel	Durabilité	Affectation du résultat	Rémunérations	Décharge	Elections du CA	Election du réviseur	Augmentation de capital	Réduction de capital	Structure du capital	Modifications statuts	Fusions acquisitions et relocalisations	Résolutions d'actionnaires	Autres thèmes
3i	30.06.2022	AGO	✓		✓	✗		◐	✓	✓	✓					◐
Abbvie	06.05.2022	AGO				✗		✓	✓				✓		✓	
Accell Group	20.04.2022	AGO	✓			◐	✓	✓	✓	✓	✓					
	20.05.2022	AGE					✗	✗					✗	✗		
Advanced Micro Devices	18.05.2022	AGO				✗		◐	✗							
Adyen	01.06.2022	AGO	✓			✓	✓		✓	✓	✓					✓
Agnico Eagle Mines	29.04.2022	AGO				◐		◐	✗							
AIA Group	19.05.2022	AGO	✓		✓			◐	✓	✓	✓					
American Express Company	03.05.2022	AGO				✗		◐	✓						✓	
Amgen	17.05.2022	AGO				✗		◐	✗							
Amundi	18.05.2022	AGO	✓	✗	✓	✓		◐			✓					✓
Anthem	18.05.2022	AGO				✗		◐	✗				✓		◐	
Aquafil	28.04.2022	AGO	✓		✓	◐		✗								✗
Arcadis	12.05.2022	AGO	✓		✓	✓	✓	✓	✓	✓	✓					
Arista Networks	31.05.2022	AGO				✗		◐	✗							
ASML	29.04.2022	AGO	✓		✓	◐	✓	✓	✓	✓	✓		✓			
AT&T	19.05.2022	AGO				✗		✓	✗						◐	
Avery Dennison	28.04.2022	AGO				✗		◐	✗							
Baxter	03.05.2022	AGO				✗		◐	✗				✓		✓	
Befesa	16.06.2022	AGO	✓		✓	✗	✓	✓	✓							
Best Buy	09.06.2022	AGO				✗		◐	✓							

Société	Date	Type	Rapport annuel	Durabilité	Affectation du résultat	Rémunérations	Décharge	Elections du CA	Election du réviseur	Augmentation de capital	Réduction de capital	Structure du capital	Modifications statuts	Fusions acquisitions et relocalisations	Résolutions d'actionnaires	Autres thèmes
BioMerieux	23.05.2022	MIX	✓		✓	○	✓	○			✓					✓
Bio-Rad Laboratories	26.04.2022	AGO						✓	✓							
Black Knight	15.06.2022	AGO				✗		○	✓				✓			
BMW	11.05.2022	AGO			✓	✗	✓	✓	✓		✓					✓
Bouygues	28.04.2022	MIX	✓		✓	○		○	✗	✗	○					○
Brenntag	09.06.2022	AGO			✓	✗	✓	✓	✓	✓	✓					
Bristol-Myers Squibb	03.05.2022	AGO				✗		○	✗						✓	
Carrefour	03.06.2022	MIX	✓	✗	✓	○		○			✓					✓
Cellnex Telecom	28.04.2022	AGO	✓	✓	✓	○	✓	✓		✓			✓			✓
Chubb	19.05.2022	AGO	✓		✓	○	✓	○	○	✗	✓				✓	○
Church & Dwight	28.04.2022	AGO				✗		○	✗						✓	
Cigna	27.04.2022	AGO				✗		○	✗						✓	
Citrix Systems	21.04.2022	AGE				✗								○		
Cognizant Technology Solutions	07.06.2022	AGO				✗		○	✗						✗	
Colgate-Palmolive	06.05.2022	AGO				✗		○	✗						○	
Comcast	01.06.2022	AGO				✗		○	✗						○	
Corbion	18.05.2022	AGO	✓		✓	✓	✓	✓	✓	✓	✓					
Corticeira Amorim	28.04.2022	AGO	✓	✓	✓	✗	✓			✓	✓					✓
Crédit Agricole	24.05.2022	MIX	✓		✓	✓		○		○	✓				✗	✓
Crown Castle International	19.05.2022	AGO				✗		○	✓	✗						
CVS Health	11.05.2022	AGO				✗		✓	✓						○	
Daiwa House Industry	28.06.2022	AGO			✓	✓		○					✓			✓
Dell Technologies	27.06.2022	AGO				✗		○	✗				✓			
DiaSorin	29.04.2022	AGO	✓		✓	○		○			✗					○
Dollar General	25.05.2022	AGO				✗		○	✗						✓	
Dollar Tree	30.06.2022	AGO				✗		○	✗						✓	✓
E.ON	12.05.2022	AGO			✗	✗	✓		✓							
Ebay	08.06.2022	AGO				○		✓	✗						✓	
Ecolab	05.05.2022	AGO				✗		○	✗						✓	
Edenred	11.05.2022	MIX	✓		✓	○		○	✓	○	✓					✓
Electrolux Professional	28.04.2022	AGO	✓		✓	○	✓	✓	✓							✓
Elis	19.05.2022	MIX	✓		✓	○		✓		○	✓					○

Société	Date	Type	Rapport annuel	Durabilité	Affectation du résultat	Rémunérations	Décharge	Elections du CA	Election du réviseur	Augmentation de capital	Réduction de capital	Structure du capital	Modifications statuts	Fusions acquisitions et relocalisations	Résolutions d'actionnaires	Autres thèmes
Equity Residential	16.06.2022	AGO				✗		○	✗							
Eurofins Scientific	26.04.2022	MIX	✓		✓	○	○	✓	✓		✓		○			✓
Expeditors	03.05.2022	AGO				✗		✓	✗						✓	
Extra Space Storage	25.05.2022	AGO				✗		○	✗							
Faurecia	01.06.2022	MIX	✓		✓	○		○		○	○		✓			✓
Fidelity National Information Services	25.05.2022	AGO				✗		○	✓							
Ford Motors	12.05.2022	AGO				✗		○	✗						✓	✗
Fresenius SE & Co. KGaA	13.05.2022	AGO	✓		✓	✗	✓	○	✓	✓	✓					✗
GEA Group	28.04.2022	AGO			✓	✓	✓	✓	✓							
General Motors	13.06.2022	AGO				✗		○	✓						○	
Getinge	26.04.2022	AGO	✓		✓	○	✓	○	✓							✓
Gilead Sciences	04.05.2022	AGO				✗		○	✗						✓	
Hang Seng Bank	05.05.2022	AGO						○	✓	✓	✓		✓			✓
Hennes & Mauritz	04.05.2022	AGO	✓		✓	✓	✓	○	✓		✓	✓	✓		○	○
Hera	28.04.2022	MIX	✓		✓	✓			✓		✓	✓				✗
Hermes International	20.04.2022	AGO	✓		✓	○	✓	○			○					✓
Hewlett Packard Enterprise	05.04.2022	AGO				✗		○	✓						✓	
Home Depot	19.05.2022	AGO				✗		○	✗						○	
Honda Motor	22.06.2022	AGO						✓								
HP	19.04.2022	AGO				✗		○	✗						✓	
IBM	26.04.2022	AGO				✗		○	✗						✓	
IMCD	02.05.2022	AGO	✓		✓	○	✓	✓	✓	✓	✓					✓
Intel	12.05.2022	AGO				✗		○	✗						✓	
Investor AB	03.05.2022	AGO	✓		✓	○	✓	○	✓		✓					✓
Itochu	24.06.2022	AGO			✓	✗		○					✓			✓
Jerónimo Martins, SGPS, S.A.	21.04.2022	AGO	✓		✓		✓	✓							✗	✗
Kellogg	29.04.2022	AGO				✗		✓	✗						✓	
Keurig Dr Pepper	09.06.2022	AGO				✗		○	✓							
Kingfisher	22.06.2022	AGO	✓		✓	○		✓	✓	✓	✓					○
Kingspan Group	29.04.2022	AGO	✓	✓	✓	✓		○	✓	✓	✗					✗
KION Group	11.05.2022	AGO			✓	✗	✓	○	✗							

Société	Date	Type	Rapport annuel	Durabilité	Affectation du résultat	Rémunérations	Décharge	Elections du CA	Election du réviseur	Augmentation de capital	Réduction de capital	Structure du capital	Modifications statuts	Fusions acquisitions et relocalisations	Résolutions d'actionnaires	Autres thèmes
Klepierre	26.04.2022	MIX	✓		✓	⊗		⊗	⊗	✗	✓					✓
Koninklijke Philips	10.05.2022	AGO	✓		✓	✗	✓	⊗	✓	✓	✓					
Lenzing	26.04.2022	AGO			✓	✗	⊗	✓	✗		⊗					
Liberty Global	15.06.2022	AGO				✗		⊗	⊗	✓	✗					✗
Lincoln National	27.05.2022	AGO				✗		⊗	✗						⊗	
Loblaw Companies	05.05.2022	AGO				✗		✓	✓						✓	
L'Oréal	21.04.2022	MIX	✓		✓	⊗		⊗	⊗		✓		⊗			✓
Lowe's Companies	27.05.2022	AGO				✗		⊗	✗						⊗	
LVMH	21.04.2022	MIX	✓		✓	⊗		⊗	✓		✓		✗			✗
Marketaxess Holdings	08.06.2022	AGO				⊗		⊗	✗							
Mastercard	21.06.2022	AGO				✗		⊗	✗				✓		⊗	
Merck	24.05.2022	AGO				✗		⊗	✗						✓	
Mid-America Apartment (MAA)	17.05.2022	AGO				✗		⊗	✓							
Mitsubishi Corp.	24.06.2022	AGO			✓			⊗					✓		✓	✓
Molson Coors	18.05.2022	AGO				✗		✓								
Moodys	26.04.2022	AGO				✗		✓	✓							
Motorola Solutions	17.05.2022	AGO				✗		⊗	✓							
Munters Group	18.05.2022	AGO	✓		✓	⊗	✓	⊗	✓	✓						
NEC Corp.	22.06.2022	AGO						⊗					✓			✓
Newmont Corporation	21.04.2022	AGO				✗		✓	✓							
Nexans	11.05.2022	MIX	✓		✓	⊗		✓		✓	✓					✓
NTT Corp.	24.06.2022	AGO			✓			⊗					✓			✓
Nvidia	02.06.2022	AGO				✗		⊗	✓			✗				
Ocado Group	04.05.2022	AGO	✓			✗		⊗	✓	✓	✗		✗			✗
Oriental Land	29.06.2022	AGO			✗			✗					✓			
Orsted	08.04.2022	AGO	✓		✓	✓	✓	⊗	✓	✗						✓
Paramount Global	08.06.2022	AGO						⊗	✗						✓	
Pfizer	28.04.2022	AGO				✗		⊗	✗						⊗	
ProLogis	04.05.2022	AGO				✗		⊗	✗							
Prysmian	12.04.2022	MIX	✓		✓	✓				✓	✓					⊗
Public Storage	28.04.2022	AGO				✗		⊗	✗				✓			
Publicis Groupe	25.05.2022	MIX	✓		✓	⊗		⊗		⊗	✓		✓			✓

Société	Date	Type	Rapport annuel	Durabilité	Affectation du résultat	Rémunérations	Décharge	Elections du CA	Election du réviseur	Augmentation de capital	Réduction de capital	Structure du capital	Modifications statuts	Fusions acquisitions et relocalisations	Résolutions d'actionnaires	Autres thèmes
Reckitt Benckiser	20.05.2022	AGO	✓		✓	✗		○	✓	✓	✓					○
Regeneron Pharmaceutical	10.06.2022	AGO				✗		○	✗							
Renault	25.05.2022	MIX	✓		✓	○		✓		○	✗	✓	○			○
Rentokil Initial	11.05.2022	AGO	✓		✓	✗		○	✓	✓	✓					○
Rexel	21.04.2022	MIX	✓		✓	○		✓	○	✓	✓					✓
S&P Global	04.05.2022	AGO				✗		○	✗							
Sba Communications	12.05.2022	AGO				✗		✗	✗							
Scor	18.05.2022	MIX	✓		✓	○		✓		○	✓		✗			✓
SEB	19.05.2022	MIX	✓		✓	○		✓		○	○	✓				✓
Segro	21.04.2022	AGO	✓		✓	✓		✓	✓	✓	✓					○
Seiko Epson	28.06.2022	AGO			✓	✓		○					✗			
Seven & I Holdings Co.	26.05.2022	AGO			✓	✓		○					✓			✓
Sherwin-Williams	20.04.2022	AGO				✗		○	✗							
Société Générale	17.05.2022	MIX	✓		✓	○		✓		○	✓					✓
SolarEdge Technologies	20.06.2022	AGO				✗		○	✓							
SPIE	11.05.2022	MIX	✓		✓	○		○	✗	○	✓		✓			○
Subaru Corporation	22.06.2022	AGO			✓	✗		✓					✓			✓
Sumitomo Metal Mining	24.06.2022	AGO			✓	✓		✓					✓			✓
Symrise	03.05.2022	AGO			✓	○	✓		✓							
T Rowe Price Group	10.05.2022	AGO				✗		✓	✗							
Takeda Pharmaceutical	29.06.2022	AGO			✗	✓		○					✓			
Take-Two Interactive Software	19.05.2022	AGE								✓				✓		✓
Target	08.06.2022	AGO				✗		○	✗						✓	
Telefonica	08.04.2022	AGO	✓	✓	✓	○	✓	✓	✓	✓	✓					✓
Teleperformance	14.04.2022	MIX	✓		✓	○		✓		○	✓					✓
Tesco	17.06.2022	AGO	✓		✓	✗		○	✓	✓	✗					○
Texas Instruments	28.04.2022	AGO				✗		○	✗						✓	
Thomson Reuters	08.06.2022	AGO				✗		○	✓							
Thule Group	26.04.2022	AGO	✓		✓	○	✓	○	✓							✓
Tokyo Gas	29.06.2022	AGO						○					✓			
Tomra Systems	28.04.2022	AGO	✓		✓			✓	✗	✓	✗	✓				○
Trane Technologies	02.06.2022	AGO				✗		○	✗	✓						✓

Société	Date	Type	Rapport annuel	Durabilité	Affectation du résultat	Rémunérations	Décharge	Elections du CA	Election du réviseur	Augmentation de capital	Réduction de capital	Structure du capital	Modifications statuts	Fusions acquisitions et relocalisations	Résolutions d'actionnaires	Autres thèmes
UniCredit	08.04.2022	MIX	✓		✓	⊗					✓	✓	✓			⊗
Unilever Plc	04.05.2022	AGO	✓			✗		✓	✓	✓	✓					⊗
United Parcel Service	05.05.2022	AGO				✗		⊗	✗						✓	
UnitedHealth	06.06.2022	AGO				✗		⊗	✗						✓	
Valeo	24.05.2022	MIX	✓		✓	⊗		✓	✓		✓		✓			✓
Veolia Environnement	15.06.2022	MIX	✓		✓	⊗		✓		⊗	✓					✓
Verallia	11.05.2022	MIX	✓		✓	⊗		⊗		⊗	✓		✓			✓
Verizon Communications	12.05.2022	AGO				✗		⊗	✗						⊗	
Vertex Pharmaceuticals	18.05.2022	AGO				✗		⊗	✗							
Waters Corp	24.05.2022	AGO				✗		⊗	✗							
Western Union	19.05.2022	AGO				✗		✓	✓						✓	
Whirlpool	19.04.2022	AGO				✗		⊗	✗							
Wienerberger	03.05.2022	AGO			✓	✗	⊗	✓	✓	✓	✗					
Wolters Kluwer	21.04.2022	AGO	✓		✓	⊗	✓	✓	✓	✓	⊗					
Worldline	09.06.2022	MIX	✓		⊗	✓		✓	✗	⊗	⊗		✓			✓
WR Berkley Corp	15.06.2022	AGO				✗		⊗	✗			✗				
Yamato Holdings	23.06.2022	AGO						⊗					✓			✓
Yum! Brands	19.05.2022	AGO				✗		⊗	✗							

3 Résultats des votes

3.1 Résultats moyens par thème

Type de résolution	Nombre de résolutions	Résultats disponibles	Taux d'approbation moyen
Rapport annuel	93	87	99.6%
Durabilité	6	6	96.7%
Affectation du résultat	83	73	99.3%
Rémunérations	405	380	91.1%
Décharge	130	77	90.7%
Elections du CA	1269	1073	95.7%
Election du réviseur	151	138	97.0%
Augmentation de capital	192	189	95.0%
Réduction de capital	88	85	98.1%
Structure du capital	6	6	94.9%
Modifications statuts	67	58	98.1%
Fusions acquisitions et relocalisations	4	3	84.9%
Résolutions d'actionnaires	108	104	30.3%
Autres thèmes	165	129	98.2%
Tous les thèmes	2767	2408	92.5%

3.2 Résolutions du conseil refusées

Société	Date AG	No.	Résolution	Ethos	Résultat
Koninklijke Philips	10.05.2022	2d.	Approve remuneration report	CONTRE	20.6%
Agnico Eagle Mines	29.04.2022	4.	Advisory vote on executive remuneration	CONTRE	24.4%
Verallia	11.05.2022	8	Competitive election of Matthieu Cantin as an employee shareholder representative Director for 4 years	CONTRE	26.6%
Befesa	16.06.2022	17	Advisory vote on the remuneration report	CONTRE	27.1%
Befesa	16.06.2022	16	Advisory vote on the remuneration policy	CONTRE	27.2%
Intel	12.05.2022	3.	Advisory vote on executive remuneration	CONTRE	34.1%
Citrix Systems	21.04.2022	2	Advisory Vote on remuneration for the executives in connection to the merger	CONTRE	36.7%
Accell Group	20.04.2022	3b.	Approve remuneration report: executive board	CONTRE	40.4%

3.3 Résolutions du conseil retirées

Société	Date AG	No.	Résolution	Ethos	Résultat
ASML	29.04.2022	10.	Election of auditor: Deloitte	RETIRÉE	--
AT&T	19.05.2022	1.1	Re-elect Mr. Samuel A. Di Piazza Jr.	RETIRÉE	--
AT&T	19.05.2022	1.5	Re-elect Ms. Debra L. Lee	RETIRÉE	--
AT&T	19.05.2022	1.13	Re-elect Mr. Geoffrey Y. Yang	RETIRÉE	--
Citrix Systems	21.04.2022	3	To approve the adjournment proposal	CONTRE	--
Equity Residential	16.06.2022	1.2	Re-elect Mr. Raymond Bennett	RETIRÉE	--
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	CONTRE	--

3.4 Résolutions du conseil les plus contestées

Société	Date AG	No.	Résolution	Ethos	Résultat
Intel	12.05.2022	1d.	Re-elect Ms. Alyssa H. Henry	CONTRE	50.4%
Motorola Solutions	17.05.2022	1c.	Re-elect Mr. Egon P. Durban	CONTRE	50.7%
Yum! Brands	19.05.2022	3.	Advisory vote on executive remuneration	CONTRE	51.9%
Symrise	03.05.2022	6	Approve Remuneration Report	POUR	52.9%
Telefonica	08.04.2022	10	Advisory vote on the 2021 Directors' Remuneration Report	CONTRE	53.3%
Cellnex Telecom	28.04.2022	5.2	Approval of the 2023- 2025 Remuneration Policy	CONTRE	56.1%
Befesa	16.06.2022	8	Re-appointment of Mr. Romeo Kreinberg as non-executive director, for a 4-year term	POUR	56.7%
SolarEdge Technologies	20.06.2022	1.a	Elect Ms. Betsy S. Atkins	POUR	57.3%
Corbion	18.05.2022	13.	Authorisation to issue additional shares in connection with mergers, acquisitions and/or (strategic) alliances	POUR	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	POUR	58.4%









4 Analyses par société

3i 30.06.2022 **AGO**

No.	Ordre du jour	Board	Ethos	Résultat
1	Annual Report and Accounts for the year ended 31 March 2022	POUR	POUR	✓ 97.8%
2	Advisory vote on Directors' Remuneration report	POUR	● CONTRE Excessive variable remuneration.	✓ 93.2%
3	Declare a final dividend	POUR	POUR	✓ 99.9%
Elections to the Board of Directors				
4	Re-elect Ms. Caroline Banszky	POUR	POUR	✓ 97.5%
5	Re-elect Mr. Simon Borrows	POUR	POUR	✓ 99.8%
6	Re-elect Mr. Stephen Daintith	POUR	POUR	✓ 98.6%
7	Elect Ms. Jasi Halai	POUR	POUR	✓ 99.8%
8	Elect Mr. James Hatchley	POUR	POUR	✓ 99.7%
9	Re-elect Mr. David Hutchison	POUR	● CONTRE Non independent member of the remuneration committees which is not best UK market practice.	✓ 97.1%
10	Elect Ms. Lesley M.S. Knox	POUR	POUR	✓ 98.0%
11	Re-elect Ms. Coline Lucille McConville	POUR	POUR	✓ 96.6%
12	Re-elect Mr. Peter McKellar	POUR	POUR	✓ 94.4%
13	Re-elect Ms. Alexandra Schaapveld	POUR	POUR	✓ 98.6%
14	Re-appoint KPMG as auditor	POUR	POUR	✓ 97.7%
15	Auditor's remuneration	POUR	POUR	✓ 99.9%
16	Political donations and political expenditure	POUR	POUR	✓ 98.8%
17	Directors' authority to allot shares	POUR	POUR	✓ 95.4%
18	Disapplication of pre-emption rights on the issue of shares for cash	POUR	POUR	✓ 99.0%
19	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	POUR	POUR	✓ 95.8%
20	Purchase of own shares	POUR	POUR	✓ 97.6%
21	Authority to call general meetings on short notice	POUR	● CONTRE 14-days is insufficient for shareholders to vote in an informed manner.	✓ 95.8%

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1.1	Re-elect Mr. William H.L. Burnside	POUR	POUR		✓ 96.8%
1.2	Re-elect Mr. Thomas C. Freyman	POUR	POUR		✓ 97.3%
1.3	Re-elect Mr. Brett J. Hart	POUR	POUR		✓ 96.8%
1.4	Re-elect Mr. Edward J. Rapp	POUR	POUR		✓ 92.0%
2.	Re-election of the auditor	POUR	POUR		✓ 99.6%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 89.0%
4.	Elimination of Supermajority Requirement	POUR	POUR		✓ 98.9%
5.	Shareholder resolution: Independent chairman	CONTRE	● POUR	An independent chairman can ensure independent oversight of management.	✗ 30.2%
6.	Shareholder resolution: Termination Pay	CONTRE	● POUR	The proposal aims at improving the remuneration policy.	✓ 50.1%
7.	Shareholder resolution: Report on Board Oversight of Competition Practices	CONTRE	● POUR	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	CONTRE	● POUR	Enhanced disclosure on political donations.	✗ 39.3%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Opening of the Meeting	SANS VOTE	SANS VOTE	
2.	Report of the executive board for the financial year 2021	SANS VOTE	SANS VOTE	
3a.	Report of the supervisory board for the financial year 2021	SANS VOTE	SANS VOTE	
3b.	Approve remuneration report: executive board	POUR	● CONTRE	Excessive discretion of the remuneration committee in determining the performance criteria. ✘ 40.4%
3c.	Approve remuneration report: supervisory board	POUR	POUR	✔ 98.5%
4.	Adoption of the financial statements	POUR	POUR	✔ 99.7%
5.	Explanation of the policy on reserves and dividends	SANS VOTE	SANS VOTE	
6a.	Discharge of executive board	POUR	POUR	✔ 73.7%
6b.	Discharge of supervisory board	POUR	POUR	✔ 70.9%
7.	Election of auditor	POUR	POUR	✔ 99.8%
8.	Composition of the supervisory board			
8a.	Election of Danielle Jansen Heijtmajer	POUR	POUR	✔ 86.9%
8b.	Election of Gert van de Weerdhof	POUR	POUR	✔ 83.7%
8c.	Announcement concerning vacancies in the supervisory board arising in 2023	SANS VOTE	SANS VOTE	
9a.	Notification of the re-appointment of Ton Anbeek to the executive board	SANS VOTE	SANS VOTE	
9b.	Notification of the re-appointment of Ruben Baldew to the executive board	SANS VOTE	SANS VOTE	
10.	Authorisation to repurchase own shares	POUR	POUR	✔ 100.0%
11a.	Authorisation to issue shares	POUR	POUR	✔ 98.8%
11b.	Authorisation to restrict or exclude pre-emptive rights	POUR	POUR	✔ 98.8%
12.	Any other business	SANS VOTE	SANS VOTE	
13.	Closing of the Meeting	SANS VOTE	SANS VOTE	

No.	Ordre du jour	Board	Ethos	Résultat
1.	Opening of the Meeting	SANS VOTE	SANS VOTE	
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	SANS VOTE	SANS VOTE	
2b.	Approve Post-Settlement Restructuring Resolution	POUR	● CONTRE	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	SANS VOTE	SANS VOTE	
2c (ii).	Opportunity for the General Meeting to make conditional recommendations	SANS VOTE	SANS VOTE	
2c (iii).	Notification by the supervisory board of the names of the persons nominated for appointment	SANS VOTE	SANS VOTE	
2c (iv).	Conditional appointment of Mr. Knottenbelt as member of the Supervisory Board, with effect as of the Delisting	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	The transaction is not supported under ITEM 2.a.  78.0%
3.	Any other business	SANS VOTE	SANS VOTE	
4.	Closing of the Meeting	SANS VOTE	SANS VOTE	

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. John E. Caldwell	POUR	● CONTRE	Non independent lead director, which is not best practice. ✓ 91.2%
1b.	Re-elect Ms. Nora M. Denzel	POUR	POUR	✓ 95.7%
1c.	Re-elect Mr. Mark Durcan	POUR	POUR	✓ 98.0%
1d.	Re-elect Mr. Michael P. Gregoire	POUR	POUR	✓ 98.3%
1e.	Re-elect Mr. Joseph A. Householder	POUR	POUR	✓ 97.9%
1f.	Re-elect Mr. John W. Marren	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 98.2%
1g.	Elect Mr. Jon A. Olson	POUR	POUR	✓ 99.5%
1h.	Re-elect Dr. Lisa T. Su	POUR	● CONTRE	Combined chairman and CEO. ✓ 92.0%
1i.	Re-elect Mr. Abhi Y. Talwalkar	POUR	POUR	✓ 84.3%
1j.	Elect Ms. Elizabeth W. Vanderslice	POUR	POUR	✓ 99.5%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 95.3%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 95.0% An important part of the variable remuneration is not subject to challenging long-term performance conditions.

No.	Ordre du jour	Board	Ethos	Résultat
1.	Opening of the Meeting	SANS VOTE	SANS VOTE	
2a.	Report of the executive - and supervisory board of the past financial year	SANS VOTE	SANS VOTE	
2b.	Approve remuneration report	POUR	POUR	✓
2c.	Adoption of the financial statements	POUR	POUR	✓
2d.	Explanation of the policy on reserves and dividends	SANS VOTE	SANS VOTE	
3.	Discharge of executive board	POUR	POUR	✓
4.	Discharge of supervisory board	POUR	POUR	✓
5.	Election of Pieter Willem van der Does to the executive board	POUR	POUR	✓
6.	Election of Roelant Prins to the executive board	POUR	POUR	✓
7.	Authorisation to issue shares	POUR	POUR	✓
8.	Authorisation to restrict or exclude pre-emptive rights	POUR	POUR	✓
9.	Authorisation to repurchase own shares	POUR	POUR	✓
10.	Election of auditor	POUR	POUR	✓
11.	Any other business and closing of the Meeting	SANS VOTE	SANS VOTE	

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Ms. Leona Aglukkaq	POUR	POUR	✓ 99.3%
1.2	Elect Mr. Ammar Al Joundi	POUR	POUR	✓ 99.6%
1.3	Re-elect Mr. Sean Boyd	POUR	● S'ABSTENIR The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 88.5%
1.4	Re-elect Ms. Martine A. Celej	POUR	POUR	✓ 88.8%
1.5	Re-elect Mr. Robert J. Gemmell	POUR	POUR	✓ 84.5%
1.6	Elect Mr. Jonathan Gill	POUR	● S'ABSTENIR The director is over 70 years old, which exceeds guidelines for new nominees.	✓ 97.1%
1.7	Elect Mr. Peter Grosskopf	POUR	POUR	✓ 96.3%
1.8	Elect Ms. Elizabeth Lewis-Gray	POUR	POUR	✓ 97.3%
1.9	Re-elect Ms. Deborah McCombe	POUR	POUR	✓ 99.8%
1.10	Elect Mr. Jeffrey Parr	POUR	POUR	✓ 96.3%
1.11	Re-elect Mr. J. Merfyn Roberts	POUR	POUR	✓ 97.8%
1.12	Re-elect Mr. Jamie Sokalsky	POUR	POUR	✓ 88.2%
2.	Re-election of the auditor	POUR	● CONTRE The auditor's long tenure raises independence concerns.	✓ 88.3%
3.	To approve the Employee Stock Purchase Plan	POUR	POUR	✓ 96.5%
4.	Advisory vote on executive remuneration	POUR	● CONTRE Excessive variable remuneration. Performance targets are not sufficiently challenging.	✗ 24.4%

No.	Ordre du jour	Board	Ethos	Résultat
1	Accept financial statements and statutory reports of the company	POUR	POUR	✓ 99.5%
2	Approve final dividend	POUR	POUR	✓ 99.9%
	Elections of directors			
3	Elect Ms. Jane Sun Jie	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 80.3%
4	Re-elect Mr. George Yong-Boon Yeo	POUR	● CONTRE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. ✓ 92.3%
5	Re-elect Ms. Swee Lian Teo	POUR	POUR	✓ 99.2%
6	Re-elect Dr. oec. Narongchai Akrasanee	POUR	● CONTRE	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	POUR	POUR	✓ 97.6%
8a	Mandate to issue shares	POUR	POUR	✓ 98.5%
8b	Mandate to buyback shares	POUR	POUR	✓ 99.4%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Thomas J. Baltimore Jr.	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 79.6%
1b.	Re-elect Ms. Charlene Barshefsky	POUR	● CONTRE	The director has been sitting on the board for over 20 years, which exceeds guidelines. ✓ 98.2%
1c.	Re-elect Mr. John J. Brennan	POUR	POUR	✓ 99.3%
1d.	Re-elect Mr. Peter Chernin	POUR	POUR	✓ 91.8%
1e.	Re-elect Mr. Ralph de la Vega	POUR	POUR	✓ 99.5%
1f.	Re-elect Mr. Michael O. Leavitt	POUR	POUR	✓ 98.0%
1g.	Re-elect Mr. Theodore J. Leonsis	POUR	POUR	✓ 95.9%
1h.	Re-elect Ms. Karen L. Parkhill	POUR	POUR	✓ 99.8%
1i.	Re-elect Mr. Charles E. Phillips, Jr.	POUR	POUR	✓ 99.4%
1j.	Re-elect Ms. Lynn A. Pike	POUR	POUR	✓ 99.5%
1k.	Re-elect Mr. Stephen J. Squeri	POUR	● CONTRE	Combined chairman and CEO. ✓ 95.0%
1l.	Re-elect Dr. med. Daniel L. Vasella	POUR	POUR	✓ 96.9%
1m.	Re-elect Ms. Lisa W. Wardell	POUR	POUR	✓ 99.0%
1n.	Re-elect Mr. Christopher D. Young	POUR	POUR	✓ 98.0%
2.	Re-election of the auditor	POUR	POUR	✓ 98.4%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 95.6%
4.	Shareholder resolution: Independent chairman	CONTRE	● POUR	An independent chairman can ensure independent oversight of management. ✗ 22.2%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Dr. Wanda M. Austin	POUR	POUR	✓ 98.4%
1b.	Re-elect Mr. Robert A. Bradway	POUR	● CONTRE	Combined chairman and CEO. ✓ 94.6%
1c.	Re-elect Dr. Brian J. Druker	POUR	POUR	✓ 98.3%
1d.	Re-elect Mr. Robert A. Eckert	POUR	POUR	✓ 84.3%
1e.	Re-elect Mr. Greg C. Garland	POUR	POUR	✓ 91.4%
1f.	Re-elect Mr. Charles M. Holley Jr.	POUR	POUR	✓ 95.6%
1g.	Elect Dr. S. Omar Ishrak	POUR	POUR	✓ 91.8%
1h.	Re-elect Prof. Dr. Tyler Jacks	POUR	POUR	✓ 98.1%
1i.	Re-elect Ms. Ellen J. Kullman	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 97.3%
1j.	Re-elect Ms. Amy E. Miles	POUR	POUR	✓ 96.8%
1k.	Re-elect Dr. Ronald D. Sugar	POUR	POUR	✓ 83.2%
1l.	Re-elect Prof. Dr. R. Sanders Williams	POUR	POUR	✓ 97.0%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 89.8% An important part of the variable remuneration is not subject to challenging long-term performance conditions.
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 94.2%

No.	Ordre du jour	Board	Ethos	Résultat
1	To approve the parent company's financial statements	POUR	POUR	✓ 100.0%
2	To approve the consolidated financial statements	POUR	POUR	✓ 99.5%
3	To approve the allocation of income and the dividend payment	POUR	POUR	✓ 100.0%
4	Approval of the report on the employment contract suspension agreement between Valérie Baudon and Amundi Asset Management	POUR	POUR	✓ 100.0%
5	Approval of the report on the regulated partnership agreement between Amundi and Crédit Agricole S.A.	POUR	POUR	✓ 100.0%
6	To approve the remuneration report	POUR	POUR	✓ 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.	POUR	POUR	✓ 96.7%
8	Ex-post binding "Say on Pay" vote on the individual remuneration of the chair as of May 11, 2021.	POUR	POUR	✓ 99.9%
9	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Valérie Baudson, CEO, as of May 11, 2021.	POUR	POUR	✓ 96.7%
10	To approve the non-executives new remuneration policy	POUR	POUR	✓ 100.0%
11	To approve the non-executive Chairman new remuneration policy	POUR	POUR	✓ 99.9%
12	To approve the CEO new remuneration policy	POUR	POUR	✓ 97.8%
13	To approve the deputy CEO new remuneration policy	POUR	POUR	✓ 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	POUR	POUR	✓ 99.4%
Board main features				
15	Ratification of the co-optation of Christine Gandon as Director to replace Andrée Samat for 1 year	POUR	● CONTRE	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	POUR	POUR	✓ 89.9%

No.	Ordre du jour	Board	Ethos	Résultat
17	Re-election of Xavier Musca as a Director for 3 years	POUR	POUR	✓ 90.2%
18	Re-election of Virginie Cayatte as a Director for 3 years	POUR	POUR	✓ 99.1%
19	Re-election of Robert Leblanc as a Director for 3 years	POUR	POUR	✓ 98.3%
20	To approve a treasury share buy-back and disposal programme	POUR	POUR	✓ 99.8%
21	Say On Climate	POUR	● CONTRE	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	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Elect Ms. Susan D. DeVore	POUR	POUR	✓ 99.8%
1.2	Re-elect Dr. Bahija Jallal	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 96.7%
1.3	Re-elect Mr. Ryan M. Schneider	POUR	POUR	✓ 98.9%
1.4	Re-elect Ms. Elizabeth (Liz) Edith Tallett	POUR	POUR	✓ 96.9%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 92.5% An important part of the variable remuneration is not subject to challenging long-term performance conditions.
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 92.4%
4.	Change company name to Elevance Health Inc.	POUR	POUR	✓ 99.3%
5.	Shareholder resolution: Prohibit the use of corporate or Political Action Committee funds	CONTRE	CONTRE	✗ 4.0%
6.	Shareholder resolution: Racial Impact Audit and Report	CONTRE	● POUR	Enhanced disclosure on ethnic diversity. ✗ 41.2%

No.	Ordre du jour	Board	Ethos		Résultat
1	Financial statements as at 31 December 2021	POUR	POUR		✓ 100.0%
2	Allocation of profit for the year and dividend distribution	POUR	POUR		✓ 100.0%
3.a	Binding vote on the remuneration policy	POUR	POUR		✓ 99.6%
3.b	Advisory vote on the remuneration paid in 2021	POUR	● CONTRE	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	POUR	● CONTRE	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	PAS DE RECOMMANDE.	● CONTRE	Shareholders voting by proxy cannot approve in advance any unannounced proposal.	–

No.	Ordre du jour	Board	Ethos	Résultat
1a.	Opening of the Meeting	SANS VOTE	SANS VOTE	
1b.	Announcements	SANS VOTE	SANS VOTE	
2.	Report of the supervisory board for the financial year 2021	SANS VOTE	SANS VOTE	
3.	Report of the executive board for the financial year 2021	SANS VOTE	SANS VOTE	
4a.	Adoption of the financial statements	POUR	POUR	✓ 100.0%
4b.	Approve allocation of income: ordinary dividend	POUR	POUR	✓ 98.4%
4c.	Approve allocation of income: extraordinary dividend	POUR	POUR	✓ 99.6%
5a.	Discharge of executive board	POUR	POUR	✓ 98.8%
5b.	Discharge of supervisory board	POUR	POUR	✓ 98.8%
6.	Election of auditor	POUR	POUR	✓ 100.0%
7a.	Approve remuneration report	POUR	POUR	✓ 94.2%
7b.	Approve remuneration of the supervisory board for the past financial year 2021	POUR	POUR	✓ 100.0%
8.	Composition of the supervisory board			
8a.	Election of Michael Putnam	POUR	POUR	✓ 97.7%
8b.	Announcement concerning vacancies in the supervisory board arising in 2023	SANS VOTE	SANS VOTE	
9a.	Authorisation to issue shares	POUR	POUR	✓ 99.1%
9b.	Authorisation to restrict or exclude pre-emptive rights	POUR	POUR	✓ 99.1%
10.	Authorisation to repurchase own shares	POUR	POUR	✓ 99.6%
11.	Any other business	SANS VOTE	SANS VOTE	
12.	Closing of the Meeting	SANS VOTE	SANS VOTE	

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Mr. Charles H. Giancarlo	POUR	● S'ABSTENIR	Concerns over the director's time commitments. ✓
1.2	Re-elect Mr. Daniel Scheinman	POUR	POUR	✓
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 95.4%
3.	Advisory vote on say on pay frequency	UN AN	UN AN	✓
4.	Re-election of the auditor	POUR	● CONTRE	On a 3-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services. ✓ 98.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Opening of the Meeting	SANS VOTE	SANS VOTE	
2.	Report of the executive - and supervisory board of the past financial year	SANS VOTE	SANS VOTE	
3a.	Approve remuneration report	POUR	POUR	✓ 84.6%
3b.	Adoption of the financial statements	POUR	POUR	✓ 99.9%
3c.	Explanation of the policy on reserves and dividends	SANS VOTE	SANS VOTE	
3d.	Approve allocation of income	POUR	POUR	✓ 99.8%
4a.	Discharge of executive board	POUR	POUR	✓ 98.6%
4b.	Discharge of supervisory board	POUR	POUR	✓ 98.6%
5.	Approve the number of shares to be granted to members of the executive board under the LTI	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines. ✓ 94.7%
6.	Approve executive remuneration policy	POUR	● CONTRE	Potential excessive awards. ✓ 93.2%
7a.	Notification of the intended appointment of Peter Wennink	SANS VOTE	SANS VOTE	
7b.	Notification of the intended appointment of Martin van den Brink	SANS VOTE	SANS VOTE	
7c.	Notification of the intended appointment of Frederic Schneider-Maunoury	SANS VOTE	SANS VOTE	
7d.	Notification of the intended appointment of Christophe Fouquet	SANS VOTE	SANS VOTE	
7e.	Notification of the intended appointment of Roger Dassen	SANS VOTE	SANS VOTE	
8.	Composition of the supervisory board			
8a.	Notification of vacancies on the supervisory board	SANS VOTE	SANS VOTE	
8b.	Opportunity to make recommendations for the appointment of (a) member(s) of the supervisory board	SANS VOTE	SANS VOTE	
8c.	Intended (re-)appointment of Terri Kelly, Alexander Everke and An Steegen to the supervisory board	SANS VOTE	SANS VOTE	
8d.	Election of Terri Kelly	POUR	POUR	✓ 98.1%
8e.	Election of Alexander Everke	POUR	POUR	✓ 99.7%
8f.	Election of An Steegen	POUR	POUR	✓ 99.6%
8g.	Announcement concerning vacancies in the supervisory board arising in 2023	SANS VOTE	SANS VOTE	
9.	Election of auditor: KPMG	POUR	POUR	✓ 99.9%

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No.	Ordre du jour	Board	Ethos	Résultat
10.	Election of auditor: Deloitte	RETIRÉE	RETIRÉE	-
11.	Amendment of Articles of Association	POUR	POUR	✓ 100.0%
12a.	Authorisation to issue shares	POUR	POUR	✓ 99.6%
12b.	Authorisation to restrict or exclude pre-emptive rights	POUR	POUR	✓ 98.6%
13.	Authorisation to repurchase own shares	POUR	POUR	✓ 99.7%
14.	Reduce share capital via cancellation of shares	POUR	POUR	✓ 99.9%
15.	Any other business	SANS VOTE	SANS VOTE	
16.	Closing of the Meeting	SANS VOTE	SANS VOTE	

No.	Ordre du jour	Board	Ethos		Résultat
1	Elections of directors				
1.1	Re-elect Mr. Samuel A. Di Piazza Jr.	RETIRÉE	RETIRÉE		–
1.2	Re-elect Mr. Scott T. Ford	POUR	POUR		✓ 96.4%
1.3	Re-elect Mr. Glenn H. Hutchins	POUR	POUR		✓ 90.5%
1.4	Re-elect Mr. William E. Kennard	POUR	POUR		✓ 95.4%
1.5	Re-elect Ms. Debra L. Lee	RETIRÉE	RETIRÉE		–
1.6	Re-elect Mr. Stephen J. Luczo	POUR	POUR		✓ 97.7%
1.7	Re-elect Mr. Michael B. McCallister	POUR	POUR		✓ 96.3%
1.8	Re-elect Ms. Beth E. Mooney	POUR	POUR		✓ 94.7%
1.9	Re-elect Mr. Matthew K. Rose	POUR	POUR		✓ 94.8%
1.10	Re-elect Mr. John T. Stankey	POUR	POUR		✓ 97.5%
1.11	Re-elect Ms. Cynthia B. Taylor	POUR	POUR		✓ 95.6%
1.12	Elect Mr. Luis A. Ubinas	POUR	POUR		✓ 92.1%
1.13	Re-elect Mr. Geoffrey Y. Yang	RETIRÉE	RETIRÉE		–
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 95.1%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	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	CONTRE	● POUR	The proposal aims at improving the remuneration policy.	✗ 12.3%
5.	Shareholder resolution: Independent chairman	CONTRE	CONTRE		✗ 33.1%
6.	Shareholder resolution: Disclose political contributions	CONTRE	● POUR	Enhanced disclosure on political donations.	✗ 44.1%
7.	Shareholder resolution: Civil Rights and Non-Discrimination Audit	CONTRE	CONTRE		✗ 4.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Bradley A. Alford	POUR	POUR	✓ 95.4%
1b.	Re-elect Mr. Anthony K. Anderson	POUR	POUR	✓ 96.5%
1c.	Re-elect Mr. Mitchell R. Butier	POUR	● CONTRE	Combined chairman and CEO. ✓ 93.5%
1d.	Re-elect Mr. Ken C. Hicks	POUR	POUR	✓ 96.1%
1e.	Re-elect Mr. Andres A. Lopez	POUR	POUR	✓ 99.2%
1f.	Re-elect Mr. Patrick T. Siewert	POUR	● CONTRE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient. ✓ 91.1%
				Non independent lead director, which is not best practice.
1g.	Re-elect Ms. Julia A. Stewart	POUR	● CONTRE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. ✓ 93.9%
1h.	Re-elect Ms. Martha N. Sullivan	POUR	POUR	✓ 98.3%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 94.4%
				An important part of the variable remuneration is not subject to challenging long-term performance conditions.
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 93.8%
				On a 3-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services.

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1a.	Re-elect Mr. Jose E. Almeida	POUR	● CONTRE	Combined chairman and CEO.	✓ 93.4%
1b.	Re-elect Mr. Thomas F. Chen	POUR	POUR		✓ 97.6%
1c.	Re-elect Mr. Peter S. Hellman	POUR	POUR		✓ 94.3%
1d.	Re-elect Mr. Michael F. Mahoney	POUR	POUR		✓ 97.1%
1e.	Re-elect Ms. Patricia B. Morrison	POUR	POUR		✓ 99.2%
1f.	Re-elect Dr. Stephen N. Oesterle	POUR	POUR		✓ 98.1%
1g.	Elect Ms. Nancy M. Schlichting	POUR	POUR		✓ 96.6%
1h.	Re-elect Ms. Cathy R. Smith	POUR	● CONTRE	Concerns over the director's time commitments.	✓ 98.6%
1i.	Re-elect Mr. Albert P. L. Stroucken	POUR	● CONTRE	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	POUR	POUR		✓ 98.3%
1k.	Re-elect Dr. David S. Wilkes	POUR	POUR		✓ 99.5%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 90.7%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 93.3%
4.	Shareholder resolution: Allow shareholders to act by written consent	CONTRE	● POUR	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%	POUR	POUR		✓ 97.8%
6.	Shareholder resolution: Reduce Ownership Threshold for Special Shareholder Meetings to 10%	CONTRE	● POUR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 34.9%
7.	Shareholder resolution: Independent chairman	CONTRE	● POUR	An independent chairman can ensure independent oversight of management.	✗ 22.7%

No.	Ordre du jour	Board	Ethos	Résultat
1	Report of the Board of directors and report of the independent auditor on the annual accounts	SANS VOTE	SANS VOTE	
2	Approval of the Company's consolidated financial statements	POUR	POUR	✓ 100.0%
3	Approval of the Company's annual accounts	POUR	POUR	✓ 100.0%
4	Allocation of profit	POUR	POUR	✓ 100.0%
5	Discharge of members of the Board of directors	POUR	POUR	✓ 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	POUR	POUR	✓ 99.2%
7	Re-appointment of Mrs. Frauke Heistermann as non-executive director, for a 4-year term	POUR	POUR	✓ 99.7%
8	Re-appointment of Mr. Romeo Kreinberg as non-executive director, for a 4-year term	POUR	POUR	✓ 56.7%
9	Re-appointment of Mr. Wolf Lehmann as executive director, for a 4-year term	POUR	POUR	✓ 84.9%
10	Re-appointment of Mr. Javier Molina Montes as executive director, for a 4-year term	POUR	POUR	✓ 97.6%
11	Re-appointment of Mr. Helmut Wieser as non-executive director, for a 4-year term	POUR	POUR	✓ 88.7%
12	Re-appointment of Mr. Asier Zarraonandia Ayo as executive director, for a 4-year term	POUR	POUR	✓ 84.9%
13	Appointment of Mrs. Natalia Latorre Arranz as non-executive director, for a 4-year term	POUR	POUR	✓ 82.1%
14	Appointment of Dr. José Domínguez Abascal as non-executive director, for a 4-year term	POUR	POUR	✓ 79.9%
15	Approval and ratification of the fixed remuneration of the non-executive members of the Board of directors	POUR	● CONTRE	The proposed increase relative to the previous year is excessive. ✓ 97.6%
16	Advisory vote on the remuneration policy	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines. ✗ 27.2%
17	Advisory vote on the remuneration report	POUR	● CONTRE	Excessive variable remuneration. ✗ 27.1%
18	Re-appointment of the independent auditor for 2022	POUR	POUR	✓ 99.9%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a)	Re-elect Ms. Corie S. Barry	POUR	POUR	✓ 99.8%
1b)	Re-elect Ms. Lisa M. Caputo	POUR	POUR	✓ 97.7%
1c)	Re-elect Mr. J. Patrick Doyle	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 99.7%
1d)	Re-elect Mr. David W. Kenny	POUR	POUR	✓ 98.7%
1e)	Re-elect Mr. Mario J. Marte	POUR	POUR	✓ 99.6%
1f)	Re-elect Ms. Karen A. McLoughlin	POUR	POUR	✓ 99.8%
1g)	Re-elect Mr. Thomas L. Millner	POUR	POUR	✓ 99.6%
1h)	Re-elect Ms. Claudia F. Munce	POUR	POUR	✓ 99.8%
1i)	Re-elect Ms. Richelle P. Parham	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 97.0%
1j)	Re-elect Mr. Steven E. Rendle	POUR	POUR	✓ 99.8%
1k)	Re-elect Mr. Eugene Woods	POUR	POUR	✓ 99.7%
2.	Re-election of the auditor	POUR	POUR	✓ 98.5%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 93.7% An important part of the variable remuneration is based on continued employment only.

No.	Ordre du jour	Board	Ethos		Résultat
1	1) To approve the parent company's financial statements.; 2) To approve specific luxury or non-deductible expenses.	POUR	POUR		✓ 100.0%
2	To approve the consolidated financial statements.	POUR	POUR		✓ 100.0%
3	Discharge of the Board.	POUR	POUR		✓ 98.4%
4	To approve the allocation of income and the dividend payment.	POUR	POUR		✓ 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.	POUR	POUR		✓ 99.6%
	Board main features				
6	Re-election of Alexandre Mérieux as a Director for 4 years.	POUR	● CONTRE	Combined chairman and CEO.	✓ 91.8%
7	Re-election of Jean-Luc Bélingard as a Director for 4 years.	POUR	POUR		✓ 95.3%
8	To approve Directors' fees	POUR	● CONTRE	The proposed increase relative to the previous year is not justified.	✓ 99.7%
9	To approve the executives and non executives' new remuneration policy.	POUR	POUR		✓ 98.9%
10	To approve the CEO new remuneration policy.	POUR	POUR		✓ 97.8%
11	To approve the Deputy CEO new remuneration policy.	POUR	POUR		✓ 97.4%
12	To approve the non-executives new remuneration policy.	POUR	POUR		✓ 99.9%
13	To approve the remuneration report.	POUR	POUR		✓ 98.9%
14	Ex-post binding "Say on Pay" vote on the individual remuneration of Alexandre Mérieux, CEO.	POUR	POUR		✓ 97.9%
15	Ex-post binding "Say on Pay" vote on the individual remuneration of Pierre Boulud, Deputy CEO.	POUR	● CONTRE	The information provided is insufficient.	✓ 87.7%
16	To approve a treasury share buy-back and disposal programme.	POUR	POUR		✓ 99.7%
17	To authorise a potential reduction in the company's share capital.	POUR	POUR		✓ 99.7%
18	Delegation of powers for the completion of formalities.	POUR	POUR		✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Ms. Melinda Litherland	POUR	POUR	✓ 84.6%
1.2	Re-elect Mr. Arnold A. Pinkston	POUR	POUR	✓ 86.2%
2.	Election of the auditor	POUR	POUR	✓ 99.7%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Mr. Anthony M. Jabbour	POUR	● S'ABSTENIR Concerns over the director's time commitments.	✓
1.2	Re-elect Ms. Catherine (Katie) L. Burke	POUR	POUR	✓
1.3	Re-elect Mr. Thomas M. Hagerty	POUR	● S'ABSTENIR Non independent lead director, which is not best practice.	✓
1.4	Re-elect Mr. David K. Hunt	POUR	● S'ABSTENIR The director is over 75 years old, which exceeds guidelines.	✓
1.5	Re-elect Mr. Joseph M. Otting	POUR	POUR	✓
1.6	Re-elect Mr. Ganesh B. Rao	POUR	POUR	✓
1.7	Re-elect Mr. John D. Rood	POUR	POUR	✓
1.8	Re-elect Ms. Nancy L. Shanik	POUR	POUR	✓
2.	Provide Proxy access right	POUR	POUR	✓ 99.7%
3.	Advisory vote on executive remuneration	POUR	● CONTRE Excessive variable remuneration.	✓ 93.0%
4.	Advisory vote on say on pay frequency	UN AN	UN AN	✓
5.	Re-election of the auditor	POUR	POUR	✓ 99.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Receive the Annual Report	SANS VOTE	SANS VOTE	
2	Approve the Dividend	POUR	POUR	✓ 99.8%
3	Approve Discharge of Management Board	POUR	POUR	✓ 98.5%
4.1	Approve Discharge of Supervisory Board member Dr. Norbert Reithofer (Chairman)	POUR	POUR	✓ 81.4%
4.2	Approve Discharge of Supervisory Board member Manfred Schoch (Vice Chairman)	POUR	POUR	✓ 81.4%
4.3	Approve Discharge of Supervisory Board member Stefan Quandt (Vice Chairman)	POUR	POUR	✓ 71.8%
4.4	Approve Discharge of Supervisory Board member Stefan Schmid (Vice Chairman)	POUR	POUR	✓ 81.4%
4.5	Approve Discharge of Supervisory Board member Dr. Kurt Bock (Vice Chairman since 12 May 2021)	POUR	POUR	✓ 81.4%
4.6	Approve Discharge of Supervisory Board member Christiane Benner	POUR	POUR	✓ 81.4%
4.7	Approve Discharge of Supervisory Board member Dr. Marc Bitzer (member since 12 May 2021)	POUR	POUR	✓ 81.4%
4.8	Approve Discharge of Supervisory Board member Bernhard Ebner (member since 8 October 2021)	POUR	POUR	✓ 81.4%
4.9	Approve Discharge of Supervisory Board member Rachel Empey (member since 12 May 2021)	POUR	POUR	✓ 81.4%
4.10	Approve Discharge of Supervisory Board member Dr. Heinrich Hiesinger	POUR	POUR	✓ 81.4%
4.11	Approve Discharge of Supervisory Board member Johann Horn (member since 14 May 2021)	POUR	POUR	✓ 81.4%
4.12	Approve Discharge of Supervisory Board member Susanne Klatten	POUR	POUR	✓ 74.3%
4.13	Approve Discharge of Supervisory Board member Jens Köhler (member since 3 August 2021)	POUR	POUR	✓ 81.4%
4.14	Approve Discharge of Supervisory Board member Dr. Dominique Mohabeer	POUR	POUR	✓ 81.4%
4.15	Approve Discharge of Supervisory Board member Anke Schäferkordt	POUR	POUR	✓ 81.4%
4.16	Approve Discharge of Supervisory Board member Prof. Dr. Christoph Schmidt (member since 12 May 2021)	POUR	POUR	✓ 81.4%
4.17	Approve Discharge of Supervisory Board member Dr. Vishal Sikka	POUR	POUR	✓ 81.4%

No.	Ordre du jour	Board	Ethos	Résultat
4.18	Approve Discharge of Supervisory Board member Dr. Thomas Wittig	POUR	POUR	✓ 81.4%
4.19	Approve Discharge of Supervisory Board member Werner Zierer	POUR	POUR	✓ 81.4%
4.20	Approve Discharge of Supervisory Board member Dr. Karl-Ludwig Kley (member and Vice Chairman until 12 May 2021)	POUR	POUR	✓ 81.4%
4.21	Approve Discharge of Supervisory Board member Verena zu Dohna (member until 31 December 2021)	POUR	POUR	✓ 81.4%
4.22	Approve Discharge of Supervisory Board member Prof. Dr. Reinhard Hüttl (member until 12 May 2021)	POUR	POUR	✓ 81.4%
4.23	Approve Discharge of Supervisory Board member Horst Lischka (member until 12 May 2021)	POUR	POUR	✓ 81.4%
4.24	Approve Discharge of Supervisory Board member Willibald Löw (member until 16 July 2021)	POUR	POUR	✓ 81.4%
4.25	Approve Discharge of Supervisory Board member Simone Menne (member until 12 May 2021)	POUR	POUR	✓ 81.4%
4.26	Approve Discharge of Supervisory Board member Brigitte Rödiger (member until 1 October 2021)	POUR	POUR	✓ 81.4%
5	Appoint the Auditors Board main features	POUR	POUR	✓ 99.9%
6	Elections to the Supervisory Board: Dr.-Ing. Heinrich Hiesinger	POUR	POUR	✓ 99.4%
7	Approve Remuneration Report	POUR	● CONTRE	Excessive total remuneration. ✓ 90.3%
8	Authorise Share Repurchase	POUR	POUR	✓ 97.2%
9.1	Approve an inter-company agreement	POUR	POUR	✓ 100.0%
9.2	Approve an inter-company agreement	POUR	POUR	✓ 100.0%
9.3	Approve an inter-company agreement	POUR	POUR	✓ 100.0%
9.4	Approve an inter-company agreement	POUR	POUR	✓ 100.0%
9.5	Approve an inter-company agreement	POUR	POUR	✓ 100.0%
9.6	Approve an inter-company agreement	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos		Résultat
1	To approve the parent company's financial statements,	POUR	POUR		✓ 99.9%
2	To approve the consolidated financial statements.	POUR	POUR		✓ 99.9%
3	To approve the allocation of income and the dividend payment.	POUR	POUR		✓ 99.9%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties.	POUR	● CONTRE	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.	POUR	POUR		✓ 100.0%
6	To approve the non-executive Chairman new remuneration policy.	POUR	POUR		✓ 100.0%
7	To approve the new remuneration policy of the CEO and the deputy CEOs.	POUR	● CONTRE	Concerns over the possibility of derogating from the remuneration policy without shareholder approval.	✓ 82.9%
8	To approve the remuneration report.	POUR	● CONTRE	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	POUR	POUR		✓ 98.7%
10	Ex-post binding "Say on Pay" vote on the individual remuneration of Olivier Roussat, Deputy CEO until 17/02/2021	POUR	● CONTRE	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	POUR	POUR		✓ 99.2%
12	Ex-post binding "Say on Pay" vote on the individual remuneration of Olivier Roussat, CEO since 17/02/2021	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	POUR		✓ 92.0%
	Board main features				
15	Re-election of Olivier Bouygues as a Director for 3 years.	POUR	POUR		✓ 92.5%

No.	Ordre du jour	Board	Ethos		Résultat
16	Re-election of SCDM (famille Bouygues) as a Director for 3 years.	POUR	● CONTRE	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.	POUR	● CONTRE	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.	POUR	● CONTRE	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.	POUR	POUR		✓ 99.6%
20	Election of Félicie Burelle as a Director for 3 years.	POUR	POUR		✓ 98.5%
21	Re-election of Raphaëlle Deflesselle as a Director for 3 years.	POUR	POUR		✓ 98.4%
22	Re-election of Michèle Vilain as a Director for 3 years.	POUR	● CONTRE	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.	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 91.7%
24	To approve a treasury share buy-back and disposal programme.	POUR	● CONTRE	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.	POUR	POUR		✓ 100.0%
26	To authorise capital increases related to an all-employee share ownership plan.	POUR	● CONTRE	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.	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines.	✓ 92.2%
28	Authority to issue warrants in period of unfriendly public offer.	POUR	● CONTRE	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	POUR	POUR		✓ 100.0%

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No.	Ordre du jour	Board	Ethos	Résultat
1	Receive the Annual Report	SANS VOTE	SANS VOTE	
2	Approve the Dividend	POUR	POUR	✓ 100.0%
3	Approve Discharge of Management Board	POUR	POUR	✓ 99.9%
4	Approve Discharge of Supervisory Board	POUR	POUR	✓ 94.0%
5	Appoint the Auditors	POUR	POUR	✓ 97.3%
6	Approve Remuneration Report	POUR	● CONTRE	Performance targets are not sufficiently challenging. ✓ 85.3%
Board main features				
7a	Elections to the Supervisory Board: Wijnand P. Donkers	POUR	POUR	✓ 97.6%
7b	Elections to the Supervisory Board: Ulrich M. Harnacke	POUR	POUR	✓ 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	POUR	POUR	✓ 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	POUR	POUR	✓ 92.7%
10	Authorise Share Repurchase	POUR	POUR	✓ 94.2%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Peter J. Arduini	POUR	POUR	✓ 97.5%
1b.	Re-elect Dr. Giovanni Caforio	POUR	● CONTRE	Combined chairman and CEO. ✓ 93.2%
1c.	Re-elect Dr. Julia A. Haller	POUR	POUR	✓ 99.3%
1d.	Elect Prof. Dr. Manuel Hidalgo Medina	POUR	POUR	✓ 99.5%
1e.	Re-elect Prof. Paula A. Price	POUR	POUR	✓ 96.4%
1f.	Re-elect Mr. Derica W. Rice	POUR	POUR	✓ 94.7%
1g.	Re-elect Mr. Theodore R. Samuels	POUR	POUR	✓ 96.1%
1h.	Re-elect Mr. Gerald L. Storch	POUR	POUR	✓ 96.4%
1i.	Re-elect Dr. Karen H. Vousden	POUR	POUR	✓ 97.5%
1j.	Re-elect Ms. Phyllis R. Yale	POUR	POUR	✓ 98.6%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 91.4% Concerns over the excessive sign-on bonus granted to the new CEO.
3.	Re-election of the auditor	POUR	● CONTRE	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	CONTRE	● POUR	The proposed threshold would enhance the right of shareholders to call a special meeting. ✗ 34.3%
5.	Shareholder resolution: Independent chairman	CONTRE	● POUR	An independent chairman can ensure independent oversight of management. ✗ 44.6%

No.	Ordre du jour	Board	Ethos	Résultat
1	To approve the parent company's financial statements	POUR	POUR	✓ 99.8%
2	To approve the consolidated financial statements	POUR	POUR	✓ 99.8%
3	To approve the allocation of income and the dividend payment	POUR	POUR	✓ 97.1%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	POUR	✓ 100.0%
Board main features				
5	To ratify the co-optation of Arthur Sadoun as a Director for 2 years	POUR	POUR	✓ 99.6%
6	Re-election of Flavia Buarque de Almeida as a Director for 3 years	POUR	POUR	✓ 79.0%
7	Re-election of Abilio dos Santos Diniz as a Director for 3 years	POUR	● CONTRE	✓ 95.4% The director is over 75 years old, which exceeds guidelines.
8	Re-election of Charles Edelstenne as a Director for 3 years	POUR	● CONTRE	✓ 73.2% Non-independent chairman of the nomination committee. The independence of this committee is insufficient. The director is over 75 years old, which exceeds guidelines.
9	To approve the remuneration report	POUR	● CONTRE	✓ 85.1% Excessive variable remuneration.
10	Ex-post binding "Say on Pay" vote on the individual remuneration of Alexandre Bompard, Chairman & CEO	POUR	● CONTRE	✓ 58.8% Excessive variable remuneration.
11	To approve the Chairman & CEO new remuneration policy	POUR	● CONTRE	✓ 84.9% The potential variable remuneration exceeds our guidelines.
12	To approve the non-executives new remuneration policy	POUR	POUR	✓ 97.2%
13	Say on Climate	POUR	● CONTRE	✓ 87.4% The company has not set CO2e emission reduction targets consistent with limiting the global temperature increase to 1.5°.
14	To approve a treasury share buy-back and disposal programme	POUR	POUR	✓ 97.4%
15	To authorise a potential reduction in the company's share capital	POUR	POUR	✓ 97.4%
16	Delegation of powers for the completion of formalities	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Approval of the individual and consolidated accounts	POUR	POUR	✓ 99.8%
2	Approval of the non-financial information statement	POUR	POUR	✓ 99.3%
3	Allocation of results	POUR	POUR	✓ 100.0%
4	Approval of the management of the Company during	POUR	POUR	✓ 98.9%
5.1	Approval of the maximum aggregate amount of the Directors' remuneration	POUR	● CONTRE	The proposed increase relative to the previous year is excessive and not justified. ✓ 93.4%
5.2	Approval of the 2023- 2025 Remuneration Policy	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines. ✓ 56.1%
5.3	Allotment of shares to the CEO	POUR	POUR	✓ 93.9%
6.1	Setting the number of Directors at 11	POUR	POUR	✓ 99.9%
6.2	Re-election of Mr. Tobías Martínez Gimeno as executive Director	POUR	POUR	✓ 99.6%
6.3	Re-election of Mr. Bertrand Boudewijn Kan as independent Director	POUR	POUR	✓ 98.4%
6.4	Re-election of Mr. Pierre Blayau as independent Director	POUR	POUR	✓ 90.7%
6.5	Re-election of Ms. María Luisa Guijarro Piñal as independent Director	POUR	POUR	✓ 91.6%
6.6	Re-election of Ms. Anne Bouverot as independent Director	POUR	POUR	✓ 98.5%
6.7	Re-election of Mr. Peter Shore as independent Director	POUR	POUR	✓ 97.1%
6.8	Ratification of Ms. Kate Holgate as independent Director	POUR	POUR	✓ 99.4%
7.1	Amendment of the Bylaws: Article 4	POUR	POUR	✓ 100.0%
7.2	Amendment of the Bylaws: Article 18	POUR	POUR	✓ 100.0%
7.3	Amendment of the Bylaws: Article 20	POUR	POUR	✓ 99.8%
7.4	Approval of the restated text of the Corporate Bylaws	POUR	POUR	✓ 99.8%
8	Share capital increase	POUR	POUR	✓ 99.8%
9	Share capital increase with powers to exclude pre-emptive rights up to 10% of the share capital	POUR	POUR	✓ 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	POUR	POUR	✓ 94.1%

No.	Ordre du jour	Board	Ethos	Résultat
11	Delegation of powers	POUR	POUR	✓ 100.0%
12	Advisory vote on the 2021 Directors' Annual Remuneration Report	POUR	POUR	✓ 88.3%

No.	Ordre du jour	Board	Ethos	Résultat
1	Approbation du rapport annuel, des comptes consolidés et des comptes annuels	POUR	POUR	✓ 100.0%
2.1	Emploi du bénéfice	POUR	POUR	✓ 100.0%
2.2	Distribution d'un dividende prélevé sur les réserves d'apport en capital	POUR	POUR	✓ 100.0%
3	Décharge aux membres du conseil d'administration	POUR	POUR	✓ 99.1%
4.1	Réélection de PricewaterhouseCoopers en tant qu'organe de révision	POUR	● CONTRE	La durée du mandat de la société de révision est de 37 ans, ce qui dépasse la limite fixée par Ethos. ✓ 95.5%
4.2	Réélection de PricewaterhouseCoopers LLP (US) pour le reporting selon la loi sur les valeurs mobilières américaine	POUR	● CONTRE	La durée du mandat de la société de révision est de 37 ans, ce qui dépasse la limite fixée par Ethos. ✓ 94.6%
4.3	Réélection de BDO en tant qu'organe de révision spécial	POUR	POUR	✓ 99.9%
5	Elections au conseil d'administration			
5.1	Réélection de M. Evan G. Greenberg	POUR	● CONTRE	Il est simultanément membre de la direction générale de façon permanente (CEO). ✓ 92.0%
5.2	Réélection de M. Michael P. Connors	POUR	POUR	✓ 95.3%
5.3	Réélection de M. Michael G. Atieh	POUR	● CONTRE	Il siège au conseil d'administration depuis 31 ans, ce qui dépasse la limite fixée par Ethos. ✓ 95.4%
5.4	Election de Mme Kathy Bonanno	POUR	POUR	✓ 99.8%
5.5	Réélection de Mme Sheila P. Burke	POUR	POUR	✓ 99.1%
5.6	Réélection de Mme Mary A. Cirillo	POUR	POUR	✓ 91.5%
5.7	Réélection de M. Robert J. Hugin	POUR	POUR	✓ 99.1%
5.8	Réélection de M. Robert Scully	POUR	POUR	✓ 98.6%
5.9	Réélection de M. Theodore E. Shasta	POUR	POUR	✓ 97.8%
5.10	Réélection de M. David Sidwell	POUR	POUR	✓ 98.9%
5.11	Réélection de M. Olivier Steimer	POUR	POUR	✓ 95.4%
5.12	Réélection de Dr. Luis Téllez	POUR	POUR	✓ 98.9%
5.13	Réélection de Mme Frances F. Townsend	POUR	● CONTRE	Elle exerce un nombre excessif de mandats. ✓ 96.4%
6	Réélection de M. Evan G. Greenberg en tant que président du conseil d'administration	POUR	● CONTRE	Comme Ethos ne peut pas approuver l'élection de M. Greenberg au sein du conseil d'administration, son élection en tant que président ne peut pas être approuvée. ✓ 64.5%
7	Elections au comité de rémunération			

No.	Ordre du jour	Board	Ethos		Résultat
7.1	Réélection de M. Michael P. Connors au comité de rémunération	POUR	POUR		✓ 96.2%
7.2	Réélection de Mme Mary A. Cirillo au comité de rémunération	POUR	POUR		✓ 94.3%
7.3	Réélection de Mme Frances F. Townsend au comité de rémunération	POUR	● CONTRE	Comme Ethos ne peut pas approuver l'élection de Mme Townsend au sein du conseil d'administration, son élection au comité ne peut pas être approuvée.	✓ 96.2%
8	Réélection de Homburger AG en tant que représentant indépendant	POUR	POUR		✓ 99.9%
9	Renouvellement du capital autorisé	POUR	● CONTRE	L'autorisation d'augmenter le capital, à but général de financement avec droit préférentiel de souscription, dépasse 33% du capital déjà émis.	✓ 96.1%
10	Réduction du capital par annulation d'actions	POUR	POUR		✓ 99.9%
11.1	Vote contraignant prospectif sur la rémunération totale du conseil d'administration	POUR	POUR		✓ 99.6%
11.2	Vote contraignant prospectif sur la rémunération totale de la direction générale	POUR	● CONTRE	L'information fournie est insuffisante. Le montant maximal qui pourrait être finalement payé est significativement supérieur au montant demandé à l'assemblée générale. La structure de la rémunération ne respecte pas les lignes directrices d'Ethos.	✓ 96.3%
12	Vote consultatif sur la rémunération de la direction générale	POUR	● CONTRE	Le rapport de rémunération ne respecte pas les lignes directrices d'Ethos.	✓ 93.4%
13	Résolution d'actionnaire : Adopter une directive visant à garantir que les pratiques en matière de souscription ne soutiennent pas les nouveaux approvisionnements en combustibles fossiles	CONTRE	● POUR	La résolution est conforme aux objectifs de l'accord de Paris.	✗ 19.4%
14	Résolution d'actionnaire : Rapport sur les émissions de gaz à effet de serre	CONTRE	● POUR	La résolution est conforme aux objectifs de l'accord de Paris.	✓ 72.2%

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

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1a.	Re-elect Mr. David M. Cordani	POUR	● CONTRE	Combined chairman and CEO.	✓ 92.6%
1b.	Re-elect Mr. William J. DeLaney	POUR	POUR		✓ 98.5%
1c.	Re-elect Mr. Eric J. Foss	POUR	POUR		✓ 97.0%
1d.	Re-elect Dr. Elder Granger	POUR	POUR		✓ 98.4%
1e.	Elect Ms. Neesha Hathi	POUR	POUR		✓ 99.5%
1f.	Re-elect Mr. George Kurian	POUR	POUR		✓ 99.0%
1g.	Re-elect Ms. Kathleen M. Mazarella	POUR	● CONTRE	Concerns over the director's time commitments.	✓ 96.2%
1h.	Re-elect Dr. Mark B. McClellan	POUR	POUR		✓ 98.7%
1i.	Re-elect Ms. Kimberly A. Ross	POUR	POUR		✓ 99.4%
1j.	Re-elect Mr. Eric C. Wiseman	POUR	● CONTRE	Non independent lead director, which is not best practice.	✓ 96.9%
1k.	Re-elect Ms. Donna F. Zarcone	POUR	POUR		✓ 95.4%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 82.7%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 94.5%
4.	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	● POUR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 47.0%
5.	Shareholder resolution: Gender pay gap report	CONTRE	● POUR	Enhanced disclosure on gender equality.	✗ 32.7%
6.	Shareholder resolution: Disclose political contributions	CONTRE	● POUR	Enhanced disclosure on political donations.	✗ 46.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	To approve the Agreement and Plan of Merger	POUR	POUR	✓ 90.4%
2	Advisory Vote on remuneration for the executives in connection to the merger	POUR	● CONTRE	✗ 36.7% Concerns over the severance payments which are considered excessive.
3	To approve the adjournment proposal	RETIRÉE	● CONTRE	- 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.

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Zein Abdalla	POUR	POUR	✓ 98.7%
1b.	Re-elect Ms. Vinita Bali	POUR	POUR	✓ 97.9%
1c.	Re-elect Ms. Maureen Breakiron-Evans	POUR	POUR	✓ 95.4%
1d.	Re-elect Ms. Archana Deskus	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 97.5%
1e.	Re-elect Mr. John M. Dineen	POUR	POUR	✓ 99.6%
1f.	Re-elect Mr. Brian Humphries	POUR	POUR	✓ 99.8%
1g.	Re-elect Mr. Leo S. Mackay Jr.	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 92.7%
1h.	Re-elect Mr. Michael Patsalos-Fox	POUR	POUR	✓ 97.1%
1i.	Elect Mr. Stephen Rohleder	POUR	POUR	✓ 99.9%
1j.	Re-elect Mr. Joseph M. Velli	POUR	POUR	✓ 96.8%
1k.	Re-elect Ms. Sandra S. Wijnberg	POUR	POUR	✓ 92.1%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only. ✓ 90.3%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 94.7%
4.	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	CONTRE	✗ 8.3%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. John P. Bilbrey	POUR	POUR	✓ 98.1%
1b.	Re-elect Mr. John T. Cahill	POUR	POUR	✓ 92.6%
1c.	Re-elect Ms. Lisa M. Edwards	POUR	POUR	✓ 98.7%
1d.	Re-elect Dr. C. Martin Harris	POUR	POUR	✓ 97.8%
1e.	Re-elect Ms. Martina Hund-Mejean	POUR	POUR	✓ 98.9%
1f.	Re-elect Ms. Kimberly A. Nelson	POUR	POUR	✓ 98.6%
1g.	Re-elect Ms. Lorrie M. Norrington	POUR	POUR	✓ 97.4%
1h.	Re-elect Mr. Michael B. Polk	POUR	POUR	✓ 97.6%
1i.	Re-elect Mr. Stephen I. Sadove	POUR	● CONTRE	Non independent lead director, which is not best practice. ✓ 92.2%
1j.	Re-elect Mr. Noel R. Wallace	POUR	● CONTRE	Combined chairman and CEO. ✓ 89.8%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 95.2%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 90.8%
4.	Shareholder Resolution: Termination Pay	CONTRE	● POUR	The proposal aims at improving the remuneration policy. ✗ 43.3%
5.	Shareholder Resolution: Request for Charitable Donation Disclosure	CONTRE	CONTRE	✗ 4.7%

No.	Ordre du jour	Board	Ethos	Résultat	
1.	Elections of directors				
1.1	Re-elect Mr. Kenneth J. Bacon	POUR	● S'ABSTENIR	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	POUR	POUR		✓
1.3	Re-elect Mr. Edward D. Breen	POUR	● S'ABSTENIR	Concerns over the director's time commitments.	✓
1.4	Re-elect Mr. Gerald L. Hassell	POUR	POUR		✓
1.5	Re-elect Mr. Jeffrey A. Honickman	POUR	POUR		✓
1.6	Re-elect Ms. Maritza G. Montiel	POUR	POUR		✓
1.7	Re-elect Mr. Asuka Nakahara	POUR	POUR		✓
1.8	Re-elect Mr. David C. Novak	POUR	POUR		✓
1.9	Re-elect Mr. Brian L. Roberts	POUR	● S'ABSTENIR	Combined chairman and CEO.	✓
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 96.2%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 97.4%
4.	Shareholder Resolution: Charitable Contributions	CONTRE	CONTRE		✗ 0.9%
5	Shareholder resolution: Gender and Racial Pay Equity Report	CONTRE	● POUR	Enhanced disclosure on gender equality and ethnic diversity.	✗ 18.3%
6.	Shareholder resolution: Report on Risks of omitting Viewpoint and Ideology from EEO Policy	CONTRE	CONTRE		✗ 1.4%
7.	Shareholder resolution: Report on Effectiveness of Sexual Harassment Policies	CONTRE	● POUR	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	CONTRE	● POUR	We support corporate climate-aligned retirement plans.	✗ 6.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Opening of the Meeting	SANS VOTE	SANS VOTE	
2.	Report of the executive board for the financial year 2021	SANS VOTE	SANS VOTE	
3.	Adoption of the financial statements	POUR	POUR	✓ 100.0%
4.	Approve remuneration report	POUR	POUR	✓ 95.5%
5.	Explanation of the policy on reserves and dividends	SANS VOTE	SANS VOTE	
6.	Approve allocation of income	POUR	POUR	✓ 98.6%
7.	Discharge of executive board	POUR	POUR	✓ 95.9%
8.	Discharge of supervisory board	POUR	POUR	✓ 95.9%
	Composition of the supervisory board			
9.	Election of William Lin	POUR	POUR	✓ 100.0%
10.	Approve remuneration of the supervisory board	POUR	POUR	✓ 96.9%
11.	Authorisation to issue shares for general purposes	POUR	POUR	✓ 95.7%
12.	Authorisation to restrict or exclude pre-emptive rights for general purposes	POUR	POUR	✓ 93.9%
13.	Authorisation to issue additional shares in connection with mergers, acquisitions and/or (strategic) alliances	POUR	POUR	✓ 57.4%
14.	Authorisation to restrict or exclude pre-emptive rights in connection with mergers, acquisitions and/or (strategic) alliances	POUR	POUR	✓ 99.1%
15.	Reduce share capital via cancellation of shares	POUR	POUR	✓ 95.2%
16.	Election of auditor	POUR	POUR	✓ 100.0%
17.	Any other business	SANS VOTE	SANS VOTE	
18.	Closing of the Meeting	SANS VOTE	SANS VOTE	

No.	Ordre du jour	Board	Ethos	Résultat
1	Approval of the individual Directors' report and the accounts	POUR	POUR	✓ 99.9%
2	Approval of the consolidated Directors' report and the accounts	POUR	POUR	✓ 99.9%
3	Approval of the Corporate Governance report	POUR	POUR	✓ 100.0%
4	Approval of the non-financial information report	POUR	POUR	✓ 100.0%
5	Allocation of income	POUR	POUR	✓ 100.0%
6	Express a vote of confidence in the corporate bodies of the Company	POUR	POUR	✓ 100.0%
7	Acquisition of own shares	POUR	POUR	✓ 100.0%
8	Sale by the Company of its own shares	POUR	POUR	✓ 100.0%
9	Approval of the rules of procedures of the General Meeting	POUR	POUR	✓ 100.0%
10	Approval of the 2022-2024 Remuneration Policy	POUR	● CONTRE	The information provided is insufficient. ✓ 98.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	1) To approve the parent company's financial statements.; 2) To approve specific luxury or non-deductible expenses.	POUR	POUR	✓ 99.8%
2	To approve the consolidated financial statements.	POUR	POUR	✓ 99.4%
3	To approve the allocation of income and the dividend payment.	POUR	POUR	✓ 99.9%
4	Approval of the amendment of a related party agreement between Crédit Agricole SA and Caisses Régionales de Crédit Agricole.	POUR	POUR	✓ 100.0%
5	Approval of the amendment of a tax consolidation agreement between CACIB and CA Indosuez Wealth France concluded on June 30, 2021.	POUR	POUR	✓ 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.	POUR	POUR	✓ 99.7%
Board main features				
7	Election of Sonia Bonnet-Bernard as a Director for 1 year.	POUR	POUR	✓ 99.4%
8	Election of Hugues Brasseur as a Director for 1 year.	POUR	● CONTRE	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. ✓ 89.3%
9	Election of Eric Vial as a Director for 1 year.	POUR	● CONTRE	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. ✓ 89.0%
10	Re-election of Dominique Lefebvre as a Director for 3 years.	POUR	POUR	✓ 83.7%
11	Re-election of Pierre Cambefort as a Director for 3 years.	POUR	● CONTRE	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%

No.	Ordre du jour	Board	Ethos	Résultat
12	Re-election of Jean-Pierre Gaillard as a Director for 3 years.	POUR	● CONTRE	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.	POUR	● CONTRE	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.	POUR	POUR	✔ 99.6%
15	To approve the CEO new remuneration policy.	POUR	POUR	✔ 91.5%
16	To approve the Deputy CEO new remuneration policy.	POUR	POUR	✔ 91.5%
17	To approve the members of the board's new remuneration policy.	POUR	POUR	✔ 99.4%
18	Ex-post binding "Say on Pay" vote on the individual remuneration of Dominique Lefebvre, chairman of the board.	POUR	POUR	✔ 99.8%
19	Ex-post binding "Say on Pay" vote on the individual remuneration of Philippe Brassac, CEO.	POUR	POUR	✔ 92.2%
20	Ex-post binding "Say on Pay" vote on the individual remuneration of Xavier Musca, Deputy CEO.	POUR	POUR	✔ 94.3%
21	To approve the remuneration report.	POUR	POUR	✔ 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.	POUR	POUR	✔ 99.3%
23	To approve a treasury share buy-back and disposal programme.	POUR	POUR	✔ 99.2%
24	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights.	POUR	POUR	✔ 98.1%
25	Global allowance to issue capital related securities without pre-emptive rights through private placement.	POUR	● CONTRE	The discount is too high on the share issue price. ✔ 96.1%

No.	Ordre du jour	Board	Ethos	Résultat
26	Global allowance to issue capital related securities without pre-emptive rights by public issuance.	POUR	● CONTRE	<p>The discount is too high on the share issue price.</p> <p>✓ 97.3%</p>
27	"Green shoe" autorisation.	POUR	● CONTRE	<p>Additional potential dilution which is not in shareholders' interests.</p> <p>✓ 94.8%</p>
28	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company.	POUR	POUR	<p>✓ 99.4%</p>
29	To depart from the legal rules defining the maximum discount for capital increase without pre-emptive rights (up to 10% of share capital).	POUR	POUR	<p>✓ 97.0%</p>
30	To limit capital increases with or without pre-emptive rights.	POUR	POUR	<p>✓ 98.9%</p>
31	To authorise capital increases by transfer of reserves.	POUR	POUR	<p>✓ 99.9%</p>
32	To authorise capital increases related to an all-employee share ownership plan.	POUR	POUR	<p>✓ 98.7%</p>
33	To authorise capital increases related to an all-employee share ownership plan.	POUR	POUR	<p>✓ 98.7%</p>
34	To authorise a potential reduction in the company's share capital.	POUR	POUR	<p>✓ 98.3%</p>
35	Delegation of powers for the completion of formalities.	POUR	POUR	<p>✓ 100.0%</p>
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%	CONTRE	CONTRE	<p>✗ 5.5%</p>

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. P. Robert Bartolo	POUR	POUR	✓ 99.0%
1b.	Re-elect Mr. Jay A. Brown	POUR	POUR	✓ 99.5%
1c.	Re-elect Ms. Cindy Christy	POUR	POUR	✓ 96.5%
1d.	Re-elect Mr. Ari Q. Fitzgerald	POUR	● CONTRE	The director has been sitting on the board for over 20 years, which exceeds guidelines. ✓ 96.0%
1e.	Re-elect Dr. Andrea J. Goldsmith	POUR	POUR	✓ 98.5%
1f.	Re-elect Ms. Tammy K. Jones	POUR	POUR	✓ 93.0%
1g.	Re-elect Mr. Anthony J. Melone	POUR	POUR	✓ 97.3%
1h.	Re-elect Mr. W. Benjamin Moreland	POUR	POUR	✓ 99.3%
1i.	Re-elect Mr. Kevin A. Stephens	POUR	POUR	✓ 99.7%
1j.	Re-elect Mr. Matthew Thornton III	POUR	POUR	✓ 99.7%
2.	Re-election of the auditor	POUR	POUR	✓ 99.2%
3.	To approve the adoption of the 2022 Long-term Incentive Plan	POUR	● CONTRE	Potential excessive awards. ✓ 97.0%
4.	Approve renewal of authorised capital	POUR	● CONTRE	The increase in the authorised capital is excessive. ✓ 96.2%
5.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only. ✓ 96.4%

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1a.	Re-elect Mr. Fernando Aguirre	POUR	POUR		✓ 99.5%
1b.	Re-elect Mr. C. David Brown II	POUR	POUR		✓ 93.5%
1c.	Re-elect Ms. Alecia A. DeCoudreaux	POUR	POUR		✓ 99.6%
1d.	Re-elect Ms. Nancy-Ann M. DeParle	POUR	POUR		✓ 98.7%
1e.	Re-elect Mr. Roger N. Farah	POUR	POUR		✓ 98.4%
1f.	Re-elect Ms. Anne M. Finucane	POUR	POUR		✓ 97.6%
1g.	Re-elect Mr. Edward J. Ludwig	POUR	POUR		✓ 98.9%
1h.	Re-elect Ms. Karen S. Lynch	POUR	POUR		✓ 99.2%
1i.	Re-elect Mr. Jean-Pierre Millon	POUR	POUR		✓ 96.8%
1j.	Re-elect Ms. Mary L. Schapiro	POUR	POUR		✓ 99.6%
1k.	Re-elect Mr. William C. Weldon	POUR	POUR		✓ 98.7%
2.	Re-election of the auditor	POUR	POUR		✓ 98.2%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 91.8%
4.	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	● POUR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✗ 42.5%
5.	Shareholder resolution: Independent chairman	CONTRE	CONTRE		✗ 21.5%
6.	Shareholder resolution: Workplace Non-Discrimination Audit	CONTRE	CONTRE		✗ 1.6%
7.	Shareholder resolution: Adopt a Policy on Paid Sick Leave for All Employees	CONTRE	● POUR	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	CONTRE	● POUR	Enhanced disclosure on social issues.	✗ 12.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Dividend Allocation	POUR	POUR	-
2	Amend Articles of Association: Electronic documentation	POUR	POUR	-
3	Amend Articles of Association: Virtual general meeting	POUR	POUR	-
	Election of Directors			
4.1	Re-elect Mr. Keiichi Yoshii	POUR	● CONTRE	Combined chairman and CEO.
4.2	Re-elect Mr. Takeshi Kosokabe	POUR	● CONTRE	Executive director. The board is not sufficiently independent.
4.3	Re-elect Mr. Yoshiyuki Murata	POUR	● CONTRE	Executive director. The board is not sufficiently independent.
4.4	Re-elect Mr. Hirotsugu Otomo	POUR	● CONTRE	Executive director. The board is not sufficiently independent.
4.5	Re-elect Mr. Tatsuya Urakawa	POUR	● CONTRE	Executive director. The board is not sufficiently independent.
4.6	Re-elect Mr. Kazuhito Dekura	POUR	● CONTRE	Executive director. The board is not sufficiently independent.
4.7	Re-elect Mr. Yoshinori Ariyoshi	POUR	● CONTRE	Executive director. The board is not sufficiently independent.
4.8	Re-elect Mr. Keisuke Shimonishi	POUR	● CONTRE	Executive director. The board is not sufficiently independent.
4.9	Re-elect Mr. Nobuya Ichiki	POUR	● CONTRE	Executive director. The board is not sufficiently independent.
4.10	Elect Mr. Toshiya Nagase	POUR	● CONTRE	Executive director. The board is not sufficiently independent.
4.11	Re-elect Ms. Yukiko Yabu	POUR	POUR	
4.12	Re-elect Mr. Yukinori Kuwano	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines.
4.13	Re-elect Prof. Miwa Seki	POUR	POUR	
4.14	Elect Mr. Kazuhiro Yoshizawa	POUR	● CONTRE	Non independent director (various reasons). The board is not sufficiently independent.
4.15	Elect Mr. Yujiro Ito	POUR	POUR	
5	Election of 2 Corporate Auditors			
5.1	Elect Mr. Tomoyuki Nakazato as a Corporate Auditor	POUR	POUR	
5.2	Elect Mr. Yoshinori Hashimoto as a Corporate Auditor	POUR	POUR	
6	Approve bonus payment for executive directors	POUR	POUR	
7	Approve two restricted share plans	POUR	POUR	

No.	Ordre du jour	Board	Ethos	Résultat	
1	Elections of directors				
1.1	Re-elect Mr. Michael S. Dell	POUR	● S'ABSTENIR	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	POUR	● S'ABSTENIR	Concerns over the director's attendance rate, which was below 75% during the year under review.	✓
1.3	Re-elect Mr. Egon P. Durban	POUR	● S'ABSTENIR	Concerns over the director's time commitments.	✓
1.4	Elect Mr. David J. Grain	POUR	POUR		✓
1.5	Re-elect Mr. William D. Green	POUR	POUR		✓
1.6	Re-elect Mr. Simon Patterson	POUR	POUR		✓
1.7	Re-elect Ms. Lynn Vojvodich Radakovich	POUR	POUR		✓
1.8	Re-elect Ms. Ellen J. Kullman	POUR	POUR		✓
2	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 99.7%
3	Advisory vote on executive remuneration	POUR	● CONTRE	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	POUR	POUR		✓ 99.3%

No.	Ordre du jour	Board	Ethos		Résultat
1.1	Financial statements as at 31 December 2021	POUR	POUR		✓ 99.9%
1.2	Allocation of net results and dividend distribution	POUR	POUR		✓ 100.0%
2.1	Binding vote on the remuneration policy	POUR	● CONTRE	Concerns over the severance payments which are considered excessive.	✓ 85.4%
2.2	Advisory vote on the remuneration paid in 2021	POUR	● CONTRE	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	PAS DE RECOMMANDE.	● POUR	The proposed number of directors is reasonable.	✓ 100.0%
3.2	Determination of the term of office of Directors	PAS DE RECOMMANDE.	● POUR	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	PAS DE RECOMMANDE.	● CONTRE	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	PAS DE RECOMMANDE.	● POUR	Proposed board fees are considered reasonable.	✓ 99.9%
4.1	Appointment of the members of the Board of Statutory Auditors	SANS VOTE	SANS VOTE		
4.1.1	Slate of nominees submitted by IP Investimenti e Partecipazioni Srl	PAS DE RECOMMANDE.	● NE PAS VOTER	We have concerns regarding some of the statutory auditors.	✓ 100.0%
4.1.2	Slate of nominees submitted by a group of institutional investors	PAS DE RECOMMANDE.	● POUR	Proposed statutory auditor raises no concerns.	✓ 99.9%
4.2	Appointment of the Chairperson of the Board of Statutory Auditors	PAS DE RECOMMANDE.	● POUR	No concerns regarding the proposed chairperson.	–
4.3	Determination of the remuneration of the members of the Board of Statutory Auditors	PAS DE RECOMMANDE.	● POUR	The fees proposed for the board of statutory auditors are considered reasonable.	✓ 100.0%
5	Approval of a long-term incentive "Equity Awards Plan"	POUR	● CONTRE	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	POUR	● CONTRE	The repurchase price is too high.	✓ 99.7%
A.	Deliberations on possible legal action against Directors if presented by shareholders	PAS DE RECOMMANDE.	● CONTRE	Shareholders voting by proxy cannot approve in advance any unannounced proposal.	–

No.	Ordre du jour	Board	Ethos	Résultat
1	Elections of directors			
1.a	Re-elect Mr. Warren F. Bryant	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines. ✓ 94.2%
1.b	Re-elect Mr. Michael M. Calbert	POUR	POUR	✓ 84.8%
1.c	Re-elect Ms. Patricia D. Fili-Krushel	POUR	POUR	✓ 91.7%
1.d	Re-elect Mr. Timothy I. McGuire	POUR	POUR	✓ 98.6%
1.e	Re-elect Mr. William C. Rhodes III	POUR	● CONTRE	Non-independent chairman of the audit committee. The independence of this committee is insufficient. ✓ 94.5%
1.f	Re-elect Ms. Debra A. Sandler	POUR	POUR	✓ 95.5%
1.g	Re-elect Mr. Ralph E. Santana	POUR	POUR	✓ 96.1%
1.h	Re-elect Mr. Todd J. Vasos	POUR	POUR	✓ 98.6%
2	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only. ✓ 88.4%
3	Re-election of the auditor	POUR	● CONTRE	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	CONTRE	● POUR	Enhanced disclosure on political donations. ✓ 57.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Elections of directors			
1.a	Re-elect Mr. Thomas W. Dickson	POUR	POUR	✓ 94.2%
1.b	Elect Mr. Richard W. Dreiling	POUR	● CONTRE	Executive chairman. The board is not sufficiently independent and his remuneration is highly excessive. ✓ 97.3%
1.c	Elect Ms. Cheryl W. Grisé	POUR	● CONTRE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. ✓ 99.9%
1.d	Elect Mr. Daniel J. Heinrich	POUR	POUR	✓ 99.7%
1.e	Elect Mr. Paul C. Hilal	POUR	POUR	✓ 98.8%
1.f	Elect Mr. Edward J. Kelly III	POUR	● CONTRE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient. ✓ 99.4%
				Non independent lead director, which is not best practice.
1.g	Elect Ms. Mary Laschinger	POUR	POUR	✓ 99.6%
1.h	Re-elect Mr. Jeffrey G. Naylor	POUR	POUR	✓ 98.5%
1.i	Re-elect Ms. Winnie Y. Park	POUR	POUR	✓ 98.5%
1.j	Elect Mr. Bertram L. Scott	POUR	● CONTRE	The director is over 70 years old, which exceeds guidelines for new nominees. ✓ 98.3%
1.k	Re-elect Ms. Stephanie P. Stahl	POUR	POUR	✓ 97.4%
1.l	Re-elect Mr. Michael A. Witynski	POUR	POUR	✓ 99.7%
2	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 86.6%
3	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 95.7%
4	Provide Right to Call Special Shareholder Meetings	POUR	POUR	✓ 99.6%
5	Shareholder resolution: Climate Transition Planning	CONTRE	● POUR	The resolution aims to mitigate climate change and is in line with the objectives of the Paris Agreement. ✓ 54.8%

No.	Ordre du jour	Board	Ethos	Résultat
1	Receive the Annual Report	SANS VOTE	SANS VOTE	
2	Approve the Dividend	POUR	● CONTRE	The proposed dividend is inconsistent with the company's financial situation. ✓ 99.9%
3	Approve Discharge of Management Board	POUR	POUR	✓ 99.9%
4	Approve Discharge of Supervisory Board	POUR	POUR	✓ 98.7%
5a	Appoint the Auditors	POUR	POUR	✓ 99.9%
5b	Appoint the Auditors for the review of abbreviated financial statements and interim management reports for financial year 2022	POUR	POUR	✓ 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	POUR	POUR	✓ 99.9%
6	Approve Remuneration Report	POUR	● CONTRE	Performance targets are not sufficiently challenging. ✓ 89.3%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Ms. Adriane M. Brown	POUR	POUR	✓ 93.8%
1b.	Re-elect Mr. Logan Green	POUR	POUR	✓ 97.6%
1c.	Re-elect Ms. E. Carol Hayles	POUR	POUR	✓ 97.5%
1d.	Re-elect Mr. Jamie Iannone	POUR	POUR	✓ 99.7%
1e.	Re-elect Ms. Kathleen C. Mitic	POUR	POUR	✓ 96.3%
1f.	Re-elect Mr. Paul S. Pressler	POUR	POUR	✓ 98.3%
1g.	Re-elect Mr. Mohak Shroff	POUR	POUR	✓ 99.7%
1h.	Re-elect Mr. Robert H. Swan	POUR	POUR	✓ 97.6%
1i.	Re-elect Mr. Perry M. Traquina	POUR	POUR	✓ 97.4%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 89.1%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	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	POUR	POUR	✓ 98.7%
5.	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	● POUR	The proposed threshold would enhance the right of shareholders to call a special meeting. ✗ 48.9%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Ms. Shari L. Ballard	POUR	POUR	✓ 98.9%
1b.	Re-elect Ms. Barbara J. Beck	POUR	● CONTRE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient. ✓ 95.2%
1c.	Re-elect Mr. Christophe Beck	POUR	● CONTRE	Combined chairman and CEO. ✓ 93.0%
1d.	Re-elect Mr. Jeffrey M. Ettinger	POUR	POUR	✓ 96.3%
1e.	Re-elect Mr. Arthur J. Higgins	POUR	POUR	✓ 96.6%
1f.	Re-elect Mr. Michael Larson	POUR	POUR	✓ 98.5%
1g.	Re-elect Mr. David W. MacLennan	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 97.1%
1h.	Re-elect Ms. Tracy B. McKibben	POUR	POUR	✓ 99.0%
1i.	Re-elect Mr. Lionel L. Nowell III	POUR	POUR	✓ 98.9%
1j.	Re-elect Ms. Victoria J. Reich	POUR	POUR	✓ 93.4%
1k.	Re-elect Ms. Suzanne M. Vautrinot	POUR	POUR	✓ 98.1%
1l.	Re-elect Mr. John J. Zillmer	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 58.4%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 90.1%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	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	CONTRE	● POUR	The proposed threshold would enhance the right of shareholders to call a special meeting. ✗ 10.1%

No.	Ordre du jour	Board	Ethos		Résultat
1	1) To approve the parent company's financial statements; 2) To approve specific luxury or non-deductible expenses	POUR	POUR		✓ 100.0%
2	To approve the consolidated financial statements	POUR	POUR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	POUR	POUR		✓ 99.7%
	Board main features				
4	Re-election of Bertrand Dumazy as a Director for 4 years	POUR	● CONTRE	Combined chairman and CEO.	✓ 86.1%
5	Re-election of Maelle Gavet as a Director for 4 years	POUR	POUR		✓ 99.8%
6	Re-election of Jean-Romain Lhomme as a Director for 4 years	POUR	POUR		✓ 99.8%
7	Election of Bernardo Sanchez Incera as a Director for 4 years	POUR	POUR		✓ 99.8%
8	To approve the Chairman CEO new remuneration policy	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines.	✓ 85.6%
9	To approve the non-executives new remuneration policy	POUR	POUR		✓ 99.9%
10	To approve the remuneration report	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	POUR		✓ 100.0%
13	To re-elect Ernst & Young as auditor for 6 years	POUR	POUR		✓ 99.4%
14	To approve a treasury share buy-back and disposal programme	POUR	POUR		✓ 99.6%
15	To authorise a potential reduction in the company's share capital	POUR	POUR		✓ 99.6%
16	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	POUR	POUR		✓ 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	POUR	POUR		✓ 97.7%

No.	Ordre du jour	Board	Ethos	Résultat
18	Global allowance to issue capital related securities without pre-emptive rights through private placement	POUR	POUR	✓ 93.9%
19	"Green shoe" authorisation	POUR	● CONTRE	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	POUR	POUR	✓ 97.6%
21	To authorise capital increases by transfer of reserves	POUR	POUR	✓ 99.8%
22	To authorise capital increases related to an all-employee share ownership plan	POUR	POUR	✓ 94.5%
23	Delegation of powers for the completion of formalities	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Election of the chairman of the Meeting	POUR	POUR	✓
2.	Preparation and approval of the voting register	POUR	POUR	✓
3.	Approval of the agenda	POUR	POUR	✓
4.	Election of persons to verify the minutes of the Meeting	POUR	POUR	✓
5.	Determination whether the Meeting has been duly convened	POUR	POUR	✓
6.	Presentation of the (consolidated) annual report and the (consolidated) auditor's report	SANS VOTE	SANS VOTE	
7.	Address by the company CEO	SANS VOTE	SANS VOTE	
8.	Adoption of the financial statements	POUR	POUR	✓
9.	Approve allocation of income and dividend	POUR	POUR	✓
10.1.	Discharge of Kai Wärn	POUR	POUR	✓
10.2.	Discharge of Katharine Clark	POUR	POUR	✓
10.3.	Discharge of Lorna Donatone	POUR	POUR	✓
10.4.	Discharge of Hans Ola Meyer	POUR	POUR	✓
10.5.	Discharge of Daniel Nodhäll	POUR	POUR	✓
10.6.	Discharge of Martine Snels	POUR	POUR	✓
10.7.	Discharge of Carsten Voigtländer	POUR	POUR	✓
10.8.	Discharge of Ulf Karlsson	POUR	POUR	✓
10.9.	Discharge of Joachim Nord	POUR	POUR	✓
10.10.	Discharge of Per Magnusson	POUR	POUR	✓
10.11.	Discharge of the company CEO	POUR	POUR	✓
11.	Resolution on the number of shareholder-elected members of the board of directors to be appointed	POUR	POUR	✓
12.1.	Approve directors' fees	POUR	POUR	✓
12.2.	Approve auditors' fees	POUR	POUR	✓
13.	Composition of the board of directors			
13.1.	Election of Kai Wärn	POUR	POUR	✓
13.2.	Election of Katharine Clark	POUR	POUR	✓
13.3.	Election of Lorna Donatone	POUR	POUR	✓
13.4.	Election of Hans Ola Meyer	POUR	POUR	✓
13.5.	Election of Daniel Nodhäll	POUR	POUR	✓
13.6.	Election of Martine Snels	POUR	POUR	✓
13.7.	Election of Carsten Voigtländer	POUR	POUR	✓

No.	Ordre du jour	Board	Ethos		Résultat
13.8.	Election of the Chairman of the board	POUR	POUR		✓
14.	Election of auditor	POUR	POUR		✓
15.	Approve remuneration report	POUR	● CONTRE	We do not consider the performance period for the long-term incentive plan to be long enough.	✓
16.1.	Approve share-related incentive plan	POUR	● CONTRE	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	POUR	● CONTRE	We do not consider the performance period for the long-term incentive plan to be long enough.	✓
17.	Closing of the Meeting	SANS VOTE	SANS VOTE		

No.	Ordre du jour	Board	Ethos		Résultat
1	1) To approve the parent company's financial statements.; 2) To approve specific luxury or non-deductible expenses.	POUR	POUR		✓ 100.0%
2	To approve the consolidated financial statements.	POUR	POUR		✓ 100.0%
3	To approve the allocation of income and the dividend payment.	POUR	POUR		✓ 100.0%
4	To approve the dividend reinvestment plan (option for scrip dividend).	POUR	POUR		✓ 99.6%
5	Approval of a related party agreement concluded by the company with Predica.	POUR	● CONTRE	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.	POUR	POUR		✓ 99.4%
7	To approve the new remuneration policy of the Chairman of the Supervisory Board.	POUR	POUR		✓ 99.8%
8	To approve the new remuneration policy of the members of the Supervisory Board.	POUR	POUR		✓ 99.7%
9	To approve the new remuneration policy of the chairman of the Management Board.	POUR	● CONTRE	Potential excessive awards.	✓ 89.0%
10	To approve the new remuneration policy of the members of the Management Board.	POUR	● CONTRE	Potential excessive awards.	✓ 89.1%
11	To approve the remuneration report.	POUR	● CONTRE	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.	POUR	POUR		✓ 99.8%
13	Ex-post binding "Say on Pay" vote on the individual remuneration of Xavier Martiré, Chairman of the Management Board.	POUR	● CONTRE	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.	POUR	● CONTRE	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.	POUR	● CONTRE	The information provided on the performance targets is insufficient.	✓ 92.7%

No.	Ordre du jour	Board	Ethos		Résultat
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.	POUR	POUR		✓ 95.5%
17	To approve a treasury share buy-back and disposal programme.	POUR	POUR		✓ 99.8%
18	To authorise capital increases by transfer of reserves.	POUR	POUR		✓ 99.8%
19	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights.	POUR	POUR		✓ 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.	POUR	● CONTRE	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.	POUR	● CONTRE	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).	POUR	POUR		✓ 97.0%
23	"Green shoe" autorisation.	POUR	● CONTRE	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.	POUR	POUR		✓ 98.3%
25	To authorise capital increases related to an all-employee share ownership plan.	POUR	● CONTRE	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.	POUR	● CONTRE	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.	POUR	POUR		✓ 98.1%
28	To authorise a potential reduction in the company's share capital.	POUR	POUR		✓ 98.8%
29	Delegation of powers for the completion of formalities.	POUR	POUR		✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Ms. Angela M. Aman	POUR	POUR	✓
1.2	Re-elect Mr. Raymond Bennett	RETIRÉE	RETIRÉE	–
1.3	Re-elect Ms. Linda Walker Bynoe	POUR	● S'ABSTENIR Non-independent chairman of the nomination committee. The independence of this committee is insufficient.	✓
1.4	Re-elect Ms. Mary Kay Haben	POUR	POUR	✓
1.5	Re-elect Mr. Tahsinul Zia Huque	POUR	POUR	✓
1.6	Re-elect Mr. John E. Neal	POUR	POUR	✓
1.7	Re-elect Mr. David J. Neithercut	POUR	POUR	✓
1.8	Re-elect Mr. Mark J. Parrell	POUR	POUR	✓
1.9	Re-elect Mr. Mark S. Shapiro	POUR	POUR	✓
1.10	Re-elect Mr. Stephen E. Sterrett	POUR	POUR	✓
1.11	Re-elect Mr. Samuel Zell	POUR	● S'ABSTENIR The director is over 75 years old, which exceeds guidelines.	✓
2.	Re-election of the auditor	POUR	● CONTRE The auditor's long tenure raises independence concerns.	✓ 95.1%
3.	Advisory vote on executive remuneration	POUR	● CONTRE Excessive variable remuneration.	✓ 91.9%

No.	Ordre du jour	Board	Ethos	Résultat
1	Approval of the Board of Directors' management report	POUR	POUR	✓ 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	POUR	POUR	✓ 100.0%
3	Approval of the auditor's report	POUR	POUR	✓ 100.0%
4	To approve the consolidated financial statements	POUR	POUR	✓ 100.0%
5	To approve the parent company's financial statements	POUR	POUR	✓ 100.0%
6	To approve the allocation of income and the dividend payment	POUR	POUR	✓ 100.0%
7	Discharge of the Board	POUR	● CONTRE	✓ 97.9% Serious shortcomings in corporate governance constitute a major risk for the company and its shareholders.
8	Discharge of the Auditor	POUR	POUR	✓ 99.9%
9	Advisory Vote on the Company's Compensation Policy	POUR	● CONTRE	✓ 86.8% The information provided is insufficient.
	Board main features			
10	Re-election of Patrizia Luchetta as a Director for 2 years of Patrizia Luchetta as a Director	POUR	POUR	✓ 97.9%
11	Re-election of Fereshteh Pouchantchi as a Director for 1 year of Fereshteh Pouchantchi as a Director	POUR	POUR	✓ 99.9%
12	Re-election of Evie Roos as a Director for 2 years of Evie Roos as a Director	POUR	POUR	✓ 98.8%
13	To re-elect Deloitte Audit as auditor for 1 year Deloitte & Associés as auditor for 6 years	POUR	POUR	✓ 100.0%
14	To approve Directors' fees	POUR	POUR	✓ 99.8%
15	Acknowledgement of a previously authorized share buy-back program	POUR	POUR	✓ 100.0%
16	Delegation of powers for the completion of formalities	POUR	POUR	✓ 100.0%
E1	To delete the last paragraph of Article 1 of the Company's Articles of Association	POUR	POUR	✓ 100.0%
E2	To insert a new Article 6 ("Applicable Law") in the Company's Articles of Association	POUR	POUR	✓ 100.0%
E3	To amend Article 9 of the Company's Articles of Association	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos		Résultat
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	POUR	POUR		✓ 100.0%
E5	To amend the last paragraph of Article 12bis.2 of the Company's Articles of Association	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	POUR		✓ 100.0%
E13	To amend the first paragraph of Article 16.2 (1) of the Company's Articles of Association	POUR	POUR		✓ 100.0%
E14	Amendment to the first paragraph of Article 16.3 of the Company's Articles of Association	POUR	POUR		✓ 100.0%
E15	To create an English version of the Company's Articles of Association	POUR	● CONTRE	Multiple share structures are not in the best interest of shareholders.	✓ 100.0%
E16	Delegation of powers for the completion of formalities	POUR	POUR		✓ 100.0%

Expeditors

03.05.2022

AGO

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1.1	Re-elect Mr. Glenn M. Alger	POUR	POUR		✓ 99.3%
1.2	Re-elect Mr. Robert P. Carlile	POUR	POUR		✓ 96.7%
1.3	Re-elect Mr. James M. DuBois	POUR	POUR		✓ 99.1%
1.4	Re-elect Dr. Mark A. Emmert	POUR	POUR		✓ 88.5%
1.5	Re-elect Ms. Diane H. Gulyas	POUR	POUR		✓ 97.3%
1.6	Re-elect Mr. Jeffrey S. Musser	POUR	POUR		✓ 99.3%
1.7	Elect Mr. Brandon S. Pedersen	POUR	POUR		✓ 99.6%
1.8	Re-elect Ms. Liane J. Pelletier	POUR	POUR		✓ 91.0%
1.9	Elect Ms. Olivia D. Polius	POUR	POUR		✓ 99.5%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 88.7%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 92.9%
4.	Shareholder resolution: Disclose political contributions	CONTRE	● POUR	Enhanced disclosure on political donations.	✗ 25.6%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Dr. Kenneth M. Woolley	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines. ✓ 96.3%
1.2	Re-elect Mr. Joseph D. Margolis	POUR	POUR	✓ 99.4%
1.3	Re-elect Dr. Roger B. Porter	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines. ✓ 88.1%
1.4	Re-elect Mr. Joseph J. Bonner	POUR	POUR	✓ 97.3%
1.5	Re-elect Mr. Gary L. Crittenden	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 91.6%
1.6	Re-elect Mr. Spencer F. Kirk	POUR	POUR	✓ 98.4%
1.7	Re-elect Mr. Dennis J. Letham	POUR	POUR	✓ 98.6%
1.8	Re-elect Ms. Diane Olmstead	POUR	POUR	✓ 99.1%
1.9	Re-elect Ms. Julia Vander Ploeg	POUR	POUR	✓ 97.3%
2.	Re-election of the auditor	POUR	● CONTRE	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	POUR	● CONTRE	Excessive variable remuneration. ✓ 95.3% An important part of the variable remuneration is based on continued employment only.

No.	Ordre du jour	Board	Ethos		Résultat
1	1) To approve the parent company's financial statements.; 2) To approve specific luxury or non-deductible expenses.	POUR	POUR		✓ 99.9%
2	To approve the consolidated financial statements.	POUR	POUR		✓ 99.5%
3	To approve the allocation of income and the dividend payment.	POUR	POUR		✓ 96.9%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties.	POUR	POUR		✓ 100.0%
Board main features					
5	To ratify the co-optation of Judith Curran as a Director for 2 years.	POUR	POUR		✓ 100.0%
6	Election of Jurgen Behrend as a Director for 4 years.	POUR	● CONTRE	The director is over 70 years old, which exceeds guidelines for new nominees.	✓ 98.8%
7	To approve the remuneration report.	POUR	POUR		✓ 96.7%
8	Ex-post binding "Say on Pay" vote on the remuneration of Michel de Rosen, chairman of the board.	POUR	POUR		✓ 99.6%
9	Ex-post binding "Say on Pay" vote on the remuneration of Patrick Koller, CEO.	POUR	● CONTRE	Excessive variable remuneration.	✓ 92.4%
10	To approve the non-executives new remuneration policy.	POUR	POUR		✓ 98.7%
11	To approve the Chairman of the board's new remuneration policy.	POUR	POUR		✓ 99.6%
12	To approve the CEO's new remuneration policy.	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines.	✓ 85.2%
13	To approve a treasury share buy-back and disposal programme.	POUR	POUR		✓ 97.4%
14	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights.	POUR	POUR		✓ 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.	POUR	● CONTRE	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.	POUR	● CONTRE	The discount is too high on the share issue price.	✓ 94.9%
17	"Green shoe" autorisation.	POUR	● CONTRE	Additional potential dilution which is not in shareholders' interests.	✓ 91.4%

No.	Ordre du jour	Board	Ethos		Résultat
18	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company.	POUR	POUR		✓ 99.1%
19	To authorise capital increases by transfer of reserves.	POUR	POUR		✓ 99.9%
20	To authorise the Board to issue restricted shares for employees and/or executive directors.	POUR	● CONTRE	Potential excessive awards.	✓ 92.9%
21	To authorise capital increases related to an all-employee share ownership plan.	POUR	● CONTRE	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	POUR	● CONTRE	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.	POUR	● CONTRE	The company proposes to cancel shares despite its significant capital need.	✓ 94.1%
24	To amend the Bylaws on the attribution of the Board.	POUR	POUR		✓ 99.5%
25	Delegation of powers for the completion of formalities.	POUR	POUR		✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat	
1.	Elections of directors				
1a.	Re-elect Ms. Ellen R. Alemany	POUR	POUR	✓ 85.2%	
1b.	Elect Mr. Vijay D'Silva	POUR	POUR	✓ 99.9%	
1c.	Re-elect Dr. oec. Jeffrey A. Goldstein	POUR	POUR	✓ 98.6%	
1d.	Re-elect Ms. Lisa A. Hook	POUR	POUR	✓ 99.0%	
1e.	Re-elect Mr. Keith W. Hughes	POUR	● CONTRE	<p>The director is over 75 years old, which exceeds guidelines.</p> <p>The director has been sitting on the board for over 20 years, which exceeds guidelines.</p>	✓ 86.9%
1f.	Elect Mr. Kenneth T. Lamneck	POUR	POUR	✓ 98.2%	
1g.	Re-elect Mr. Gary L. Lauer	POUR	POUR	✓ 96.4%	
1h.	Re-elect Mr. Gary A. Norcross	POUR	● CONTRE	Combined chairman and CEO.	✓ 96.0%
1i.	Re-elect Ms. Louise M. Parent	POUR	POUR	✓ 97.9%	
1j.	Re-elect Mr. Brian T. Shea	POUR	POUR	✓ 97.5%	
1k.	Re-elect Mr. James B. Stallings Jr.	POUR	POUR	✓ 98.4%	
1l.	Re-elect Mr. Jeffrey E. Stiefler	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines.	✓ 96.4%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	<p>Excessive variable remuneration.</p> <p>An important part of the variable remuneration is based on continued employment only.</p>	✓ 64.5%
3.	To approve the adoption of the 2022 Omnibus Incentive Plan	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines.	✓ 95.2%
4.	To approve the Employee Stock Purchase Plan	POUR	● CONTRE	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	POUR	POUR		✓ 98.6%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Ms. Kimberly A. Casiano	POUR	POUR	✓ 97.2%
1b.	Re-elect Ms. Alexandra Ford English	POUR	● CONTRE	Representative of an important shareholder who is sufficiently represented on the board. ✓ 95.1%
1c.	Re-elect Mr. James D. Farley Jr.	POUR	POUR	✓ 98.0%
1d.	Re-elect Mr. Henry Ford III	POUR	POUR	✓ 93.4%
1e.	Re-elect Mr. William Clay Ford Jr.	POUR	● CONTRE	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	POUR	POUR	✓ 97.3%
1g.	Re-elect Mr. Jon M. Huntsman Jr.	POUR	POUR	✓ 94.8%
1h.	Re-elect Mr. William E. Kennard	POUR	POUR	✓ 93.7%
1i.	Elect Mr. John C. May	POUR	POUR	✓ 98.9%
1j.	Re-elect Ms. Beth E. Mooney	POUR	POUR	✓ 97.9%
1k.	Re-elect Ms. Lynn Vojvodich Radakovich	POUR	POUR	✓ 97.6%
1l.	Re-elect Mr. John Lawson Thornton	POUR	● CONTRE	The director has been sitting on the board for over 20 years, which exceeds guidelines. ✓ 93.7%
1m.	Re-elect Mr. John B. Veihmeyer	POUR	POUR	✓ 97.4%
1n.	Re-elect Mr. John S. Weinberg	POUR	POUR	✓ 97.1%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 97.8%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	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	POUR	● CONTRE	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	CONTRE	● POUR	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%

No.	Ordre du jour	Board	Ethos	Résultat
1	Receive the Annual Report and Approve the Annual Financial Statements	POUR	POUR	✓ 99.9%
2	Approve the Dividend	POUR	POUR	✓ 99.9%
3	Approve Discharge of Personally Liable Partner	POUR	POUR	✓ 99.0%
4	Approve Discharge of Supervisory Board	POUR	POUR	✓ 92.6%
5	Appoint the Auditors	POUR	POUR	✓ 99.3%
6	Approve Remuneration Report	POUR	● CONTRE	Excessive total remuneration. Performance targets are not sufficiently challenging. ✓ 90.5%
Board main features				
7.1	Elections to the Supervisory Board: Susanne Zeidler	POUR	● CONTRE	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	POUR	POUR	✓ 99.8%
8	Elections to the Joint Committee: Susanne Zeidler	POUR	● CONTRE	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	POUR	POUR	✓ 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	POUR	POUR	✓ 94.5%
11	Authorise Share Repurchase	POUR	POUR	✓ 92.7%
12	Authorise Share Repurchase by use of Equity Derivatives	POUR	POUR	✓ 95.6%

No.	Ordre du jour	Board	Ethos	Résultat
1	Receive the Annual Report	SANS VOTE	SANS VOTE	
2	Approve the Dividend	POUR	POUR	✓ 99.5%
3	Approve Remuneration Report	POUR	POUR	✓ 92.2%
4	Approve Discharge of Management Board	POUR	POUR	✓ 100.0%
5	Approve Discharge of Supervisory Board	POUR	POUR	✓ 100.0%
6	Appoint the Auditors	POUR	POUR	✓ 94.4%
	Board main features			
7.1	Elections to the Supervisory Board: Jörg Kampmeyer	POUR	POUR	✓ 99.9%
7.2	Elections to the Supervisory Board: Dr. Jens Riedl	POUR	POUR	✓ 99.9%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Ms. Mary T. Barra	POUR	● CONTRE	Combined chairman and CEO. ✓ 96.0%
1b.	Elect Mr. Aneel Bhusri	POUR	POUR	✓ 99.6%
1c.	Re-elect Mr. Wesley G. Bush	POUR	POUR	✓ 99.0%
1d.	Re-elect Ms. Linda R. Gooden	POUR	POUR	✓ 99.7%
1e.	Re-elect Mr. Joseph Jimenez	POUR	POUR	✓ 94.4%
1f.	Re-elect Ms. Judith A. Miscik	POUR	POUR	✓ 99.0%
1g.	Re-elect Ms. Patricia F. Russo	POUR	● CONTRE	Non independent lead director, which is not best practice. ✓ 92.3%
1h.	Re-elect Mr. Thomas M. Schoewe	POUR	POUR	✓ 99.0%
1i.	Re-elect Ms. Carol M. Stephenson	POUR	POUR	✓ 97.1%
1j.	Re-elect Mr. Mark A. Tatum	POUR	POUR	✓ 99.4%
1k.	Re-elect Mr. Devin N. Wenig	POUR	POUR	✓ 99.7%
1l.	Re-elect Ms. Margaret C. Whitman	POUR	POUR	✓ 99.1%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 92.6% An important part of the variable remuneration is based on continued employment only.
3.	Re-election of the auditor	POUR	POUR	✓ 99.6%
4.	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	● POUR	The proposed threshold would enhance the right of shareholders to call a special meeting. ✗ 38.9%
5.	Shareholder resolution: Independent chairman	CONTRE	● POUR	An independent chairman can ensure independent oversight of management. ✗ 20.5%
6.	Shareholder resolution: Use of Child Labour in Connection with Electric Vehicles	CONTRE	CONTRE	✗ 22.4%

No.	Ordre du jour	Board	Ethos	Résultat
1	Opening of the Meeting	SANS VOTE	SANS VOTE	
2	Election of the chairman of the Meeting	POUR	POUR	✓
3	Preparation and approval of the voting register	SANS VOTE	SANS VOTE	
4	Approval of the agenda	POUR	POUR	✓
5	Election of persons to verify the minutes of the Meeting	SANS VOTE	SANS VOTE	
6	Determination whether the Meeting has been duly convened	POUR	POUR	✓
7	Presentation of the (consolidated) annual report and the (consolidated) auditor's report	SANS VOTE	SANS VOTE	
8	Report on the work of the board of directors and its committees	SANS VOTE	SANS VOTE	
9	Presentation by the CEO	SANS VOTE	SANS VOTE	
10	Adoption of the financial statements	POUR	POUR	✓
11	Approve allocation of income and dividend	POUR	POUR	✓
12	Resolution on the discharge of the members of the board of directors and the CEO from liability:	POUR	POUR	✓
13.a	Resolution on the number of Board members and deputy members	POUR	POUR	✓
13.b	Resolution on the number of auditors and deputy auditors	POUR	POUR	✓
14.a	Approve directors' fees	POUR	POUR	✓
14.b	Approve auditors' fees	POUR	POUR	✓
15	Election of the Board of directors			
15.a	re-election of Carl Bennet	POUR	● CONTRE	Concerns over the director's time commitments. ✓
15.b	re-election of Johan Bygge	POUR	● CONTRE	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	POUR	● CONTRE	Non independent director (board membership exceeding time limit for independence). The board is not sufficiently independent. ✓
15.d	re-election of Barbro Fridén	POUR	POUR	✓
15.e	re-election of Dan Frohm	POUR	POUR	✓

No.	Ordre du jour	Board	Ethos	Résultat	
15.f	re-election of Johan Malmquist	POUR	● CONTRE	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	POUR	POUR		✓
15.h	re-election of Malin Persson	POUR	POUR		✓
15.i	re-election of Kristian Samuelsson	POUR	● CONTRE	Non independent director (various reasons). The board is not sufficiently independent.	✓
15.j	re-election of Johan Malmquist as Chairman of the Board	POUR	● CONTRE	Non independent director (former executive). The board is not sufficiently independent.	✓
16	Election of auditor(s)	POUR	POUR		✓
17	Approve remuneration report	POUR	● CONTRE	The pay-for-performance connection is not demonstrated. Excessive total remuneration.	✓
18	Approve executive remuneration guidelines	POUR	● CONTRE	Some important elements of best practice are missing from the structure of the executive remuneration.	✓
19	Closing of the Meeting	SANS VOTE	SANS VOTE		

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1a.	Re-elect Dr. Jacqueline K. Barton	POUR	POUR		✓ 98.6%
1b.	Re-elect Dr. Jefferey A. Bluestone	POUR	POUR		✓ 98.8%
1c.	Re-elect Dr. med. Sandra J. Horning	POUR	POUR		✓ 97.5%
1d.	Re-elect Ms. Kelly A. Kramer	POUR	POUR		✓ 98.0%
1e.	Re-elect Mr. Kevin E. Lofton	POUR	POUR		✓ 94.1%
1f.	Re-elect Mr. Harish Manwani	POUR	● CONTRE	Concerns over the director's time commitments.	✓ 96.5%
1g.	Re-elect Mr. Daniel O'Day	POUR	● CONTRE	Combined chairman and CEO.	✓ 91.5%
1h.	Re-elect Mr. Javier J. Rodriguez	POUR	POUR		✓ 98.5%
1i.	Re-elect Mr. Anthony Welters	POUR	POUR		✓ 95.8%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 94.3%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 92.0%
4.	To approve the 2022 Equity Incentive Plan	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines.	✓ 90.8%
5.	Shareholder resolution: Independent chairman	CONTRE	● POUR	An independent chairman can ensure independent oversight of management.	✗ 40.3%
6.	Shareholder resolution: Employee representation on board of directors	CONTRE	● POUR	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	CONTRE	● POUR	The proposed threshold would enhance the right of shareholders to call a special meeting.	✓ 56.7%
8.	Shareholder resolution: Disclose lobbying contributions	CONTRE	● POUR	Enhanced disclosure on lobbying expenses.	✗ 49.9%
9.	Shareholder resolution: Report on Board Oversight of Risks Related to Anticompetitive Practices	CONTRE	● POUR	Enhanced disclosure on risks related to anticompetitive practices.	✗ 39.3%

No.	Ordre du jour	Board	Ethos	Résultat
1	Approve the annual report and financial statements	POUR	POUR	✓ 100.0%
2	Elections of directors			
2.a	Elect Ms. Diana Ferreira Cesar	POUR	● CONTRE	Executive director. The board is not sufficiently independent. ✓ 98.2%
2.b	Elect Ms. Cordelia Chung	POUR	POUR	✓ 100.0%
2.c	Elect Mr. Clement Kwok King Man	POUR	POUR	✓ 99.8%
2.d	Elect Mr. David Liao Yi Chien	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 97.7%
2.e	Elect Mr. Xiao Bin Wang	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 97.8%
3	Election of the auditor and fix their remuneration	POUR	POUR	✓ 99.7%
4	Approve share buyback	POUR	POUR	✓ 99.9%
5	Approve issuance of additional shares	POUR	POUR	✓ 86.5%
6	Amend Articles of Association	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Opening of the Meeting	SANS VOTE	SANS VOTE	
2.	Election of the chairman of the Meeting	POUR	POUR	✓
3.1.	Election of Jan Andersson to verify the minutes of the Meeting	POUR	POUR	✓
3.2.	Election of Erik Durhan to verify the minutes of the Meeting	POUR	POUR	✓
4.	Preparation and approval of the voting register	POUR	POUR	✓
5.	Approval of the agenda	POUR	POUR	✓
6.	Determination whether the Meeting has been duly convened	POUR	POUR	✓
7.	Presentation of the (consolidated) annual report and the (consolidated) auditor's report	SANS VOTE	SANS VOTE	
8.	Address by the company CEO	SANS VOTE	SANS VOTE	
9a.	Adoption of the financial statements	POUR	POUR	✓
9b.	Approve allocation of income and dividend	POUR	POUR	✓
9c (i).	Discharge of Karl-Johan Persson	POUR	POUR	✓
9c (ii).	Discharge of Stina Bergfors	POUR	POUR	✓
9c (iii).	Discharge of Anders Dahlvig	POUR	POUR	✓
9c (iv).	Discharge of Danica Kragic Jensfelt	POUR	POUR	✓
9c (v).	Discharge of Lena Patriksson Keller	POUR	POUR	✓
9c (vi).	Discharge of Christian Sievert	POUR	POUR	✓
9c (vii).	Discharge of Erica Wiking Häger	POUR	POUR	✓
9c (viii).	Discharge of Niklas Zennström	POUR	POUR	✓
9c (ix).	Discharge of Ingrid Godin	POUR	POUR	✓
9c (x).	Discharge of Tim Gahnström	POUR	POUR	✓
9c (xi).	Discharge of Helena Isberg	POUR	POUR	✓
9c (xii).	Discharge of Louise Wikholm	POUR	POUR	✓
9c (xiii).	Discharge of Margareta Welinder	POUR	POUR	✓
9c (xiv).	Discharge of Hampus Glanzelius	POUR	POUR	✓
9c (xv).	Discharge of the company CEO	POUR	POUR	✓
10.1.	Resolution on the number of shareholder-elected members of the board of directors to be appointed	POUR	POUR	✓
10.2.	Resolution on the number of auditors to be appointed	POUR	POUR	✓
11.1.	Approve directors' fees	POUR	POUR	✓
11.2.	Approve auditors' fees	POUR	POUR	✓

No.	Ordre du jour	Board	Ethos		Résultat
12.	Composition of the board of directors				
12.1.	Election of Stina Bergfors	POUR	POUR		✓
12.2.	Election of Anders Dahlvig	POUR	● CONTRE	Non independent director (board membership exceeding time limit for independence). The board is not sufficiently independent.	✓
12.3.	Election of Danica Kragic Jensfelt	POUR	POUR		✓
12.4.	Election of Lena Patriksson Keller	POUR	● CONTRE	Non independent director (business connections with the company). The board is not sufficiently independent.	✓
12.5.	Election of Karl-Johan Persson	POUR	POUR		✓
12.6.	Election of Christian Sievert	POUR	● CONTRE	Non-independent chairman of the audit committee. The independence of this committee is insufficient.	✓
12.7.	Election of Erica Wiking Häger	POUR	● CONTRE	Non independent director (business connections with the company). The board is not sufficiently independent.	✓
12.8.	Election of Niklas Zennström	POUR	POUR		✓
12.9.	Election of the Chairman of the board	POUR	POUR		✓
13.	Election of auditor	POUR	POUR		✓
14.	Resolution on the nomination committee	POUR	● CONTRE	The board of directors is not sufficiently independent.	✓
15.	Approve remuneration report	POUR	POUR		✓
16.	Authorisation to repurchase own shares	POUR	POUR		✓
17.	Amendment of Article 13 of the Articles of Association	POUR	POUR		✓
18.	Shareholder proposal: To co-finance a pilot plant to produce textiles made from forest resources and recycled materials	PAS DE RECOMMA ND.	● CONTRE	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	PAS DE RECOMMA ND.	● POUR	The proposal aims at improving the rights of supply chain workers.	✗
20.	Shareholder proposal: Reporting of sustainably sourced and organically produced cotton etc. respectively	PAS DE RECOMMA ND.	● POUR	Enhanced disclosure on environmental issues.	✗
21.	Shareholder proposal: Reporting on how H&M prevents indirect purchasing of goods and use of forced labour etc.	PAS DE RECOMMA ND.	● POUR	Enhanced disclosure on human rights.	✗
22.	Closing of the Meeting	SANS VOTE	SANS VOTE		

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

No.	Ordre du jour	Board	Ethos		Résultat
1	1) To approve the parent company's financial statements; 2) To approve specific luxury or non-deductible expenses	POUR	POUR		✓ 99.9%
2	To approve the consolidated financial statements	POUR	POUR		✓ 99.9%
3	Discharge of the Executif Management Board	POUR	POUR		✓ 99.4%
4	To approve the allocation of income and the dividend payment	POUR	POUR		✓ 99.9%
5	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	POUR		✓ 93.4%
6	To approve a treasury share buy-back and disposal programme	POUR	● CONTRE	Authorisation that can be used as an anti-takeover protection without shareholder approval.	✓ 94.6%
7	To approve the remuneration report	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	POUR		✓ 100.0%
11	To approve the Co-CEOs' new remuneration policy	POUR	● CONTRE	No individual caps are disclosed.	✓ 92.3%
12	To approve the non-executives new remuneration policy	POUR	POUR		✓ 100.0%
Board main features					
13	Re-election of Charles-Eric Bauer as a member of the Supervisory Board for 3 years	POUR	● CONTRE	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	POUR	POUR		✓ 94.7%
15	Re-election of Julie Guerrand as a member of the Supervisory Board for 3 years	POUR	● CONTRE	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%

No.	Ordre du jour	Board	Ethos		Résultat
16	Re-election of Dominique Sénéquier as a member of the Supervisory Board for 3 years	POUR	● CONTRE	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	POUR	POUR		✓ 99.8%
18	To authorise new option plans (existing shares)	POUR	● CONTRE	Potential excessive awards.	✓ 92.3%
19	To authorise the Board to issue restricted shares for employees and/or executive directors	POUR	● CONTRE	Potential excessive awards.	✓ 93.5%
20	Delegation of powers for the completion of formalities	POUR	POUR		✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Elections of directors			
1.1	Re-elect Mr. Daniel Ammann	POUR	POUR	✓ 99.5%
1.2	Re-elect Ms. Pamela L. Carter	POUR	POUR	✓ 96.5%
1.3	Re-elect Ms. Jean M. Hobby	POUR	POUR	✓ 99.6%
1.4	Re-elect Mr. George R. Kurtz	POUR	POUR	✓ 99.5%
1.5	Re-elect Mr. Raymond J. Lane	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines. ✓ 89.1%
1.6	Re-elect Ms. Ann M. Livermore	POUR	POUR	✓ 97.3%
1.7	Re-elect Mr. Antonio F. Neri	POUR	POUR	✓ 99.5%
1.8	Re-elect Mr. Charles H. Noski	POUR	POUR	✓ 99.5%
1.9	Re-elect Mr. Raymond E. Ozzie	POUR	POUR	✓ 99.5%
1.10	Re-elect Mr. Gary M. Reiner	POUR	POUR	✓ 97.9%
1.11	Re-elect Ms. Patricia F. Russo	POUR	POUR	✓ 93.6%
2	Election of the auditor	POUR	POUR	✓ 99.1%
3	To approve the adoption of the 2021 Stock Incentive Plan	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines. ✓ 96.9%
4	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 90.0%
5	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	● POUR	The proposed threshold would enhance the right of shareholders to call a special meeting. ✗ 49.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Gerard J. Arpey	POUR	POUR	✓ 97.3%
1b.	Re-elect Mr. Ari Bousbib	POUR	POUR	✓ 96.2%
1c.	Re-elect Mr. Jeffery H. Boyd	POUR	POUR	✓ 94.6%
1d.	Re-elect Mr. Gregory D. Brenneman	POUR	● CONTRE	✓ 91.9% The director has been sitting on the board for over 20 years, which exceeds guidelines.
1e.	Re-elect Mr. J. Frank Brown	POUR	POUR	✓ 96.8%
1f.	Re-elect Mr. Albert P. Carey	POUR	POUR	✓ 85.2%
1g.	Elect Mr. Edward P. Decker	POUR	POUR	✓ 99.4%
1h.	Re-elect Ms. Linda R. Gooden	POUR	POUR	✓ 99.0%
1i.	Re-elect Mr. Wayne M. Hewett	POUR	POUR	✓ 99.0%
1j.	Re-elect Mr. Manuel Kadre	POUR	● CONTRE	✓ 98.4% Concerns over the director's time commitments.
1k.	Re-elect Ms. Stephanie C. Linnartz	POUR	POUR	✓ 97.8%
1l.	Re-elect Mr. Craig A. Menear	POUR	POUR	✓ 97.3%
1m.	Elect Ms. Paula Santilli	POUR	POUR	✓ 99.6%
1n.	Elect Ms. Caryn Seidman-Becker	POUR	● CONTRE	✓ 98.4% Concerns over the director's time commitments.
2.	Re-election of the auditor	POUR	● CONTRE	✓ 94.8% The auditor's long tenure raises independence concerns.
3.	Advisory vote on executive remuneration	POUR	● CONTRE	✓ 95.0% Excessive variable remuneration and only 50% of the LTI award depends on forward looking performance objectives tested over a 3-year period.
4.	To approve the adoption of the Omnibus Plan	POUR	● CONTRE	✓ 96.1% Potential excessive awards.
5.	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	● POUR	✗ 38.4% The proposed threshold would enhance the right of shareholders to call a special meeting.
6.	Shareholder resolution: Independent chairman	CONTRE	CONTRE	✗ 23.9%
7.	Shareholder resolution: Disclose political contributions	CONTRE	● POUR	✗ 42.6% Enhanced disclosure on political donations.
8.	Shareholder resolution: Report on Steps to Improve Gender and Racial Equity on the Board	CONTRE	● POUR	✗ 13.6% Enhanced disclosure on gender equality and ethnic diversity.
9.	Shareholder resolution: Report on Efforts to Eliminate Deforestation in Supply Chain	CONTRE	● POUR	✓ 64.7% Enhanced disclosure on environmental issues.
10.	Shareholder resolution: Racial Equity Audit Report	CONTRE	● POUR	✓ 62.8% Enhanced disclosure on ethnic diversity.

No.	Ordre du jour	Board	Ethos	Résultat
1	Election of Directors			
1.1	Re-elect Mr. Seiji Kuraishi	POUR	POUR	✓ 91.4%
1.2	Re-elect Mr. Toshihiro Mibe	POUR	POUR	✓ 94.1%
1.3	Re-elect Mr. Kohei Takeuchi	POUR	POUR	✓ 94.0%
1.4	Elect Mr. Shinji Aoyama	POUR	POUR	✓ 96.5%
1.5	Re-elect Ms. Asako Suzuki	POUR	POUR	✓ 94.5%
1.6	Re-elect Mr. Masafumi Suzuki	POUR	POUR	✓ 94.3%
1.7	Re-elect Mr. Kunihiko Sakai	POUR	POUR	✓ 98.1%
1.8	Re-elect Mr. Fumiya Kokubu	POUR	POUR	✓ 93.5%
1.9	Re-elect Mr. Yoichiro Ogawa	POUR	POUR	✓ 99.1%
1.10	Re-elect Mr. Kazuhiro Higashi	POUR	POUR	✓ 98.0%
1.11	Re-elect Ms. Ryoko Nagata	POUR	POUR	✓ 99.1%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Ms. Aida M. Alvarez	POUR	POUR	✓ 96.8%
1b.	Re-elect Mr. Shumeet Banerji	POUR	POUR	✓ 95.5%
1c.	Re-elect Mr. Robert R. Bennett	POUR	POUR	✓ 97.2%
1d.	Re-elect Mr. Charles V. Bergh	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 92.9%
1e.	Elect Mr. Bruce D. Broussard	POUR	POUR	✓ 99.6%
1f.	Re-elect Ms. Stacy Brown-Philpot	POUR	POUR	✓ 97.2%
1g.	Re-elect Ms. Stephanie A. Burns	POUR	POUR	✓ 95.9%
1h.	Re-elect Ms. Mary Anne Citrino	POUR	POUR	✓ 97.7%
1i.	Re-elect Mr. Richard L. Clemmer	POUR	POUR	✓ 97.7%
1j.	Re-elect Mr. Enrique Lores	POUR	POUR	✓ 98.1%
1k.	Re-elect Ms. Judith Miscik	POUR	POUR	✓ 98.9%
1l.	Elect Ms. Kim K.W. Rucker	POUR	POUR	✓ 98.7%
1m.	Re-elect Mr. Subra Suresh	POUR	POUR	✓ 97.7%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 93.2%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 91.6%
4.	To approve the Third Amended and Restated HP 2004 Stock Incentive Plan	POUR	● CONTRE	Potential excessive awards. ✓ 91.5%
5.	Shareholder resolution: Reduce Ownership Threshold for Special Shareholder Meetings to 10%	CONTRE	● POUR	The proposed threshold would enhance the right of shareholders to call a special meeting. ✗ 39.1%

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1a.	Re-elect Mr. Thomas Buberl	POUR	● CONTRE	Concerns over the director's time commitments.	✓ 96.4%
1b.	Re-elect Mr. David N. Farr	POUR	POUR		✓ 97.7%
1c.	Re-elect Mr. Alex Gorsky	POUR	● CONTRE	Concerns over the director's time commitments.	✓ 91.2%
1d.	Re-elect Prof. Michelle J. Howard	POUR	POUR		✓ 98.3%
1e.	Re-elect Dr. Arvind Krishna	POUR	● CONTRE	Combined chairman and CEO.	✓ 93.3%
1f.	Re-elect Mr. Andrew N. Liveris	POUR	● CONTRE	Chairman of the nomination committee. The representation of women on the board is insufficient.	✓ 66.0%
				Concerns over the director's time commitments.	
1g.	Re-elect Mr. Frederick William McNabb III	POUR	POUR		✓ 98.2%
1h.	Re-elect Ms. Martha E. Pollack	POUR	POUR		✓ 98.2%
1i.	Re-elect Mr. Joseph R. Swedish	POUR	POUR		✓ 97.9%
1j.	Re-elect Mr. Peter R. Voser	POUR	POUR		✓ 97.7%
1k.	Re-elect Mr. Frederick H. Waddell	POUR	POUR		✓ 96.5%
1l.	Elect Mr. Alfred W. Zollar	POUR	POUR		✓ 97.3%
2.	Election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 95.2%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 89.6%
4.	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	● POUR	The proposed threshold (10%) would enhance the right of shareholders to call a special meeting.	✗ 35.5%
5.	Shareholder resolution: Independent chairman	CONTRE	● POUR	An independent chairman can ensure independent oversight of management.	✗ 39.8%
6.	Shareholder resolution: Report on Concealment Clauses	CONTRE	● POUR	This report would demonstrate to shareholders how the the risks associated with the use of concealment clauses are addressed.	✓ 64.7%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Opening of the Meeting	SANS VOTE	SANS VOTE	
2a.	Report of the executive - and supervisory board of the past financial year	SANS VOTE	SANS VOTE	
2b.	Report on corporate governance	SANS VOTE	SANS VOTE	
2c.	Approve remuneration report	POUR	● CONTRE	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	SANS VOTE	SANS VOTE	
3b.	Adoption of the financial statements	POUR	POUR	✓ 99.9%
3c.	Explanation of the policy on reserves and dividends	SANS VOTE	SANS VOTE	
3d.	Approve allocation of income	POUR	POUR	✓ 99.8%
4a.	Discharge of executive board	POUR	POUR	✓ 99.0%
4b.	Discharge of supervisory board	POUR	POUR	✓ 99.0%
5a.	Election of Piet van der Slikke to the executive board	POUR	POUR	✓ 99.9%
5b.	Election of Hans Kooijmans to the executive board	POUR	POUR	✓ 99.9%
5c.	Election of Marcus Jordan to the executive board	POUR	POUR	✓ 99.9%
6.	Composition of the supervisory board			
6a.	Election of Stephan Nanninga	POUR	POUR	✓ 96.6%
6b.	Election of Willem Eelman	POUR	POUR	✓ 99.6%
6c.	Approve remuneration of the supervisory board	POUR	POUR	✓ 99.6%
7.	Election of auditor	POUR	POUR	✓ 99.9%
8a.	Authorisation to issue shares	POUR	POUR	✓ 99.6%
8b.	Authorisation to restrict or exclude pre-emptive rights	POUR	POUR	✓ 99.5%
9.	Authorisation to repurchase own shares	POUR	POUR	✓ 99.9%
10.	Closing of the Meeting	SANS VOTE	SANS VOTE	

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Patrick P. Gelsinger	POUR	POUR	✓ 99.5%
1b.	Re-elect Mr. James J. Goetz	POUR	POUR	✓ 98.7%
1c.	Elect Dr. Andrea J. Goldsmith	POUR	POUR	✓ 99.4%
1d.	Re-elect Ms. Alyssa H. Henry	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 50.4%
1e.	Re-elect Dr. Omar Ishrak	POUR	POUR	✓ 69.9%
1f.	Re-elect Dr. Risa Lavizzo-Mourey	POUR	POUR	✓ 74.3%
1g.	Re-elect Dr. Tsu-Jae King Liu	POUR	POUR	✓ 99.0%
1h.	Re-elect Mr. Gregory D. Smith	POUR	POUR	✓ 98.7%
1i.	Re-elect Mr. Dion J. Weisler	POUR	POUR	✓ 71.5%
1j.	Re-elect Mr. Frank D. Yeary	POUR	POUR	✓ 95.6%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 94.6%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	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	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines. The non-executive directors receive options. ✓ 73.2%
5.	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	● POUR	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	CONTRE	● POUR	The proposal would help the company to prevent discrimination. ✗ 16.7%














No.	Ordre du jour	Board	Ethos	Résultat
1.	Election of the chairman of the Meeting	POUR	POUR	✓
2.	Preparation and approval of the voting register	POUR	POUR	✓
3.	Approval of the agenda	POUR	POUR	✓
4.	Election of persons to verify the minutes of the Meeting	POUR	POUR	✓
5.	Determination whether the Meeting has been duly convened	POUR	POUR	✓
6.	Presentation of the (consolidated) annual report and the (consolidated) auditor's report	SANS VOTE	SANS VOTE	
7.	Address by the company CEO	SANS VOTE	SANS VOTE	
8.	Adoption of the financial statements	POUR	POUR	✓
9.	Approve remuneration report	POUR	● CONTRE	The pay-for-performance connection is not demonstrated.
10a.	Discharge of Gunnar Brock	POUR	POUR	✓
10b.	Discharge of Johan Forssell	POUR	POUR	✓
10c.	Discharge of Magdalena Gerger	POUR	POUR	✓
10d.	Discharge of Tom Johnstone	POUR	POUR	✓
10e.	Discharge of Isabelle Kocher	POUR	POUR	✓
10f.	Discharge of Sara Mazur	POUR	POUR	✓
10g.	Discharge of Sven Nyman	POUR	POUR	✓
10h.	Discharge of Grace Reksten Skaugen	POUR	POUR	✓
10i.	Discharge of Hans Stråberg	POUR	POUR	✓
10j.	Discharge of Jacob Wallenberg	POUR	POUR	✓
10k.	Discharge of Marcus Wallenberg	POUR	POUR	✓
11.	Approve allocation of income and dividend	POUR	POUR	✓
12a.	Resolution on the number of shareholder-elected members of the board of directors to be appointed	POUR	POUR	✓
12b.	Resolution on the number of auditors to be appointed	POUR	POUR	✓
13a.	Approve directors' fees	POUR	POUR	✓
13b.	Approve auditors' fees	POUR	POUR	✓
14.	Composition of the board of directors			
14a.	Election of Gunnar Brock	POUR	● CONTRE	Non independent director (board membership exceeding time limit for independence). The board is not sufficiently independent.
14b.	Election of Johan Forssell	POUR	POUR	✓

No.	Ordre du jour	Board	Ethos		Résultat
14c.	Election of Magdalena Gerger	POUR	POUR		✓
14d.	Election of Tom Johnstone	POUR	● CONTRE	Concerns over the director's time commitments.	✓
14e.	Election of Isabelle Kocher	POUR	POUR		✓
14f.	Election of Sven Nyman	POUR	POUR		✓
14g.	Election of Grace Reksten Skaugen	POUR	● CONTRE	Non-independent chairman of the audit committee. The independence of this committee is insufficient.	✓
14h.	Election of Hans Stråberg	POUR	● CONTRE	Concerns over the director's time commitments.	✓
14i.	Election of Jacob Wallenberg	POUR	● CONTRE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.	✓
14j.	Election of Marcus Wallenberg	POUR	● CONTRE	Concerns over the director's time commitments.	✓
14k.	Election of Sara Öhrvall	POUR	POUR		✓
15.	Election of the Chairman of the board	POUR	● CONTRE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.	✓
16.	Election of auditor	POUR	POUR		✓
17a.	Approve share-related incentive plan for employees in Investor AB	POUR	● CONTRE	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	POUR	● CONTRE	An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓
18a.	Authorisation to repurchase own shares	POUR	POUR		✓
18b.	Transfer of own shares in connection with the share-related incentive plan 2022	POUR	● CONTRE	An important part of the variable remuneration is not subject to challenging long-term performance conditions.	✓

No.	Ordre du jour	Board	Ethos	Résultat
1	Dividend Allocation	POUR	POUR	✓ 99.0%
2	Amend Articles of Association: Electronic documentation and virtual meetings	POUR	POUR	✓ 97.7%
3	Election of Directors			
3.1	Re-elect Mr. Masahiro Okafuji	POUR	● CONTRE	Combined chairman and CEO. ✓ 96.7%
3.2	Re-elect Mr. Keita Ishii	POUR	● CONTRE	Executive director sitting on the remuneration committee, which is not best practice. ✓ 97.9%
3.3	Re-elect Mr. Fumihiko Kobayashi	POUR	● CONTRE	Executive director sitting on the remuneration committee, which is not best practice. ✓ 98.0%
3.4	Re-elect Mr. Tsuyoshi Hachimura	POUR	POUR	✓ 98.0%
3.5	Elect Mr. Hiroyuki Tsubai	POUR	POUR	✓ 98.3%
3.6	Elect Mr. Hiroyuki Naka	POUR	POUR	✓ 98.3%
3.7	Re-elect Ms. Atsuko Muraki	POUR	POUR	✓ 99.2%
3.8	Re-elect Prof. Dr. Masatoshi Kawana	POUR	POUR	✓ 99.2%
3.9	Re-elect Ms. Makiko Nakamori	POUR	POUR	✓ 99.2%
3.10	Re-elect Mr. Kunio Ishizuka	POUR	POUR	✓ 99.3%
4	Elect Ms. Mitsuru Chino as a Corporate Auditor	POUR	POUR	✓ 97.6%
5	Approve maximum amounts for base remuneration and cash bonus for board of directors	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines. ✓ 99.4%
6	Approve remuneration for corporate auditors	POUR	POUR	✓ 99.4%

No.	Ordre du jour	Board	Ethos	Résultat
	New item 6. Shareholder resolution on the remuneration of the remuneration committee. Ethos recommends to OPPOSE.			
1	Approval of the financial statements	POUR	POUR	✓ 96.6%
2	Application of results	POUR	POUR	✓ 99.8%
3	Discharge of the Board	POUR	POUR	✓ 99.9%
4	Election of the Governing Bodies for 2022-2024	POUR	POUR	✓ 80.5%
5	Election of the members of the Remuneration Committee for 2022-2024	POUR	● CONTRE	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	PAS DE RECOMMA ND.	● CONTRE	The information provided is insufficient. ✓ 99.9%

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1a.	Re-elect Mr. Roderick (Rod) D. Gillum	POUR	POUR		✓ 99.4%
1b.	Re-elect Ms. Mary Laschinger	POUR	POUR		✓ 94.8%
1c.	Re-elect Ms. Erica Mann	POUR	POUR		✓ 99.0%
1d.	Re-elect Ms. Carolyn Tastad	POUR	POUR		✓ 97.5%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 96.5%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 95.4%
4.	To approve the adoption of the 2022 Long-Term Incentive Plan	POUR	● CONTRE	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	CONTRE	● POUR	The proposal aims at improving the remuneration policy.	✗ 7.7%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1A.	Re-elect Mr. Robert Gamgort	POUR	● CONTRE	Combined chairman and CEO.  98.3%
1B.	Elect Mr. Michael Call	POUR	POUR	 99.8%
1C.	Re-elect Mr. Olivier Goudet	POUR	POUR	 96.2%
1D.	Re-elect Dr. Peter Harf	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines.  97.7%
1E.	Re-elect Ms. Juliette Hickman	POUR	POUR	 99.7%
1F.	Re-elect Mr. Paul S. Michaels	POUR	POUR	 98.0%
1G.	Re-elect Ms. Pamela H. Patsley	POUR	POUR	 98.3%
1H.	Re-elect Ms. Lubomira Rochet	POUR	POUR	 97.7%
1I.	Re-elect Ms. Debra A. Sandler	POUR	POUR	 98.9%
1J.	Re-elect Mr. Robert Singer	POUR	POUR	 99.7%
1K.	Re-elect Mr. Larry D. Young	POUR	● CONTRE	Non independent director (former executive). The board is not sufficiently independent.  97.4%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	The variable remuneration is based on continued employment only.  93.6% Concerns over the excessive sign-on bonus granted to the new CEO.
3.	Re-election of the auditor	POUR	POUR	 99.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Annual Report and Accounts for the year ended 31 January 2022	POUR	POUR	✓ 100.0%
2	Advisory vote on Directors' Remuneration report	POUR	● CONTRE	✓ 96.4% An important part of the variable remuneration is based on continued employment only.
3	Binding vote on Directors' Remuneration policy	POUR	● CONTRE	✓ 93.1% The potential variable remuneration exceeds our guidelines.
4	Kingfisher Performance Share Plan	POUR	POUR	✓ 99.2%
5	Declare a final dividend	POUR	POUR	✓ 100.0%
Elections to the Board of Directors				
6	Elect Mr. William Lennie	POUR	POUR	✓ 99.8%
7	Re-elect Ms. Claudia Arney	POUR	POUR	✓ 87.6%
8	Re-elect Mr. Bernard Bot	POUR	POUR	✓ 99.2%
9	Re-elect Ms. Catherine Bradley	POUR	POUR	✓ 86.3%
10	Re-elect Mr. Jeff Carr	POUR	POUR	✓ 98.0%
11	Re-elect Mr. Andrew Cosslett	POUR	POUR	✓ 96.0%
12	Re-elect Mr. Thierry Garnier	POUR	POUR	✓ 99.8%
13	Re-elect Ms. Sophie Gasperment	POUR	POUR	✓ 86.5%
14	Re-elect Ms. Rakhi Goss-Custard	POUR	POUR	✓ 86.5%
15	Re-appoint Deloitte as auditor	POUR	POUR	✓ 98.9%
16	Auditor's remuneration	POUR	POUR	✓ 99.4%
17	Political donations and political expenditure	POUR	POUR	✓ 99.4%
18	Directors' authority to allot shares	POUR	POUR	✓ 84.3%
19	Disapplication of pre-emption rights on the issue of shares for cash	POUR	POUR	✓ 89.4%
20	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	POUR	POUR	✓ 88.8%
21	Purchase of own shares	POUR	POUR	✓ 99.6%
22	Authority to call general meetings on short notice	POUR	● CONTRE	✓ 95.3% 14-days is insufficient for shareholders to vote in an informed manner.

No.	Ordre du jour	Board	Ethos	Résultat
1	Annual Report and Accounts for the year ended 31 December 2021	POUR	POUR	✓ 99.3%
2	Declare a final dividend	POUR	POUR	✓ 99.0%
3	Elections to the Board of Directors			
3(a)	Re-elect Mr. Jost Massenberg	POUR	POUR	✓ 76.1%
3(b)	Re-elect Mr. Gene M. Murtagh	POUR	POUR	✓ 94.4%
3(c)	Re-elect Mr. Geoff Doherty	POUR	● CONTRE	Executive director. The board is not sufficiently independent. ✓ 95.8%
3(d)	Re-elect Mr. Russell Shiels	POUR	● CONTRE	Executive director. The board is not sufficiently independent. ✓ 95.3%
3(e)	Re-elect Mr. Gilbert McCarthy	POUR	● CONTRE	Executive director. The board is not sufficiently independent. ✓ 95.8%
3(f)	Re-elect Ms. Linda Hickey	POUR	● CONTRE	Non independent lead director, which is not best practice. ✓ 85.3%
3(g)	Re-elect Mr. Michael Cawley	POUR	POUR	✓ 97.3%
3(h)	Re-elect Mr. John Cronin	POUR	POUR	✓ 86.0%
3(i)	Re-elect Ms. Anne Heraty	POUR	POUR	✓ 99.4%
3(j)	Elect Ms. Éimear Moloney	POUR	POUR	✓ 99.6%
3(k)	Elect Mr. Paul Murtagh	POUR	● CONTRE	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	POUR	POUR	✓ 99.6%
5	Planet Passionate Report	POUR	POUR	✓ 96.1%
6	Binding vote on Directors' Remuneration policy	POUR	POUR	✓ 79.9%
7	Advisory vote on Directors' Remuneration report	POUR	POUR	✓ 97.3%
8	Directors' authority to allot shares	POUR	POUR	✓ 98.1%
9	Disapplication of pre-emption rights on the issue of shares for cash	POUR	POUR	✓ 99.3%
10	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	POUR	POUR	✓ 99.0%
11	Purchase of own shares	POUR	● CONTRE	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	POUR	POUR	✓ 100.0%
13	Authority to call general meetings on short notice	POUR	● CONTRE	14-days is insufficient for shareholders to vote in an informed manner. ✓ 94.1%

No.	Ordre du jour	Board	Ethos	Résultat
14	Amend the Kingspan Group plc 2017 Performance Share Plan	POUR	POUR	✓ 80.1%

No.	Ordre du jour	Board	Ethos	Résultat
1	Receive the Annual Report	SANS VOTE	SANS VOTE	
2	Approve the Dividend	POUR	POUR	✓ 100.0%
3	Approve Discharge of Management Board	POUR	POUR	✓ 96.3%
4	Approve Discharge of Supervisory Board	POUR	POUR	✓ 91.1%
5	Appoint the Auditors	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 95.7%
6	Approve Remuneration Report	POUR	● CONTRE	The information provided is insufficient. ✓ 66.2%
Board main features				
7a	Elections to the Supervisory Board: Birgit A. Behrendt	POUR	POUR	✓ 81.4%
7b	Elections to the Supervisory Board: Dr. Alexander Dibelius	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 72.6%
7c	Elections to the Supervisory Board: Dr. Michael Macht	POUR	● CONTRE	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	POUR	● CONTRE	Concerns over the director's attendance rate, which was below 75% during the year under review. ✓ 74.3%

No.	Ordre du jour	Board	Ethos	Résultat
1	To approve the parent company's financial statements	POUR	POUR	✓ 99.9%
2	To approve the consolidated financial statements	POUR	POUR	✓ 99.9%
3	To approve the allocation of income	POUR	POUR	✓ 99.7%
4	To approve the dividend payment	POUR	POUR	✓ 99.7%
5	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	POUR	✓ 100.0%
Board main features				
6	Re-election of Rose-Marie Van Lerberghe as a member of the Supervisory Board for 3 years	POUR	● CONTRE	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	POUR	POUR	✓ 99.7%
8	To re-elect Deloitte & Associés as auditor for 6 years	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 96.5%
9	To re-elect Ernst & Young Audit as auditor for 6 years	POUR	POUR	✓ 99.8%
10	To approve the non-executive Chairman new remuneration policy	POUR	POUR	✓ 99.8%
11	To approve the CEO new remuneration policy	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines. ✓ 96.7%
12	To approve the Members of the Management Board's new remuneration policy	POUR	● CONTRE	Potential excessive awards. ✓ 96.5%
13	To approve the remuneration report	POUR	POUR	✓ 98.5%
14	Ex-post binding "Say on Pay" vote on the individual remuneration of the chairman of the Supervisory board	POUR	POUR	✓ 100.0%
15	Ex-post binding "Say on Pay" vote on the individual remuneration of the CEO	POUR	POUR	✓ 95.5%
16	Ex-post binding "Say on Pay" vote on the individual remuneration of the CFO, Member of the Management Board	POUR	POUR	✓ 95.5%
17	Ex-post binding "Say on Pay" vote on the individual remuneration of the COO, Member of the Management Board	POUR	POUR	✓ 96.9%
18	To approve a treasury share buy-back and disposal programme	POUR	POUR	✓ 99.5%

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No.	Ordre du jour	Board	Ethos	Résultat
19	To authorise a potential reduction in the company's share capital	POUR	POUR	✓ 99.9%
20	To authorise the Board to issue restricted shares for employees and/or executive directors	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines. ✓ 98.6%
21	Delegation of powers for the completion of formalities	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Opening of the Meeting	SANS VOTE	SANS VOTE	
2a.	Explanation of the policy on reserves and dividends	SANS VOTE	SANS VOTE	
2b.	Adoption of the financial statements	POUR	POUR	✓ 100.0%
2c.	Approve allocation of income	POUR	POUR	✓ 100.0%
2d.	Approve remuneration report	POUR	● CONTRE	✗ 20.6% Excessive discretion of the remuneration committee in determining the performance criteria.
2e.	Discharge of executive board	POUR	POUR	✓ 93.5%
2f.	Discharge of supervisory board	POUR	POUR	✓ 96.3%
3.	Composition of the supervisory board			
3a.	Election of Paul Stoffels	POUR	POUR	✓ 90.7%
3b.	Election of Marc Harrison	POUR	POUR	✓ 99.0%
3c.	Election of Herna Verhagen	POUR	● CONTRE	✓ 77.2% Concerns over the director's time commitments.
3d.	Election of Sanjay Poonen	POUR	POUR	✓ 98.9%
4.	Election of auditor	POUR	POUR	✓ 100.0%
5a.	Authorisation to issue shares	POUR	POUR	✓ 98.8%
5b.	Authorisation to restrict or exclude pre-emptive rights	POUR	POUR	✓ 97.5%
6.	Authorisation to repurchase own shares	POUR	POUR	✓ 97.5%
7.	Reduce share capital via cancellation of shares	POUR	POUR	✓ 99.9%
8.	Any other business	SANS VOTE	SANS VOTE	

No.	Ordre du jour	Board	Ethos	Résultat
1	Receive the Annual Report	SANS VOTE	SANS VOTE	
2	Approve the Dividend	POUR	POUR	✓ 99.9%
3	Approve Discharge of Management Board	POUR	● CONTRE	We strongly disagree with the management of the company's affairs and the board's decisions. ✓ 99.4%
4	Approve Discharge of Supervisory Board	POUR	POUR	✓ 99.4%
5	Approve non-executive director fees	POUR	● CONTRE	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	POUR	POUR	✓ 100.0%
6b	Elections to the Supervisory Board: Mag. Patrick F. Prügger	POUR	POUR	✓ 86.8%
6c	Elections to the Supervisory Board: Dr. Astrid Skala-Kuhmann	POUR	POUR	✓ 76.9%
7	Approve Remuneration Report	POUR	● CONTRE	Excessive total remuneration. ✓ 74.4%
Performance targets are not sufficiently challenging.				
8	Approve Remuneration Policy	POUR	● CONTRE	Excessive discretion of the remuneration committee in determining the performance criteria. ✓ 74.4%
Performance targets are not sufficiently challenging.				
9	Appoint the Auditors	POUR	● CONTRE	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	POUR	● CONTRE	The amount to be repurchased exceeds 10% of the share capital. ✓ 99.9%
10b	Authorise Sale of Repurchased Shares	POUR	POUR	✓ 99.9%

No.	Ordre du jour	Board	Ethos		Résultat
Elections of directors					
1.	Re-elect Mr. Andrew J. Cole	POUR	POUR		✓ 61.3%
2.	Elect Ms. Marisa Drew	POUR	POUR		✓ 97.8%
3.	Re-elect Mr. Richard R. Green	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines.	✓ 60.0%
4.	Elect Mr. Daniel E. Sanchez	POUR	● CONTRE	Non independent director (representative of an important shareholder). The board is not sufficiently independent.	✓ 97.5%
5.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 59.6%
6.	Re-election of KPMG LLP (US) as auditor	POUR	POUR		✓ 99.2%
7.	Re-election of KPMG LLP (UK) as auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 99.2%
8.	Auditor's remuneration	POUR	POUR		✓ 99.9%
9.	Waive Preemptive Rights	POUR	POUR		✓ 97.6%
10.	UK Political donations and political expenditure	POUR	● CONTRE	Authorisation to make political donations exceeds our guidelines.	✓ 94.6%
11.	Purchase of own shares	POUR	● CONTRE	Insufficient disclosure regarding the conditions of the share buyback.	✓ 98.6%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Ms. Deirdre P. Connelly	POUR	POUR	✓ 96.7%
1.2	Elect Ms. Ellen G. Cooper	POUR	POUR	✓ 97.7%
1.3	Re-elect Mr. William H. Cunningham	POUR	● CONTRE	✓ 92.8% Non independent lead director, which is not best practice. The director is over 75 years old, which exceeds guidelines.
1.4	Re-elect Mr. Reginald E. Davis	POUR	POUR	✓ 98.3%
1.5	Re-elect Ms. Dennis R. Glass	POUR	POUR	✓ 94.0%
1.6	Re-elect Mr. Eric G. Johnson	POUR	● CONTRE	✓ 93.6% The director has been sitting on the board for over 20 years, which exceeds guidelines.
1.7	Re-elect Mr. Gary C. Kelly	POUR	POUR	✓ 94.4%
1.8	Re-elect Ms. M. Leanne Lachman	POUR	● CONTRE	✓ 94.0% 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.
1.9	Elect Mr. Dale LeFebvre	POUR	POUR	✓ 99.2%
1.10	Elect Ms. Janet Liang	POUR	POUR	✓ 98.6%
1.11	Re-elect Mr. Michael F. Mee	POUR	● CONTRE	✓ 93.9% 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.
1.12	Re-elect Mr. Patrick S. Pittard	POUR	● CONTRE	✓ 91.1% Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. The director is over 75 years old, which exceeds guidelines.
1.13	Re-elect Ms. Lynn M. Utter	POUR	POUR	✓ 96.4%
2.	Re-election of the auditor	POUR	● CONTRE	✓ 94.9% The auditor's long tenure raises independence concerns.
3.	Advisory vote on executive remuneration	POUR	● CONTRE	✓ 85.6% Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.
4.	To approve the amendment to the 2020 Incentive Compensation Plan	POUR	● CONTRE	✓ 93.2% The potential variable remuneration exceeds our guidelines.
5.	Shareholder resolution: Independent chairman	CONTRE	CONTRE	✗ 27.3%
6.	Shareholder resolution: Termination Pay	CONTRE	● POUR	✗ 49.2% The proposal aims at improving the remuneration policy.

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1.1	Re-elect Mr. Scott B. Bonham	POUR	POUR		✓ 99.8%
1.2	Re-elect Mr. Christie J.B. Clark	POUR	POUR		✓ 98.1%
1.3	Re-elect Mr. Daniel Debow	POUR	POUR		✓ 99.8%
1.4	Re-elect Mr. William A. Downe	POUR	POUR		✓ 99.1%
1.5	Re-elect Ms. Janice Fukakusa	POUR	POUR		✓ 99.5%
1.6	Re-elect Ms. Marianne M. Harris	POUR	POUR		✓ 99.9%
1.7	Re-elect Ms. Claudia Kotchka	POUR	POUR		✓ 99.6%
1.8	Re-elect Ms. Sarah Raiss	POUR	POUR		✓ 99.7%
1.9	Re-elect Mr. Galen G. Weston	POUR	POUR		✓ 97.8%
1.10	Elect Mr. Cornell Wright	POUR	POUR		✓ 99.5%
2.	Election of the auditor and to fix their remuneration	POUR	POUR		✓ 99.6%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 92.3%
4.	Shareholder resolution: Report on Actual and Potential Human Rights Impacts on Migrant Workers	CONTRE	● POUR	Enhanced disclosure on human rights.	✗ 11.9%
5.	Shareholder resolution: Publish Annually a Summary of the Company's Supplier Audits Results	CONTRE	● POUR	Enhanced disclosure on human rights.	✗ 33.6%

No.	Ordre du jour	Board	Ethos		Résultat
1	To approve the parent company's financial statements	POUR	POUR		✓ 99.9%
2	To approve the consolidated financial statements	POUR	POUR		✓ 99.9%
3	To approve the allocation of income and the dividend payment	POUR	POUR		✓ 99.9%
	Board main features				
4	Re-election of Jean-Paul Agon as a Director for 4 years	POUR	POUR		✓ 96.2%
5	Re-election of Patrice Caine as a Director for 4 years	POUR	POUR		✓ 99.1%
6	Re-election of Belén Garijo as a Director for 4 years	POUR	● CONTRE	Concerns over the director's time commitments.	✓ 90.8%
7	To re-elect Deloitte & Associés as auditor for 6 years	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 97.9%
8	To elect Ernst & Young as auditor for 6 years	POUR	POUR		✓ 99.9%
9	To approve the remuneration report	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	Excessive total remuneration.	✓ 96.7%
13	To approve the non-executives new remuneration policy	POUR	POUR		✓ 99.7%
14	To approve the non-executive Chairman new remuneration policy	POUR	● CONTRE	Excessive total remuneration.	✓ 95.8%
15	To approve the CEO new remuneration policy	POUR	POUR		✓ 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.	POUR	POUR		✓ 99.9%
17	To approve a treasury share buy-back and disposal programme	POUR	POUR		✓ 99.3%
18	To authorise a potential reduction in the company's share capital	POUR	POUR		✓ 99.8%

No.	Ordre du jour	Board	Ethos		Résultat
19	To authorise the Board to issue restricted shares for employees and/or executive directors	POUR	● CONTRE	Potential excessive awards.	✓ 98.5%
20	To authorise capital increases related to an all-employee share ownership plan	POUR	POUR		✓ 99.2%
21	To authorise capital increases related to an all-foreign-employee share ownership plan	POUR	POUR		✓ 99.2%
22	To amend the Articles on the maximum age of the Chairman	POUR	POUR		✓ 99.7%
23	To amend the Articles on the maximum age of the CEO	POUR	POUR		✓ 99.2%
24	To modify the Articles : deletion of the reference to the banking act and identification of the shareholders.	POUR	POUR		✓ 100.0%
25	To amend Articles of the Board: deletion of article 8 on directors' shareholdings.	POUR	● CONTRE	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	POUR	POUR		✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Mr. Ralph (Raul) Alvarez	POUR	POUR	✓
1.2	Re-elect Mr. David H. Batchelder	POUR	POUR	✓
1.3	Re-elect Ms. Sandra B. Cochran	POUR	POUR	✓
1.4	Re-elect Ms. Laurie Z. Douglas	POUR	POUR	✓
1.5	Re-elect Mr. Richard W. Dreiling	POUR	● S'ABSTENIR Concerns over the director's time commitments.	✓
1.6	Re-elect Mr. Marvin R. Ellison	POUR	● S'ABSTENIR Combined chairman and CEO.	✓
1.7	Re-elect Mr. Daniel J. Heinrich	POUR	POUR	✓
1.8	Re-elect Mr. Brian C. Rogers	POUR	POUR	✓
1.9	Re-elect Mr. Bertram L. Scott	POUR	POUR	✓
1.10	Elect Ms. Colleen Taylor	POUR	● S'ABSTENIR Concerns over the director's time commitments.	✓
1.11	Re-elect Ms. Mary Beth West	POUR	POUR	✓
2.	Advisory vote on executive remuneration	POUR	● CONTRE Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 92.8%
3.	Re-election of the auditor	POUR	● CONTRE The auditor's long tenure raises independence concerns.	✓ 95.2%
4.	To approve the amendment to the 2006 Long-Term Incentive Plan	POUR	● CONTRE Potential excessive awards with no individual cap for executives under this remuneration plan.	✓ 95.4%
5.	Shareholder resolution: Gender and Racial Pay Equity Report	CONTRE	● POUR Enhanced disclosure on gender equality and ethnic diversity.	✓ 58.0%
6.	Shareholder resolution: Proxy access	CONTRE	● POUR 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	CONTRE	● POUR 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	CONTRE	CONTRE	✗ 1.9%
9.	Shareholder resolution: Report on Risks from Company Vendors that Misclassify Employees as Independent Contractors	CONTRE	● POUR The report will improve the status and workplace rights of employees in the supply chain.	✗ 35.7%

















No.	Ordre du jour	Board	Ethos		Résultat
1	To approve the parent company's financial statements.	POUR	POUR		✓ 100.0%
2	To approve the consolidated financial statements.	POUR	POUR		✓ 100.0%
3	To approve the allocation of income and the dividend payment.	POUR	POUR		✓ 100.0%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties.	POUR	● CONTRE	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.	POUR	● CONTRE	Combined chairman and CEO.	✓ 92.0%
6	Re-election of Sophie Chassat as a Director for 3 years.	POUR	● CONTRE	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.	POUR	POUR		✓ 99.1%
8	Re-election of Hubert Védrine as a Director for 3 years.	POUR	● CONTRE	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.	POUR	● CONTRE	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.	POUR	POUR		✓ 99.9%
11	To re-elect Mazars as auditor for 6 years.	POUR	POUR		✓ 99.5%
12	To elect Deloitte & Associés as auditor for 6 years.	POUR	POUR		✓ 99.9%
13	Term and non-renewal of the mandate of an alternate auditor.	POUR	POUR		✓ 100.0%
14	To approve the remuneration report.	POUR	● CONTRE	Potential excessive awards. Performance targets are not sufficiently challenging.	✓ 82.8%
15	Ex-post binding "Say on Pay" vote on the CEO individual remuneration.	POUR	● CONTRE	Excessive total remuneration. Excessive variable remuneration.	✓ 82.6%
16	Ex-post binding "Say on Pay" vote on the Deputy individual remuneration.	POUR	● CONTRE	Performance targets are not sufficiently challenging.	✓ 82.6%
17	To approve the non-executives new remuneration policy.	POUR	POUR		✓ 99.9%
18	To approve the Chairman and CEO new remuneration policy.	POUR	● CONTRE	The information provided is insufficient. Potential excessive awards.	✓ 80.6%

LVMH

21.04.2022

MIX

No.	Ordre du jour	Board	Ethos		Résultat
19	To approve the Deputy CEO new remuneration policy.	POUR	● CONTRE	The information provided is insufficient. Potential excessive awards.	✓ 80.5%
20	To approve a treasury share buy-back and disposal programme.	POUR	POUR		✓ 99.7%
21	To authorise a potential reduction in the company's share capital.	POUR	POUR		✓ 99.9%
22	To authorise the Board to issue restricted shares for employees and/or executive directors.	POUR	● CONTRE	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	POUR	● CONTRE	Several amendments are submitted to shareholder approval under a bundled vote and the negative impacts of the amendments are predominant.	✓ 81.6%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Richard M. McVey	POUR	● CONTRE	Combined chairman and CEO.  94.9%
1b.	Re-elect Ms. Nancy A. Altobello	POUR	POUR	 99.2%
1c.	Re-elect Mr. Steven L. Begleiter	POUR	POUR	 99.3%
1d.	Re-elect Mr. Stephen P. Casper	POUR	● CONTRE	Non independent lead director, which is not best practice.  88.8%
1e.	Re-elect Ms. Jane Chwick	POUR	POUR	 98.6%
1f.	Re-elect Mr. Christopher R. Concannon	POUR	POUR	 98.6%
1g.	Re-elect Mr. William F. Cruger	POUR	POUR	 95.9%
1h.	Re-elect Ms. Kourtney Gibson	POUR	POUR	 99.4%
1i.	Re-elect Mr. Justin G. Gmelich	POUR	POUR	 99.3%
1j.	Re-elect Mr. Richard G. Ketchum	POUR	POUR	 99.3%
1k.	Elect Mr. Xiaojia Charles Li	POUR	POUR	 97.8%
1l.	Re-elect Ms. Emily H. Portney	POUR	POUR	 99.6%
1m.	Re-elect Mr. Richard L. Prager	POUR	POUR	 93.6%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.  95.1%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.  96.4% An important part of the variable remuneration is based on continued employment only.
4.	To approve the Employee Stock Purchase Plan	POUR	POUR	 99.4%















No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Dr. Merit E. Janow	POUR	POUR	✓ 98.1%
1b.	Elect Mr. Candido Bracher	POUR	POUR	✓ 99.9%
1c.	Re-elect Mr. Richard K. Davis	POUR	POUR	✓ 98.3%
1d.	Re-elect Mr. Julius M. Genachowski	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 96.8%
1e.	Re-elect Mr. Choon Phong Goh	POUR	POUR	✓ 94.3%
1f.	Re-elect Mr. Oki Matsumoto	POUR	POUR	✓ 98.7%
1g.	Re-elect Mr. Michael Miebach	POUR	POUR	✓ 99.7%
1h.	Re-elect Prof. Dr. Youngme E. Moon	POUR	POUR	✓ 98.8%
1i.	Re-elect Ms. Rima Qureshi	POUR	POUR	✓ 98.6%
1j.	Re-elect Ms. Gabrielle Sulzberger	POUR	POUR	✓ 97.8%
1k.	Re-elect Mr. Jackson P. Tai	POUR	POUR	✓ 97.2%
1l.	Elect Mr. Harit Talwar	POUR	POUR	✓ 99.9%
1m.	Re-elect Mr. Lance Ugglá	POUR	POUR	✓ 99.3%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only. ✓ 95.2%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 95.0%
4	Amend articles of association: Call Special Shareholder Meetings	POUR	POUR	✓ 98.5%
5	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	● POUR	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	CONTRE	CONTRE	✗ 10.2%
7	Shareholder resolution: Disclosure On Charitable Donation Disclosure	CONTRE	CONTRE	✗ 2.1%
8	Shareholder resolution: Report on "Ghost Guns"	CONTRE	● POUR	Enhanced disclosure on social issues. ✗ 10.3%

No.	Ordre du jour	Board	Ethos	Résultat
1	Elections of directors			
1.a	Elect Mr. Douglas M. Baker, Jr.	POUR	POUR	✓ 99.6%
1.b	Re-elect Ms. Mary Ellen Coe	POUR	POUR	✓ 99.6%
1.c	Re-elect Ms. Pamela J. Craig	POUR	POUR	✓ 94.7%
1.d	Elect Mr. Robert M. Davis	POUR	POUR	✓ 99.3%
1.e	Re-elect Mr. Kenneth C. Frazier	POUR	POUR	✓ 96.9%
1.f	Re-elect Mr. Thomas H. Glocer	POUR	● CONTRE	Non independent lead director, which is not best practice. ✓ 95.0%
1.g	Re-elect Dr. Risa Lavizzo-Mourey	POUR	POUR	✓ 98.2%
1.h	Re-elect Mr. Stephen L. Mayo	POUR	POUR	✓ 99.6%
1.i	Re-elect Mr. Paul B. Rothman	POUR	POUR	✓ 99.6%
1.j	Re-elect Ms. Patricia F. Russo	POUR	● CONTRE	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	POUR	POUR	✓ 99.6%
1.l	Re-elect Mr. Inge G. Thulin	POUR	POUR	✓ 99.0%
1.m	Re-elect Ms. Kathy J. Warden	POUR	POUR	✓ 99.4%
1.n	Re-elect Mr. Peter C. Wendell	POUR	POUR	✓ 95.6%
2	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 91.9%
3	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 96.0%
4	Shareholder resolution: Independent chairman	CONTRE	● POUR	An independent chairman can ensure independent oversight of management. ✗ 34.5%
5	Shareholder resolution: Access to COVID-19 Products	CONTRE	● POUR	We support corporate policies that encourage social responsibility. ✗ 36.0%
6	Shareholder resolution: Disclose Lobbying Contributions	CONTRE	● POUR	Enhanced disclosure on lobbying expenses. ✗ 16.1%

Mid-America Apartment (MAA)

17.05.2022

AGO

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. H. Eric Bolton Jr.	POUR	● CONTRE	Combined chairman and CEO.  88.8%
1b.	Re-elect Mr. Alan B. Graf Jr.	POUR	● CONTRE	Non independent lead director, which is not best practice.  92.6%
				The director has been sitting on the board for over 20 years, which exceeds guidelines.
1c.	Re-elect Ms. Toni Jennings	POUR	POUR	 97.8%
1d.	Re-elect Ms. Edith Kelly-Green	POUR	POUR	 99.6%
1e.	Re-elect Mr. James K. Lowder	POUR	POUR	 97.3%
1f.	Re-elect Mr. Thomas H. Lowder	POUR	POUR	 99.0%
1g.	Re-elect Ms. Monica McGurk	POUR	POUR	 97.8%
1h.	Re-elect Mr. Claude B. Nielsen	POUR	POUR	 90.1%
1i.	Re-elect Mr. Philip W. Norwood	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines.  90.0%
1j.	Re-elect Mr. W. Reid Sanders	POUR	POUR	 97.6%
1k.	Re-elect Mr. Gary Shorb	POUR	POUR	 96.9%
1l.	Re-elect Mr. David P. Stockert	POUR	POUR	 99.2%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.  89.0%
3.	Re-election of the auditor	POUR	POUR	 97.2%

No.	Ordre du jour	Board	Ethos		Résultat
1	Dividend Allocation	POUR	POUR		✓ 99.8%
2	Amend Articles of Association: Electronic documentation	POUR	POUR		✓ 99.7%
3	Election of Directors				
3.1	Re-elect Mr. Takehiko Kakiuchi	POUR	POUR		✓ 97.2%
3.2	Elect Mr. Katsuya Nakanishi	POUR	● CONTRE	Executive director sitting on the remuneration committee, which is not best practice.	✓ 98.2%
3.3	Elect Mr. Norikazu Tanaka	POUR	POUR		✓ 99.4%
3.4	Re-elect Mr. Yasuteru Hirai	POUR	POUR		✓ 99.2%
3.5	Re-elect Mr. Yutaka Kashiwagi	POUR	POUR		✓ 99.2%
3.6	Elect Mr. Yuzo Nouchi	POUR	POUR		✓ 99.3%
3.7	Re-elect Mr. Akitaka Saiki	POUR	POUR		✓ 99.3%
3.8	Re-elect Mr. Tsuneyoshi Tatsuoka	POUR	POUR		✓ 99.3%
3.9	Re-elect Mr. Shunichi Miyanaga	POUR	POUR		✓ 93.7%
3.10	Re-elect Ms. Sakie Akiyama	POUR	POUR		✓ 98.9%
3.11	Elect Ms. Mari Sagiya	POUR	POUR		✓ 99.2%
4	Election of 2 Corporate Auditors				
4.1	Elect Mr. Mitsumasa Icho as a Corporate Auditor	POUR	POUR		✓ 97.2%
4.2	Elect Ms. Mari Kogiso as a Corporate Auditor	POUR	POUR		✓ 99.7%
5	Shareholder resolution: Greenhouse Gas Reduction Targets Aligned with Goals of Paris Agreement	CONTRE	● POUR	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	CONTRE	● POUR	The resolution would demonstrate how the company plans to fulfill its commitments to reach net zero GHG emissions by 2050.	✗ 16.2%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Mr. Roger G. Eaton	POUR	POUR	✓
1.2	Re-elect Mr. Charles M. Herington	POUR	POUR	✓
1.3	Re-elect Mr. H. Sanford Riley	POUR	POUR	✓
2.	Advisory vote on executive remuneration	POUR	● CONTRE	✓ 100.0%
			An important part of the variable remuneration is not subject to challenging long-term performance conditions.	

Moody's

26.04.2022

AGO

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Jorge A. Bermudez	POUR	POUR	✓ 98.1%
1b.	Re-elect Ms. Therese Esperdy	POUR	POUR	✓ 99.1%
1c.	Re-elect Mr. Robert Fauber	POUR	POUR	✓ 99.6%
1d.	Re-elect Mr. Vincent A. Forlenza	POUR	POUR	✓ 98.3%
1e.	Re-elect Ms. Kathryn M. Hill	POUR	POUR	✓ 97.8%
1f.	Re-elect Mr. Lloyd W. Howell Jr.	POUR	POUR	✓ 99.1%
1g.	Re-elect Mr. Raymond W. McDaniel Jr.	POUR	POUR	✓ 96.4%
1h.	Re-elect Ms. Leslie F. Seidman	POUR	POUR	✓ 99.2%
1i.	Elect Mr. Zig Serafin	POUR	POUR	✓ 99.8%
1j.	Re-elect Mr. Bruce Van Saun	POUR	POUR	✓ 99.0%
2.	Election of the auditor	POUR	POUR	✓ 97.4%
3.	Advisory vote on executive remuneration	POUR	● CONTRE Excessive variable remuneration.	✓ 94.2%

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1a.	Re-elect Mr. Gregory Q. Brown	POUR	● CONTRE	Combined chairman and CEO.	✓ 94.4%
1b.	Re-elect Mr. Kenneth D. Denman	POUR	POUR		✓ 92.8%
1c.	Re-elect Mr. Egon P. Durban	POUR	● CONTRE	Concerns over the director's time commitments.	✓ 50.7%
1d.	Elect Dr. Ayanna M. Howard	POUR	POUR		✓ 99.8%
1e.	Re-elect Mr. Clayton M. Jones	POUR	POUR		✓ 99.0%
1f.	Re-elect Ms. Judy C. Lewent	POUR	POUR		✓ 97.0%
1g.	Re-elect Mr. Gregory K. Mondre	POUR	POUR		✓ 70.3%
1h.	Re-elect Mr. Joseph M. Tucci	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines.	✓ 95.6%
2.	Re-election of the auditor	POUR	POUR		✓ 99.8%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 93.2%
4.	To approve and amend the Omnibus Incentive Plan of 2015	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines.	✓ 93.8%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Election of the chairman of the Meeting	SANS VOTE	SANS VOTE	
2.1.	Election of Christoffer Hild to verify the minutes of the Meeting	SANS VOTE	SANS VOTE	
2.2.	Election of Peder Tiricke to verify the minutes of the Meeting	SANS VOTE	SANS VOTE	
3.	Preparation and approval of the voting register	SANS VOTE	SANS VOTE	
4.	Determination whether the Meeting has been duly convened	SANS VOTE	SANS VOTE	
5.	Approval of the agenda	SANS VOTE	SANS VOTE	
6.	Presentation of the (consolidated) annual report and the (consolidated) auditor's report	SANS VOTE	SANS VOTE	
7.	Adoption of the financial statements	POUR	POUR	✓
8.	Approve allocation of income and dividend	POUR	POUR	✓
9a.	Discharge of Håkan Buskhe	POUR	POUR	✓
9b.	Discharge of Helen Fasth Gillstedt	POUR	POUR	✓
9c.	Discharge of the company CEO	POUR	POUR	✓
9d.	Discharge of Per Hallius	POUR	POUR	✓
9e.	Discharge of Simon Henriksson	POUR	POUR	✓
9f.	Discharge of Tor Jansson	POUR	POUR	✓
9g.	Discharge of Magnus Lindquist	POUR	POUR	✓
9h.	Discharge of Pia Nordquist	POUR	POUR	✓
9i.	Discharge of Lena Olving	POUR	POUR	✓
9j.	Discharge of Kristian Sildeby	POUR	POUR	✓
9k.	Discharge of Juan Vargues	POUR	POUR	✓
9l.	Discharge of Robert Wahlgren	POUR	POUR	✓
9m.	Discharge of Anna Westerberg	POUR	POUR	✓
10.	Resolution on the number of shareholder-elected members of the board of directors to be appointed	POUR	POUR	✓
11.	Approve directors' fees	POUR	POUR	✓
12.	Composition of the board of directors			
12a.	Election of Håkan Buskhe	POUR	POUR	✓
12b.	Election of Helen Fasth Gillstedt	POUR	POUR	✓
12c.	Election of Maria Håkansson	POUR	POUR	✓
12d.	Election of Anders Lindqvist	POUR	● CONTRE	Concerns over the director's time commitments.
12e.	Election of Magnus Nicolin	POUR	POUR	✓

No.	Ordre du jour	Board	Ethos	Résultat
12f.	Election of Kristian Sildeby	POUR	POUR	✓
12g.	Election of Anna Westerberg	POUR	POUR	✓
13.	Election of the Chairman of the board	POUR	POUR	✓
14.	Approve auditors' fees	POUR	POUR	✓
15.	Approve executive remuneration policy	POUR	POUR	✓
16.	Approve remuneration report	POUR	● CONTRE	Concerns over the pension allowance which exceeds guidelines. ✓
17.	Authorisation to issue shares	POUR	POUR	✓

No.	Ordre du jour	Board	Ethos	Résultat
1	Amend Articles of Association: Electronic documentation	POUR	POUR	✓ 99.8%
2	Election of Directors			
2.1	Re-elect Mr. Takashi Niino	POUR	POUR	✓ 93.2%
2.2	Re-elect Mr. Takayuki Morita	POUR	POUR	✓ 95.6%
2.3	Re-elect Mr. Hajime Matsukura	POUR	POUR	✓ 95.4%
2.4	Re-elect Mr. Motoo Nishihara	POUR	POUR	✓ 95.4%
2.5	Elect Mr. Osamu Fujikawa	POUR	POUR	✓ 96.7%
2.6	Re-elect Ms. Noriko Iki	POUR	POUR	✓ 97.6%
2.7	Re-elect Mr. Masatoshi Ito	POUR	● CONTRE	The director is 75 years old, which exceeds guidelines. ✓ 97.9%
2.8	Re-elect Mr. Kuniharu Nakamura	POUR	POUR	✓ 90.2%
2.9	Re-elect Prof. Christina Ahmadjian	POUR	POUR	✓ 97.6%
2.10	Elect Mr. Masashi Oka	POUR	POUR	✓ 94.6%
3	Election of 2 Corporate Auditors			
3.1	Elect Mr. Shinobu Obata as a Corporate Auditor	POUR	POUR	✓ 98.5%
3.2	Elect Ms. Kyoko Okada as a Corporate Auditor	POUR	POUR	✓ 99.7%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
01	Re-elect Mr. Patrick G. Awuah	POUR	POUR	✓ 99.8%
02	Re-elect Mr. Gregory H. Boyce	POUR	POUR	✓ 99.3%
03	Re-elect Mr. Bruce R. Brook	POUR	POUR	✓ 92.8%
04	Re-elect Ms. Maura Clark	POUR	POUR	✓ 99.6%
05	Elect Dr. Emma FitzGerald	POUR	POUR	✓ 99.8%
06	Elect Ms. Mary Laschinger	POUR	POUR	✓ 99.6%
07	Re-elect Mr. José Manuel Madero	POUR	POUR	✓ 99.8%
08	Re-elect Dr. oec. René Médori	POUR	POUR	✓ 98.7%
09	Re-elect Ms. Jane Nelson	POUR	POUR	✓ 98.8%
10	Re-elect Mr. Tom Palmer	POUR	POUR	✓ 99.8%
11	Re-elect Mr. Julio M. Quintana	POUR	POUR	✓ 97.7%
12	Re-elect Ms. Susan N. Story	POUR	POUR	✓ 99.8%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. Performance targets are not sufficiently challenging.
				✓ 92.5%
3.	Re-election of the auditor	POUR	POUR	✓ 99.3%

No.	Ordre du jour	Board	Ethos		Résultat
1	To approve the parent company's financial statements	POUR	POUR		✓ 100.0%
2	To approve the consolidated financial statements	POUR	POUR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	POUR	POUR		✓ 100.0%
	Board main features				
4	Re-election of Anne Lebel as a Director for 4 years	POUR	POUR		✓ 98.1%
5	Election of Laura Bernardelli as a Director for 4 years	POUR	POUR		✓ 99.9%
6	To approve the remuneration report	POUR	POUR		✓ 97.6%
7	Ex-post binding "Say on Pay" vote on the individual remuneration of Jean Mouton, Chairman	POUR	POUR		✓ 100.0%
8	Ex-post binding "Say on Pay" vote on the individual remuneration of Christopher Guérin, CEO	POUR	● CONTRE	Excessive variable remuneration.	✓ 95.6%
9	To approve Directors' fees	POUR	POUR		✓ 99.8%
10	To approve the non-executives new remuneration policy	POUR	POUR		✓ 99.8%
11	To approve the non-executive Chairman new remuneration policy	POUR	● CONTRE	The proposed increase relative to the previous year is not justified.	✓ 99.6%
12	To approve the CEO new remuneration policy	POUR	POUR		✓ 95.1%
13	To approve a treasury share buy-back and disposal programme	POUR	POUR		✓ 100.0%
14	To authorise a potential reduction in the company's share capital	POUR	POUR		✓ 98.4%
15	To authorise the Board to issue restricted shares for employees and/or executive directors	POUR	POUR		✓ 98.2%
16	To authorise the Board to issue restricted shares for some employees (executives excluded)	POUR	POUR		✓ 98.9%
17	Delegation of powers for the completion of formalities	POUR	POUR		✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Dividend Allocation	POUR	POUR	✓ 99.9%
2	Amend Articles of Association: Virtual general meeting, electronic documentation and number of coporate auditors	POUR	POUR	✓ 98.7%
3	Election of Directors			
3.1	Re-elect Mr. Jun Sawada	POUR	● CONTRE	Executive director sitting on the remuneration committee, which is not best practice. ✓ 95.7%
3.2	Re-elect Mr. Akira Shimada	POUR	POUR	✓ 94.1%
3.3	Re-elect Mr. Katsuhiko Kawazoe	POUR	POUR	✓ 98.6%
3.4	Elect Mr. Takashi Hiroi	POUR	POUR	✓ 98.6%
3.5	Elect Ms. Akiko Kudo	POUR	POUR	✓ 98.7%
3.6	Re-elect Prof. Ken Sakamura	POUR	POUR	✓ 99.0%
3.7	Elect Ms. Yukako Uchinaga	POUR	● CONTRE	The director is over 70 years old, which exceeds guidelines for new nominees. ✓ 98.3%
3.8	Elect Mr. Ryoji Chubachi	POUR	● CONTRE	The director is over 70 years old, which exceeds guidelines for new nominees. ✓ 99.1%
3.9	Elect Mr. Koichiro Watanabe	POUR	POUR	✓ 99.0%
3.10	Elect Ms. Noriko Endo	POUR	POUR	✓ 99.9%
4	Election of 2 Corporate Auditors			
4.1	Elect Mr. Keiichiro Yanagi as a Corporate Auditor	POUR	POUR	✓ 99.0%
4.2	Elect Mr. Kensuke Koshiyama as a Corporate Auditor	POUR	POUR	✓ 99.9%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Robert K. Burgess	POUR	POUR	✓ 98.4%
1b.	Re-elect Mr. Tench Coxe	POUR	● CONTRE	✓ 92.5% The director has been sitting on the board for over 20 years, which exceeds guidelines.
1c.	Re-elect Dr. John O. Dabiri	POUR	POUR	✓ 99.4%
1d.	Re-elect Dr. Persis S. Drell	POUR	POUR	✓ 97.3%
1e.	Re-elect Mr. Jen-Hsun Huang	POUR	POUR	✓ 98.4%
1f.	Re-elect Ms. Dawn Hudson	POUR	POUR	✓ 98.5%
1g.	Re-elect Mr. Harvey C. Jones	POUR	● CONTRE	✓ 83.8% 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.
1h.	Re-elect Mr. Michael G. McCaffery	POUR	POUR	✓ 99.3%
1i.	Re-elect Mr. Stephen C. Neal	POUR	POUR	✓ 96.2%
1j.	Re-elect Mr. Mark L. Perry	POUR	● CONTRE	✓ 87.2% Non independent lead director, which is not best practice.
1k.	Re-elect Mr. A. Brooke Seawell	POUR	● CONTRE	✓ 90.3% The director has been sitting on the board for over 20 years, which exceeds guidelines.
1l.	Re-elect Dr. Aarti Shah	POUR	POUR	✓ 99.4%
1m.	Re-elect Mr. Mark A. Stevens	POUR	● CONTRE	✓ 91.9% The director has been sitting on the board for over 20 years, which exceeds guidelines.
2.	Advisory vote on executive remuneration	POUR	● CONTRE	✓ 92.7% Excessive variable remuneration.
3.	Re-election of the auditor	POUR	POUR	✓ 98.6%
4.	Authorisation to increase the number of shares of the company's common stock	POUR	● CONTRE	✓ 96.6% The increase in the authorised capital is excessive.
5.	To approve the amendment to the 2007 Equity Incentive Plan	POUR	● CONTRE	✓ 94.4% The potential variable remuneration exceeds our guidelines.

No.	Ordre du jour	Board	Ethos	Résultat
1	Annual Report and Accounts for the year ended 28 November 2021	POUR	POUR	✓ 100.0%
2	Binding vote on Directors' Remuneration policy	POUR	● CONTRE	✓ 70.7% The potential variable remuneration exceeds our guidelines.
3	Advisory vote on Directors' Remuneration report	POUR	● CONTRE	✓ 97.1% Excessive total remuneration.
Elections to the Board of Directors				
4	Re-elect Mr. Richard Haythornthwaite	POUR	● CONTRE	✓ 93.2% Chairman of the nomination committee. The representation of women on the board is insufficient.
5	Re-elect Mr. Timothy Steiner	POUR	POUR	✓ 99.4%
6	Re-elect Mr. Stephen Daintith	POUR	POUR	✓ 99.2%
7	Re-elect Mr. Neill Abrams	POUR	● CONTRE	✓ 99.1% Executive director. The number of executives on the board exceeds market practice.
8	Re-elect Mr. Mark Richardson	POUR	POUR	✓ 99.4%
9	Re-elect Mr. Luke Jensen	POUR	● CONTRE	✓ 99.4% Executive director. The number of executives on the board exceeds market practice.
10	Re-elect Mr. Jörn Rausing	POUR	POUR	✓ 97.1%
11	Re-elect Mr. Andrew Harrison	POUR	● CONTRE	✓ 93.3% Chairman of the remuneration committee. We have serious concerns over remuneration.
12	Re-elect Ms. Emma Lloyd	POUR	POUR	✓ 96.7%
13	Re-elect Ms. Julie Southern	POUR	● CONTRE	✓ 96.1% Concerns over the director's time commitments.
14	Re-elect Mr. John Martin	POUR	POUR	✓ 98.0%
15	Re-elect Mr. Michael Sherman	POUR	POUR	✓ 97.9%
16	Elect Ms. Nadia Shouraboura	POUR	POUR	✓ 99.5%
17	Re-appoint Deloitte as auditor	POUR	POUR	✓ 100.0%
18	Auditor's remuneration	POUR	POUR	✓ 100.0%
19	Political donations and political expenditure	POUR	● CONTRE	✓ 98.6% Authorisation to make political donations exceeds our guidelines.
20	Amendments to the Ocado Group plc 2019 Value Creation Plan (the "VCP")	POUR	● CONTRE	✓ 71.3% Potential excessive awards.
21	Directors' authority to allot shares	POUR	POUR	✓ 99.5%
22	Directors' authority to allot shares in connection with a rights issue only	POUR	POUR	✓ 99.3%
23	Disapplication of pre-emption rights on the issue of shares for cash	POUR	POUR	✓ 99.9%
24	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	POUR	POUR	✓ 99.7%

No.	Ordre du jour	Board	Ethos		Résultat
25	Purchase of own shares	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	14-days is insufficient for shareholders to vote in an informed manner.	✓ 98.8%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Dividend Allocation	POUR	● CONTRE	The proposed dividend is inconsistent with the company's financial situation. -
2.	Amend Articles of Association: Electronic documentation	POUR	POUR	-
3.	Election of Directors			
3.1	Re-elect Mr. Toshio Kagami	POUR	● CONTRE	Combined chairman and CEO. - The director is over 75 years old, which exceeds guidelines.
3.2	Re-elect Mr. Kenji Yoshida	POUR	● CONTRE	Executive director. The board is not sufficiently independent. -
3.3	Re-elect Mr. Yumiko Takano	POUR	● CONTRE	Executive director. The board is not sufficiently independent. -
3.4	Re-elect Mr. Yuichi Katayama	POUR	● CONTRE	Executive director. The board is not sufficiently independent. -
3.5	Re-elect Mr. Wataru Takahashi	POUR	● CONTRE	Executive director. The board is not sufficiently independent. -
3.6	Re-elect Mr. Yuichi Kaneki	POUR	● CONTRE	Executive director. The board is not sufficiently independent. -
3.7	Re-elect Ms. Rika Kanbara	POUR	● CONTRE	Executive director. The board is not sufficiently independent. -
3.8	Re-elect Mr. Tsutomu Hanada	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines. -
3.9	Re-elect Mr. Yuzaburo Mogi	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines. -
3.10	Elect Mr. Kunio Tajiri	POUR	● CONTRE	The director is over 70 years old, which exceeds guidelines for new nominees. -
3.11	Elect Ms. Misao Kikuchi	POUR	● CONTRE	Concerns over the director's time commitments. - The director is over 70 years old, which exceeds guidelines for new nominees.

No.	Ordre du jour	Board	Ethos		Résultat
1.	Report on the Company's activities	SANS VOTE	SANS VOTE		
2.	Adoption of the financial statements	POUR	POUR		✓ 99.9%
3.	Approve remuneration report	POUR	POUR		✓ 95.1%
4.	Discharge board members and executive management	POUR	POUR		✓ 99.7%
5.	Approve allocation of income and dividend	POUR	POUR		✓ 99.9%
6.	Authorisation to repurchase own shares	SANS VOTE	SANS VOTE		
7.1.	Approve executive remuneration policy	POUR	POUR		✓ 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	POUR	POUR		✓ 99.9%
7.3.	Authorisation to make a donation to humanitarian aid to the Ukrainian people in relation to the Ukraine crisis	POUR	POUR		✓ 100.0%
7.4.	Authorisation to issue shares	POUR	● CONTRE	Excessive potential capital increase without pre-emptive rights.	✓ 97.8%
7.5.	To authorise the meeting chairperson	POUR	POUR		✓ 100.0%
8.	Any proposals from shareholders	SANS VOTE	SANS VOTE		
9.	Composition of the board of directors				
9.1.	Election of Thomas Thune Andersen	POUR	● ABSTENTION	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	POUR	POUR		✓
9.3 (a).	Election of Lynda Armstrong	POUR	POUR		✓
9.3 (b).	Election of Jørgen Kildahl	POUR	POUR		✓
9.3 (c).	Election of Peter Korsholm	POUR	POUR		✓
9.3 (d).	Election of Dieter Wemmer	POUR	POUR		✓
9.3 (e).	Election of Julia King	POUR	POUR		✓
9.3 (f).	Election of Henrik Poulsen	POUR	● ABSTENTION	Concerns over the director's time commitments.	✓
10.	Approve directors' fees	POUR	POUR		✓ 99.9%
11.	Election of auditor	POUR	POUR		✓
12.	Any other business	SANS VOTE	SANS VOTE		

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

No.	Ordre du jour	Board	Ethos		Résultat
1	Elections of directors				
1.1	Re-elect Mr. Ronald E. Blaylock	POUR	POUR		✓ 97.4%
1.2	Re-elect Dr. Albert Bourla	POUR	● CONTRE	Combined chairman and CEO.	✓ 94.6%
1.3	Re-elect Dr. Susan D. Desmond-Hellmann	POUR	POUR		✓ 98.6%
1.4	Re-elect Mr. Joseph J. Echevarria	POUR	● CONTRE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient.	✓ 87.3%
1.5	Re-elect Dr. Scott Gottlieb	POUR	● CONTRE	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	POUR	● CONTRE	Non independent director (business connections with the company). The board is not sufficiently independent.	✓ 97.5%
1.7	Re-elect Dr. Susan Hockfield	POUR	POUR		✓ 99.3%
1.8	Re-elect Dr. Dan R. Littman	POUR	● CONTRE	Non independent director (business connections with the company). The board is not sufficiently independent.	✓ 98.5%
1.9	Re-elect Mr. Shantanu Narayen	POUR	POUR		✓ 99.2%
1.10	Re-elect Ms. Suzanne Nora Johnson	POUR	POUR		✓ 94.9%
1.11	Re-elect Mr. James Quincey	POUR	POUR		✓ 98.2%
1.12	Re-elect Mr. James C. Smith	POUR	POUR		✓ 97.3%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 95.6%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 92.7%
4.	Shareholder resolution: Proxy access	CONTRE	● POUR	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	CONTRE	CONTRE		✗ 10.4%
6.	Shareholder resolution: Report on Transfer of Intellectual Property to Potential COVID-19 Manufacturers	CONTRE	● POUR	We support corporate policies that encourage social responsibility.	✗ 27.4%
7.	Shareholder resolution: Report on Risks Related to Anticompetitive Practices	CONTRE	● POUR	Enhanced disclosure on risks related to anticompetitive practices.	✗ 30.4%
8.	Shareholder resolution: Report on Public Health Costs of Protecting Vaccine Technology	CONTRE	● POUR	Enhanced disclosure on social issues.	✗ 8.7%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Hamid R. Moghadam	POUR	● CONTRE	Combined chairman and CEO. ✓ 92.9%
1b.	Re-elect Ms. Cristina G. Bitá	POUR	POUR	✓ 99.6%
1c.	Re-elect Mr. George L. Fotiades	POUR	● CONTRE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. ✓ 92.0% The director has been sitting on the board for over 20 years, which exceeds guidelines.
1d.	Re-elect Ms. Lydia H. Kennard	POUR	POUR	✓ 92.4%
1e.	Re-elect Mr. Irving F. Lyons III	POUR	● CONTRE	Non independent lead director, which is not best practice. ✓ 95.6% The director has been sitting on the board for over 20 years, which exceeds guidelines.
1f.	Re-elect Ms. Avid Modjtabai	POUR	POUR	✓ 99.6%
1g.	Re-elect Mr. David P. O'Connor	POUR	POUR	✓ 96.7%
1h.	Re-elect Mr. Olivier Piani	POUR	POUR	✓ 99.5%
1i.	Re-elect Dr. Jeffrey L. Skelton	POUR	● CONTRE	Non-independent chairman of the nomination committee. The independence of this committee is insufficient. ✓ 84.9% The director has been sitting on the board for over 20 years, which exceeds guidelines.
1j.	Re-elect Mr. Carl B. Webb	POUR	POUR	✓ 94.1%
1k.	Re-elect Mr. William D. Zollars	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines. ✓ 93.1% The director has been sitting on the board for over 20 years, which exceeds guidelines.
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 84.4%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 97.0%

No.	Ordre du jour	Board	Ethos	Résultat
Ordinary Agenda				
O.1	Financial statements at 31 December 2021	POUR	POUR	✓ 99.9%
O.2	Allocation of net profit for the year and distribution of dividend	POUR	POUR	✓ 98.9%
O.3	Appointment of the Board of Statutory Auditors	SANS VOTE	SANS VOTE	
O.3.1	Slate of nominees submitted by Clubtre Srl, Albas Srl and Angelini Partecipazioni Finanziarie Srl	PAS DE RECOMMA ND.	● POUR	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	PAS DE RECOMMA ND.	● NE PAS VOTER	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	PAS DE RECOMMA ND.	● POUR	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	POUR	POUR	✓ 99.0%
O.6	Stock grant plan for employees of the Prysmian Group	POUR	POUR	✓ 99.9%
O.7	Advisory vote on the compensation paid in 2021	POUR	POUR	✓ 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	POUR	POUR	✓ 99.9%
E.2	Authorization to issue maximum 3 million shares in execution of the stock grant plan for employees of Prysmian Group	POUR	POUR	✓ 99.2%
A.	Deliberations on possible legal action against Directors if presented by shareholders	PAS DE RECOMMA ND.	● CONTRE	Shareholders voting by proxy cannot approve in advance any unannounced proposal. -

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28.04.2022

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No.	Ordre du jour	Board	Ethos	Résultat	
1.	Elections of directors				
1a.	Re-elect Mr. Ronald L. Havner, Jr.	POUR	● CONTRE	<p>Concerns over the director's time commitments.</p> <p>The director has been sitting on the board for over 20 years, which exceeds guidelines.</p>	✓ 88.0%
1b.	Re-elect Ms. Tamara Hughes Gustavson	POUR	POUR	✓ 98.8%	
1c.	Re-elect Ms. Leslie S. Heisz	POUR	POUR	✓ 99.0%	
1d.	Re-elect Ms. Michelle Millstone-Shroff	POUR	POUR	✓ 99.5%	
1e.	Re-elect Mr. Shankh S. Mitra	POUR	POUR	✓ 99.6%	
1f.	Re-elect Mr. David J. Neithercut	POUR	POUR	✓ 99.1%	
1g.	Re-elect Ms. Rebecca L. Owen	POUR	POUR	✓ 99.4%	
1h.	Re-elect Ms. Kristy M. Pipes	POUR	POUR	✓ 98.6%	
1i.	Re-elect Mr. Avedick B. Poladian	POUR	POUR	✓ 97.7%	
1j.	Re-elect Mr. John Reyes	POUR	POUR	✓ 99.2%	
1k.	Re-elect Mr. Joseph D. Russell	POUR	POUR	✓ 99.6%	
1l.	Re-elect Mr. Tariq M. Shaukat	POUR	POUR	✓ 99.4%	
1m.	Re-elect Mr. Ronald P. Spogli	POUR	POUR	✓ 97.7%	
1n.	Re-elect Mr. Paul S. Williams	POUR	POUR	✓ 98.0%	
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 93.7%
3.	Election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 93.5%
4	Eliminate Supermajority Voting Requirements to Amend the Declaration of Trust	POUR	POUR	✓ 94.6%	

No.	Ordre du jour	Board	Ethos	Résultat	
1	To approve the parent company's financial statements	POUR	POUR	✓ 99.9%	
2	To approve the consolidated financial statements	POUR	POUR	✓ 100.0%	
3	To approve the allocation of income and the dividend payment	POUR	POUR	✓ 99.8%	
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	POUR	✓ 100.0%	
Board main features					
5	Re-election of Elisabeth Badinter as a member of the Supervisory Board for 4 years	POUR	● CONTRE	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	POUR	POUR		✓ 92.8%
7	To approve the non-executive Chairman new remuneration policy	POUR	● CONTRE	Excessive total remuneration.	✓ 83.5%
8	To approve the non-executives new remuneration policy	POUR	● CONTRE	The proposed increase relative to the previous year is not justified.	✓ 97.0%
9	To approve the CEO new remuneration policy	POUR	● CONTRE	Excessive fixed remuneration.	✓ 78.6%
10	To approve the new remuneration policy of the Management Board's members	POUR	POUR		✓ 92.3%
11	To approve the remuneration report	POUR	POUR		✓ 94.7%
12	Ex-post binding "Say on Pay" vote on the remuneration of Maurice Lévy, Supervisory Board's Chairman	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	POUR		✓ 97.0%
15	Ex-post binding "Say on Pay" vote on the executive remuneration of Steve King, Management Board's member	POUR	● CONTRE	Excessive total remuneration.	✓ 95.0%

No.	Ordre du jour	Board	Ethos		Résultat
16	Ex-post binding "Say on Pay" vote on the executive remuneration of Michel-Alain Proch, Management Board's member	POUR	POUR		✓ 97.0%
17	To approve a treasury share buy-back and disposal programme	POUR	POUR		✓ 99.5%
18	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	POUR	POUR		✓ 95.8%
19	Global allowance to issue capital related securities without pre-emptive rights by public issuance	POUR	● CONTRE	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	POUR	● CONTRE	The discount is too high on the share issue price.	✓ 93.2%
21	"Green shoe" authorisation	POUR	● CONTRE	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	POUR	POUR		✓ 95.5%
23	To authorise capital increases by transfer of reserves	POUR	POUR		✓ 98.1%
24	To approve issues of shares or other capital related securities as a payment for any public exchange offer	POUR	POUR		✓ 97.4%
25	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	POUR	POUR		✓ 97.3%
26	To authorise allocation of options (new or existing shares)	POUR	● CONTRE	Potential excessive awards.	✓ 91.9%
27	To authorise capital increases related to an all-employee share ownership plan	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	POUR		✓ 99.1%

No.	Ordre du jour	Board	Ethos	Résultat
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.	POUR	POUR	✓ 99.1%
31	Delegation of powers for the completion of formalities	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Annual Report and Accounts for the year ended 31 December 2021	POUR	POUR	✓ 99.9%
2	Advisory vote on Directors' Remuneration report	POUR	● CONTRE	Excessive variable remuneration. ✓ 91.7%
3	Binding vote on Directors' Remuneration policy	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines. ✓ 91.6%
4	Declare a final dividend	POUR	POUR	✓ 98.8%
Elections to the Board of Directors				
5	Re-elect Mr. Andrew Bonfield	POUR	POUR	✓ 98.4%
6	Re-elect Mr. Olivier Bohuon	POUR	POUR	✓ 99.7%
7	Re-elect Mr. Jeff Carr	POUR	POUR	✓ 99.3%
8	Re-elect Ms. Margherita Della Valle	POUR	POUR	✓ 99.9%
9	Re-elect Mr. Nicandro Durante	POUR	POUR	✓ 98.5%
10	Re-elect Ms. Mary Harris	POUR	POUR	✓ 98.5%
11	Re-elect Mr. Mehmood Khan	POUR	POUR	✓ 99.7%
12	Re-elect Dr. Pamela Kirby	POUR	POUR	✓ 98.1%
13	Re-elect Mr. Laxman Narasimhan	POUR	POUR	✓ 99.7%
14	Re-elect Mr. Christopher A. Sinclair	POUR	POUR	✓ 97.2%
15	Re-elect Ms. Elane Stock	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 99.7%
16	Elect Mr. Alan Stewart	POUR	POUR	✓ 99.7%
17	Re-appoint KPMG as auditor	POUR	POUR	✓ 99.4%
18	Auditor's remuneration	POUR	POUR	✓ 99.9%
19	Political donations and political expenditure	POUR	POUR	✓ 98.5%
20	Directors' authority to allot shares	POUR	POUR	✓ 91.9%
21	Disapplication of pre-emption rights on the issue of shares for cash	POUR	POUR	✓ 98.3%
22	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	POUR	POUR	✓ 97.4%
23	Purchase of own shares	POUR	POUR	✓ 99.2%
24	Authority to call general meetings on short notice	POUR	● CONTRE	14-days is insufficient for shareholders to vote in an informed manner. ✓ 87.5%

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1a.	Re-elect Dr. Bonnie Bassler	POUR	POUR		✓ 86.9%
1b.	Re-elect Dr. Michael S. Brown	POUR	● CONTRE	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	POUR	● CONTRE	Executive director. The board is not sufficiently independent.	✓ 98.7%
1d.	Re-elect Dr. George D. Yancopoulos	POUR	● CONTRE	Executive director. The board is not sufficiently independent.	✓ 98.2%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 96.1%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 87.8%

No.	Ordre du jour	Board	Ethos	Résultat
1	To approve the parent company's financial statements	POUR	POUR	✓ 90.9%
2	To approve the consolidated financial statements	POUR	POUR	✓ 90.9%
3	To approve the allocation of income and the dividend payment	POUR	POUR	✓ 99.7%
4	To approve elements related to redeemable shares	POUR	POUR	✓ 91.3%
5	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	● CONTRE	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	POUR	POUR	✓ 91.0%
7	Re-election of Pierre Fleuriot as a Director for 4 years	POUR	POUR	✓ 86.7%
8	Re-election of Joji Tagawa as a Director for 4 years	POUR	POUR	✓ 84.5%
9	To approve the remuneration report	POUR	POUR	✓ 88.1%
10	Ex-post binding "Say on Pay" vote on the individual remuneration of Jean-Dominique Senard, Chairman	POUR	POUR	✓ 91.0%
11	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Luca de Meo, CEO	POUR	POUR	✓ 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	POUR	POUR	✓ 89.1%
13	To approve the non-executive Chairman new remuneration policy	POUR	POUR	✓ 91.0%
14	To approve the CEO new remuneration policy	POUR	● CONTRE	Excessive total remuneration. ✓ 74.5%
15	To approve the non-executives new remuneration policy	POUR	POUR	✓ 91.0%
16	To ratify act of the Board regarding the transfer of the location of the Company's registered office.	POUR	POUR	✓ 91.3%
17	To approve a treasury share buy-back and disposal programme	POUR	● CONTRE	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	POUR	● CONTRE	The capital reduction is incompatible with the long-term interests of the majority of the company's stakeholders. ✓ 91.1%

No.	Ordre du jour	Board	Ethos		Résultat
19	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	POUR	POUR		✓ 92.4%
20	Global allowance to issue capital related securities without pre-emptive rights by public issuance	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	POUR		✓ 91.5%
23	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	POUR	POUR		✓ 92.0%
24	To authorise capital increases by transfer of reserves	POUR	POUR		✓ 91.1%
25	To authorise capital increases related to an all-employee share ownership plan	POUR	POUR		✓ 93.1%
26	To authorise capital increases related to an all-employee share ownership plan	POUR	● CONTRE	Potential excessive awards.	✓ 90.4%
27	To amend several articles of the Bylaws	POUR	● CONTRE	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	POUR	POUR		✓ 91.3%

No.	Ordre du jour	Board	Ethos	Résultat
1	Annual Report and Accounts for the year ended 31 December 2021	POUR	POUR	✓ 99.9%
2	Advisory vote on Directors' Remuneration report	POUR	● CONTRE	Excessive variable remuneration. ✓ 94.0%
3	Declare a final dividend	POUR	POUR	✓ 99.9%
Elections to the Board of Directors				
4	Re-elect Mr. Stuart Ingall-Tombs	POUR	POUR	✓ 99.7%
5	Re-elect Mr. Sarosh Mistry	POUR	POUR	✓ 99.1%
6	Re-elect Mr. John Pettigrew	POUR	POUR	✓ 99.0%
7	Re-elect Mr. Andrew Ransom	POUR	POUR	✓ 100.0%
8	Re-elect Mr. Richard Solomons	POUR	POUR	✓ 98.3%
9	Re-elect Ms. Julie Southern	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 97.0%
10	Re-elect Ms. Catherine Turner	POUR	● CONTRE	Chairman of the remuneration committee. We have serious concerns over remuneration. ✓ 96.3%
11	Re-elect Ms. Linda Yueh	POUR	POUR	✓ 97.4%
12	Re-appoint PricewaterhouseCoopers as auditor	POUR	POUR	✓ 99.7%
13	Auditor's remuneration	POUR	POUR	✓ 100.0%
14	Political donations and political expenditure	POUR	POUR	✓ 99.5%
15	Directors' authority to allot shares	POUR	POUR	✓ 97.9%
16	Disapplication of pre-emption rights on the issue of shares for cash	POUR	POUR	✓ 99.7%
17	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	POUR	POUR	✓ 99.1%
18	Purchase of own shares	POUR	POUR	✓ 99.6%
19	Authority to call general meetings on short notice	POUR	● CONTRE	14-days is insufficient for shareholders to vote in an informed manner. ✓ 96.9%

No.	Ordre du jour	Board	Ethos		Résultat
1	1) To approve the parent company's financial statements; 2) To approve specific luxury or non-deductible expenses	POUR	POUR		✓ 100.0%
2	To approve the consolidated financial statements	POUR	POUR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	POUR	POUR		✓ 99.8%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	POUR		✓ 100.0%
5	To approve the non-executive Chairman new remuneration policy	POUR	POUR		✓ 99.8%
6	To approve the non-executives new remuneration policy	POUR	● CONTRE	The board fees are excessive.	✓ 98.7%
7	To approve the CEO new remuneration policy	POUR	POUR		✓ 95.0%
8	To approve the remuneration report	POUR	● CONTRE	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	POUR	POUR		✓ 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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	POUR		✓ 99.0%
13	Re-election of Barbara Dalibard as a Director for 4 years	POUR	POUR		✓ 96.7%
14	Re-election of François Auque as a Director for 4 years	POUR	POUR		✓ 98.5%
15	Re-election of Agnès Touraine as a Director for 4 years	POUR	POUR		✓ 92.8%
16	To re-elect KPMG Audit as auditor for 6 years	POUR	POUR		✓ 96.9%

No.	Ordre du jour	Board	Ethos		Résultat
17	To re-elect Salustro Reydel as alternate auditor for a period of 6 years	POUR	● CONTRE	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	POUR	POUR		✓ 99.9%
19	To authorise a potential reduction in the company's share capital	POUR	POUR		✓ 100.0%
20	To authorise capital increases related to an all-employee share ownership plan	POUR	POUR		✓ 96.9%
21	To authorise capital increases related to an all-foreign-employee share ownership plan	POUR	POUR		✓ 96.9%
22	To authorise the Board to issue restricted shares for employees and/or executive directors	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines.	✓ 95.5%
23	To authorise the Board to issue restricted shares for employees as matching contribution	POUR	POUR		✓ 96.1%
24	Delegation of powers for the completion of formalities	POUR	POUR		✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Mr. Marco Alverà	POUR	POUR	✓ 97.5%
1.2	Elect Mr. Jacques Esculier	POUR	POUR	✓ 98.7%
1.3	Elect Ms. Gay Huey Evans	POUR	POUR	✓ 99.9%
1.4	Re-elect Mr. William D. Green	POUR	POUR	✓ 95.1%
1.5	Re-elect Ms. Stephanie C. Hill	POUR	POUR	✓ 99.6%
1.6	Re-elect Ms. Rebecca Jacoby	POUR	POUR	✓ 98.7%
1.7	Elect Mr. Robert P. Kelly	POUR	POUR	✓ 98.6%
1.8	Re-elect Mr. Ian Paul Livingston	POUR	POUR	✓ 98.4%
1.9	Elect Ms. Deborah D. McWhinney	POUR	POUR	✓ 99.9%
1.10	Re-elect Ms. Maria R. Morris	POUR	POUR	✓ 99.1%
1.11	Re-elect Mr. Douglas L. Peterson	POUR	POUR	✓ 98.7%
1.12	Re-elect Mr. Edward B. Rust Jr.	POUR	● CONTRE	The director has been sitting on the board for over 20 years, which exceeds guidelines. ✓ 94.5%
1.13	Re-elect Mr. Richard E. Thornburgh	POUR	POUR	✓ 96.4%
1.14	Elect Dr. Gregory Washington	POUR	POUR	✓ 99.7%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 95.4%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 93.3%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Mr. Kevin L. Beebe	POUR	● CONTRE	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	POUR	● CONTRE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. ✓ 82.3%
				Non independent lead director, which is not best practice.
1.3	Re-elect Mr. Jeffrey A. Stoops	POUR	● CONTRE	Executive director. The board is not sufficiently independent. ✓ 97.3%
1.4	Elect Mr. Jay L. Johnson	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 99.2%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 97.3%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 95.3%
				An important part of the variable remuneration is not subject to challenging long-term performance conditions.

No.	Ordre du jour	Board	Ethos	Résultat
1	1) To approve the parent company's financial statements; 2) To approve specific luxury or non-deductible expenses	POUR	POUR	✓ 100.0%
2	To approve the consolidated financial statements	POUR	POUR	✓ 100.0%
3	To approve the allocation of income and the dividend payment	POUR	POUR	✓ 99.9%
4	To approve the remuneration report	POUR	POUR	✓ 97.1%
5	Ex-post binding "Say on Pay" vote on the 2021 remuneration of Denis Kessler, Chairman and CEO until 30 June 2021	POUR	POUR	✓ 58.4%
6	Ex-post binding "Say on Pay" vote on the 2021 remuneration of Denis Kessler, Chairman as of 1 July 2021	POUR	● CONTRE	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	POUR	POUR	✓ 97.7%
8	To approve the non-executives new remuneration policy	POUR	POUR	✓ 98.5%
9	To approve Directors' fees	POUR	● CONTRE	The proposed increase relative to the previous year is not justified. ✓ 94.7%
10	To approve the non-executive Chairman new remuneration policy	POUR	● CONTRE	Excessive total remuneration. ✓ 95.0%
11	To approve the CEO new remuneration policy	POUR	POUR	✓ 93.3%
	Board main features			
12	Re-election of Natacha Valla as a Director for 3 years	POUR	POUR	✓ 97.6%
13	Re-election of Fabrice Brégier as a Director for 3 years	POUR	POUR	✓ 96.5%
14	Approval of a transactional agreement concluded by the Company with Covéa Coopérations SA and Covéa S.G.A.M	POUR	POUR	✓ 100.0%
15	To approve a treasury share buy-back and disposal programme	POUR	POUR	✓ 99.8%
16	To authorise capital increases by transfer of reserves	POUR	POUR	✓ 99.9%
17	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	POUR	POUR	✓ 95.2%
18	Global allowance to issue capital related securities without pre-emptive rights by public issuance	POUR	● CONTRE	The discount is too high on the share issue price. ✓ 96.7%

Scor

18.05.2022

MIX

No.	Ordre du jour	Board	Ethos		Résultat
19	Global allowance to issue capital related securities without pre-emptive rights through private placement	POUR	● CONTRE	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	POUR	POUR		✓ 98.7%
21	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	POUR	POUR		✓ 98.5%
22	"Green shoe" authorisation	POUR	● CONTRE	Additional potential dilution which is not in shareholders' interests.	✓ 90.1%
23	To issue warrants without preemption rights ("Warrants Contingent 2022")	POUR	● CONTRE	The discount is too high on the share issue price.	✓ 97.6%
24	To issue warrants without preemption rights ("Warrants AOF 2022")	POUR	● CONTRE	The discount is too high on the share issue price.	✓ 97.6%
25	To authorise a potential reduction in the company's share capital	POUR	POUR		✓ 99.9%
26	To authorise allocation of options (new or existing shares)	POUR	POUR		✓ 94.0%
27	To authorise the Board to issue restricted shares for employees and/or executive directors	POUR	● CONTRE	Potential excessive awards.	✓ 93.5%
28	To authorise capital increases related to an all-employee share ownership plan	POUR	POUR		✓ 93.1%
29	To limit capital increases with or without pre-emptive rights	POUR	POUR		✓ 96.3%
30	To amend Article 14 of the Company's Articles of Association regarding the age limit for the Chairman of the Board	POUR	● CONTRE	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	POUR	POUR		✓ 100.0%

SEB

19.05.2022

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No.	Ordre du jour	Board	Ethos		Résultat
1	To approve the parent company's financial statements	POUR	POUR		✓ 100.0%
2	To approve the consolidated financial statements	POUR	POUR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	POUR	POUR		✓ 100.0%
4	To approve Directors' fees	POUR	POUR		✓ 99.5%
	Board main features				
5	Re-election of Delphine Bertrand as a Director for 4 years	POUR	POUR		✓ 81.4%
6	Election of BPI France Investissement as a Director for 4 years	POUR	POUR		✓ 99.4%
7	To approve the remuneration report	POUR	POUR		✓ 97.7%
8	Ex-post binding "Say on Pay" vote on the executive individual remuneration of the Chairman and CEO	POUR	● CONTRE	Excessive variable remuneration.	✓ 85.3%
9	Ex-post binding "Say on Pay" vote on the executive individual remuneration of the Deputy CEO	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	Excessive total remuneration.	✓ 70.7%
13	To approve the CEO new remuneration policy as of July 1, 2022	POUR	POUR		✓ 96.0%
14	To approve the non-executives new remuneration policy	POUR	POUR		✓ 99.7%
15	To approve a treasury share buy-back and disposal programme	POUR	● CONTRE	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	POUR	POUR		✓ 99.8%
17	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	POUR	● CONTRE	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	POUR	● CONTRE	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%

SEB

19.05.2022

MIX

No.	Ordre du jour	Board	Ethos		Résultat
19	Global allowance to issue capital related securities without pre-emptive rights through private placement	POUR	● CONTRE	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	POUR	POUR		✓ 99.8%
21	To authorise capital increases by transfer of reserves	POUR	POUR		✓ 98.6%
22	To authorise the Board to issue restricted shares for employees and/or executive directors	POUR	● CONTRE	The information provided is insufficient.	✓ 95.4%
23	To authorise capital increases related to an all-employee share ownership plan	POUR	● CONTRE	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	POUR	POUR		✓ 100.0%
25	Delegation of powers for the completion of formalities	POUR	POUR		✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Annual Report and Accounts for the year ended 31 December 2021	POUR	POUR	✓ 100.0%
2	Declare a final dividend	POUR	POUR	✓ 99.8%
3	Advisory vote on Directors' Remuneration report	POUR	POUR	✓ 97.6%
4	Binding vote on Directors' Remuneration policy	POUR	POUR	✓ 98.9%
	Elections to the Board of Directors			
5	Re-elect Mr. Gerald Corbett	POUR	POUR	✓ 98.3%
6	Re-elect Ms. Mary Barnard	POUR	POUR	✓ 98.9%
7	Re-elect Ms. Sue Clayton	POUR	POUR	✓ 98.9%
8	Re-elect Mr. Soumen Das	POUR	POUR	✓ 99.8%
9	Re-elect Ms. Carol Fairweather	POUR	POUR	✓ 98.9%
10	Re-elect Mr. Andy Gulliford	POUR	POUR	✓ 100.0%
11	Re-elect Mr. Martin Moore	POUR	POUR	✓ 98.5%
12	Re-elect Mr. David Sleath OBE	POUR	POUR	✓ 99.8%
13	Elect Mr. Simon Fraser	POUR	POUR	✓ 99.8%
14	Elect Mr. Andy Harrison	POUR	POUR	✓ 99.9%
15	Elect Ms. Linda Yueh	POUR	POUR	✓ 95.1%
16	Re-appoint PricewaterhouseCoopers as auditor	POUR	POUR	✓ 99.6%
17	Auditor's remuneration	POUR	POUR	✓ 100.0%
18	Political donations and political expenditure	POUR	POUR	✓ 99.3%
19	Amend the Long-Term Incentive Plan 2018 (LTIP)	POUR	POUR	✓ 98.8%
20	Directors' authority to allot shares	POUR	POUR	✓ 97.6%
21	Disapplication of pre-emption rights on the issue of shares for cash	POUR	POUR	✓ 99.7%
22	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	POUR	POUR	✓ 98.5%
23	Purchase of own shares	POUR	POUR	✓ 99.5%
24	Authority to call general meetings on short notice	POUR	● CONTRE	✓ 86.4%
				14-days is insufficient for shareholders to vote in an informed manner.

No.	Ordre du jour	Board	Ethos	Résultat
1	Dividend Allocation	POUR	POUR	✓
2	Amend Articles of Association: Virtual general meeting and electronic documentation	POUR	● CONTRE	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	POUR	● CONTRE	The director has been sitting on the board for over 20 years, which exceeds guidelines. ✓
3.2	Re-elect Mr. Yasunori Ogawa	POUR	POUR	✓
3.3	Re-elect Mr. Koichi Kubota	POUR	POUR	✓
3.4	Re-elect Mr. Tatsuaki Seki	POUR	POUR	✓
3.5	Re-elect Mr. Hideaki Omiya	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines. ✓
3.6	Re-elect Ms. Mari Matsunaga	POUR	POUR	✓
4	Election of directors to the audit and supervisory committee			
4.1	Re-elect Mr. Masayuki Kawana	POUR	POUR	✓
4.2	Re-elect Mr. Yoshio Shirai	POUR	POUR	✓
4.3	Re-elect Mr. Susumu Murakoshi	POUR	POUR	✓
4.4	Re-elect Ms. Michiko Ohtsuka	POUR	POUR	✓
5	Approve bonus payment for directors (excluding the audit and supervisory committee members)	POUR	POUR	✓
6	Approve restricted share plan	POUR	POUR	✓

No.	Ordre du jour	Board	Ethos		Résultat
1	Approve Allocation of Income and Dividend	POUR	POUR		✓
2	Amend articles of incorporation: Electronic documentation	POUR	POUR		✓
2	Elections of directors				
3.1	Re-elect Mr. Ryuichi Isaka	POUR	● CONTRE	Combined chairman and CEO.	✓
3.2	Re-elect Mr. Katsuhiko Goto	POUR	POUR		✓
3.3	Re-elect Mr. Junro Ito	POUR	● CONTRE	Executive director sitting on the remuneration committee, which is not best practice.	✓
3.4	Re-elect Mr. Yoshimichi Maruyama	POUR	POUR		✓
3.5	Re-elect Mr. Fumihiko Nagamatsu	POUR	POUR		✓
3.6	Re-elect Mr. Joseph M. DePinto	POUR	POUR		✓
3.7	Re-elect Prof. Kunio Ito	POUR	POUR		✓
3.8	Re-elect Mr. Toshiro Yonemura	POUR	POUR		✓
3.9	Re-elect Mr. Tetsuro Higashi	POUR	POUR		✓
3.10	Elect Mr. Yoshiyuki Izawa	POUR	● CONTRE	The director is over 70 years old, which exceeds guidelines for new nominees.	✓
3.11	Elect Ms. Meyumi Yamada	POUR	POUR		✓
3.12	Elect Ms. Jenifer Rogers	POUR	● CONTRE	Concerns over the director's time commitments.	✓
3.13	Elect Mr. Paul Yonamine	POUR	● CONTRE	Concerns over the director's time commitments.	✓
3.14	Elect Mr. Stephen Hayes Dacus	POUR	POUR		✓
3.15	Elect Ms. Elizabeth Miin Meyerdirk	POUR	POUR		✓
4	Elect 3 Corporate Auditors				
4.1	Elect Mr. Nobutomo Teshima as a Corporate Auditor	POUR	POUR		✓
4.2	Re-elect Mr. Kazuhiro Hara as a Corporate Auditor	POUR	POUR		✓
4.3	Re-elect Ms. Mitsuko Inamasu as a Corporate Auditor	POUR	POUR		✓
5	Partial revision of performance-based and stock-based compensation for Directors	POUR	POUR		✓

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Ms. Kerrii B. Anderson	POUR	POUR	✓ 95.9%
1b.	Re-elect Mr. Arthur F. Anton	POUR	POUR	✓ 86.4%
1c.	Re-elect Mr. Jeff M. Fettig	POUR	POUR	✓ 95.0%
1d.	Re-elect Mr. Richard J. Kramer	POUR	POUR	✓ 92.9%
1e.	Re-elect Mr. John G. Morikis	POUR	● CONTRE	Combined chairman and CEO. ✓ 94.1%
1f.	Re-elect Ms. Christine A. Poon	POUR	POUR	✓ 99.1%
1g.	Re-elect Mr. Aaron M. Powell	POUR	POUR	✓ 98.8%
1h.	Elect Ms. Marta R. Stewart	POUR	POUR	✓ 98.9%
1i.	Re-elect Mr. Michael H. Thaman	POUR	POUR	✓ 98.4%
1j.	Re-elect Mr. Matthew Thornton III	POUR	POUR	✓ 98.8%
1k.	Re-elect Mr. Steven H. Wunning	POUR	POUR	✓ 96.3%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 92.4%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 96.0%

No.	Ordre du jour	Board	Ethos	Résultat
NV	Non-Voting Item : Energy transition plan and social and environmental responsibility	SANS VOTE	SANS VOTE	
1	To approve the consolidated financial statements	POUR	POUR	✓ 99.3%
2	1) To approve the parent company's financial statements; 2) To approve specific luxury or non-deductible expenses	POUR	POUR	✓ 99.3%
3	To approve the allocation of income and the dividend payment	POUR	POUR	✓ 99.1%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	POUR	✓ 99.7%
5	To approve the non-executive new remuneration policy of the Chairman	POUR	● CONTRE	Excessive total remuneration. ✓ 94.3%
6	To approve the new remuneration policy of the CEO and the Deputy CEOs	POUR	POUR	✓ 90.1%
7	To approve the non-executives new remuneration policy	POUR	POUR	✓ 95.9%
8	To approve the remuneration report	POUR	POUR	✓ 91.5%
9	Ex-post binding "Say on Pay" vote on the individual remuneration of Mr. Lorenzo Bini Smaghi, Chairman	POUR	● CONTRE	Excessive total remuneration. ✓ 94.1%
10	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Mr. Frédéric Oudéa, CEO	POUR	POUR	✓ 90.0%
11	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Mr. Philippe Aymerich, Deputy CEO	POUR	POUR	✓ 90.2%
12	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Ms. Diony Lebot, Deputy CEO	POUR	POUR	✓ 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)	POUR	POUR	✓ 92.6%
	Board main features			
14	Re-election of Lorenzo Bini Smaghi as a Director for 4 years	POUR	POUR	✓ 98.0%

No.	Ordre du jour	Board	Ethos	Résultat
15	Re-election of Jérôme Contamine as a Director for 4 years	POUR	POUR	✓ 97.1%
16	Re-election of Diane Côté as a Director for 4 years	POUR	POUR	✓ 97.6%
17	To approve a treasury share buy-back and disposal programme	POUR	POUR	✓ 98.8%
18	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	POUR	POUR	✓ 96.4%
19	Global allowance to issue capital related securities without pre-emptive rights by public issuance	POUR	● CONTRE	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	POUR	POUR	✓ 97.6%
21	To authorise capital increases related to an all-employee share ownership plan	POUR	POUR	✓ 98.6%
22	To issue performance shares to corporate officers and regulated officers mentioned in the French Monetary and Financial Code (article L511-71)	POUR	● CONTRE	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)	POUR	POUR	✓ 98.5%
24	To authorise a potential reduction in the company's share capital	POUR	POUR	✓ 99.0%
25	Delegation of powers for the completion of formalities	POUR	POUR	✓ 99.7%

No.	Ordre du jour	Board	Ethos	Résultat
1	Elections of directors			
1.a	Elect Ms. Betsy S. Atkins	POUR	POUR	✓ 57.3%
1.b	Elect Mr. Dirk Hoke	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 95.2%
2	Re-election of the auditor	POUR	POUR	✓ 98.5%
3	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 85.4%
			An important part of the variable remuneration is based on continued employment only.	

No.	Ordre du jour	Board	Ethos	Résultat
1	To approve the parent company's financial statements	POUR	POUR	✓ 100.0%
2	To approve the consolidated financial statements	POUR	POUR	✓ 100.0%
3	To approve the allocation of income and the dividend payment	POUR	POUR	✓ 100.0%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	● CONTRE	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	POUR	POUR	✓ 97.3%
6	Re-election of Geertrui Schoolenberg as a Director for 4 years	POUR	POUR	✓ 97.3%
7	To ratify the co-optation of Bpi France as a Director for a year	POUR	POUR	✓ 98.6%
8	Re-election of Gauthier Louette as a Director for 4 years	POUR	● CONTRE	Combined chairman and CEO. ✓ 74.4%
9	Re-election of Regine Stachelhaus as a Director for 4 years	POUR	POUR	✓ 99.2%
10	Re-election of Peugeot Invest as a Director for 4 years	POUR	POUR	✓ 84.3%
11	Election of an unknown Director for 4 years of Christopher Delbruck as a Director for 4 years	POUR	POUR	✓ 100.0%
12	To re-elect Ernst & Young Audit as auditor for 6 years	POUR	● CONTRE	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	POUR	POUR	✓ 89.8%
14	To approve the Chairman & CEO new remuneration policy	POUR	● CONTRE	Excessive fixed remuneration. ✓ 92.3%
15	To approve the remuneration report	POUR	POUR	✓ 98.3%
16	To approve the non-executives new remuneration policy	POUR	POUR	✓ 99.6%
17	To approve a treasury share buy-back and disposal programme	POUR	POUR	✓ 100.0%
18	To authorise a potential reduction in the company's share capital	POUR	POUR	✓ 97.7%
19	To authorise capital increases by transfer of reserves	POUR	POUR	✓ 99.9%

No.	Ordre du jour	Board	Ethos		Résultat
20	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	POUR	POUR		✓ 90.9%
21	Global allowance to issue capital related securities without pre-emptive rights by public issuance	POUR	● CONTRE	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	POUR	● CONTRE	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)	POUR	● CONTRE	The discount is too high on the share issue price.	✓ 87.9%
24	"Green shoe" authorisation	POUR	● CONTRE	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	POUR	POUR		✓ 69.0%
26	To authorise capital increases related to an all-employee share ownership plan	POUR	POUR		✓ 90.3%
27	To authorise capital increases related to an all-employee share ownership plan	POUR	POUR		✓ 90.2%
28	To authorise the Board to issue restricted shares for employees and/or executive directors	POUR	POUR		✓ 93.4%
29	To amend article 15 related to the deliberations of the Board	POUR	POUR		✓ 97.9%
30	Delegation of powers for the completion of formalities	POUR	POUR		✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Dividend Allocation	POUR	POUR	✓ 99.7%
2	Amend Articles of Association: Electronic documentation	POUR	POUR	✓ 99.8%
3	Election of Directors			
3.1	Re-elect Mr. Tomomi Nakamura	POUR	POUR	✓ 98.5%
3.2	Re-elect Mr. Kazuo Hosoya	POUR	POUR	✓ 98.2%
3.3	Re-elect Mr. Katsuyuki Mizuma	POUR	POUR	✓ 99.2%
3.4	Re-elect Mr. Tetsuo Onuki	POUR	POUR	✓ 99.4%
3.5	Re-elect Mr. Atsushi Osaki	POUR	POUR	✓ 99.4%
3.6	Re-elect Mr. Fumiaki Hayata	POUR	POUR	✓ 99.4%
3.7	Re-elect Mr. Yasuyuki Abe	POUR	POUR	✓ 99.4%
3.8	Re-elect Mr. Natsunosuke Yago	POUR	POUR	✓ 99.4%
3.9	Re-elect Ms. Miwako Doi	POUR	POUR	✓ 99.4%
4	Elect Ms. Ms. Yuri Furusawa as a Corporate Auditor	POUR	POUR	✓ 99.7%
5	Re-elect Mr. Hirohisa Ryu as a Substitute Corporate Auditor	POUR	POUR	✓ 99.8%
6	Approve Revision to Restricted Stock Plan	POUR	● CONTRE	An important part of the variable remuneration is based on continued employment only. ✓ 98.5%

No.	Ordre du jour	Board	Ethos	Résultat
1	Dividend Allocation	POUR	POUR	✓ 98.8%
2	Amend Articles of Association: Electronic documentation	POUR	POUR	✓ 99.9%
3	Election of Directors			
3.1	Re-elect Mr. Yoshiaki Nakazato	POUR	POUR	✓ 92.8%
3.2	Re-elect Mr. Akira Nozaki	POUR	POUR	✓ 94.2%
3.3	Re-elect Mr. Toru Higo	POUR	POUR	✓ 96.1%
3.4	Re-elect Mr. Nobuhiro Matsumoto	POUR	POUR	✓ 96.4%
3.5	Re-elect Mr. Takahiro Kanayama	POUR	POUR	✓ 96.4%
3.6	Re-elect Mr. Kazuhisa Nakano	POUR	POUR	✓ 99.6%
3.7	Re-elect Ms. Taeko Ishii	POUR	POUR	✓ 99.4%
3.8	Re-elect Mr. Manabu Kinoshita	POUR	POUR	✓ 94.1%
4	Election of Mr. Tsuyoshi Nozawa as a Corporate Auditor	POUR	POUR	✓ 91.9%
5	Elect Mr. Kazuhiro Mishina as a Substitute Corporate Auditor	POUR	POUR	✓ 99.9%
6	Approve bonus payment for directors	POUR	POUR	✓ 98.9%

No.	Ordre du jour	Board	Ethos	Résultat
1	Receive the Annual Report	SANS VOTE	SANS VOTE	
2	Approve the Dividend	POUR	POUR	✓ 99.2%
3	Approve Discharge of Management Board	POUR	POUR	✓ 97.5%
4	Approve Discharge of Supervisory Board	POUR	POUR	✓ 84.5%
5	Appoint the Auditors	POUR	POUR	✓ 98.7%
6	Approve Remuneration Report	POUR	POUR	✓ 52.9%
7	Approve Remuneration System for the Management Board members	POUR	● CONTRE	✓ 87.6% Potential excessive awards with no individual cap for executives under this remuneration plan.

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Elect Mr. Glenn R. August	POUR	POUR	✓ 97.8%
1b.	Re-elect Mr. Mark S. Bartlett	POUR	POUR	✓ 91.7%
1c.	Re-elect Ms. Mary K. Bush	POUR	POUR	✓ 97.0%
1d.	Re-elect Ms. Dina Dublon	POUR	POUR	✓ 99.0%
1e.	Re-elect Dr. Freeman A. Hrabowski III	POUR	POUR	✓ 96.9%
1f.	Re-elect Mr. Robert F. MacLellan	POUR	POUR	✓ 91.8%
1g.	Elect Ms. Eileen P. Rominger	POUR	POUR	✓ 99.4%
1h.	Elect Mr. Robert W. Sharps	POUR	POUR	✓ 99.8%
1i.	Re-elect Mr. Robert J. Stevens	POUR	POUR	✓ 98.5%
1j.	Re-elect Mr. William J. Stromberg	POUR	POUR	✓ 97.3%
1k.	Re-elect Dr. Richard R. Verma	POUR	POUR	✓ 99.0%
1l.	Re-elect Ms. Sandra S. Wijnberg	POUR	POUR	✓ 97.6%
1m.	Re-elect Mr. Alan D. Wilson	POUR	POUR	✓ 98.5%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 93.0%
3.	Re-election of the auditor	POUR	● CONTRE	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.

No.	Ordre du jour	Board	Ethos	Résultat
1.	Dividend Allocation	POUR	● CONTRE	The proposed dividend is inconsistent with the long-term interests of shareholders. ✓
2.	Amend Articles of Association: Electronic documentation	POUR	POUR	✓
3.	Election of Directors			
3.1	Re-elect Mr. Christophe Weber	POUR	POUR	✓
3.2	Re-elect Dr. Masato Iwasaki	POUR	POUR	✓
3.3	Re-elect Dr. Andrew Plump	POUR	POUR	✓
3.4	Re-elect Mr. Constantine Saroukos	POUR	POUR	✓
3.5	Re-elect Mr. Olivier Bohuon	POUR	POUR	✓
3.6	Re-elect Mr. Jean-Luc Butel	POUR	POUR	✓
3.7	Re-elect Mr. Ian Clark	POUR	POUR	✓
3.8	Re-elect Dr. Steven Gillis	POUR	● CONTRE	Concerns over the director's time commitments. ✓
3.9	Re-elect Mr. Masami Iijima	POUR	● CONTRE	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	POUR	POUR	✓
3.11	Re-elect Mr. Michel Orsinger	POUR	POUR	✓
4.	Election of directors to the audit and supervisory committee			
4.1	Re-elect Mr. Koji Hatsukawa	POUR	POUR	✓
4.2	Re-elect Ms. Emiko Higashi	POUR	POUR	✓
4.3	Re-elect Mr. Yoshiaki Fujimori	POUR	● CONTRE	Concerns over the director's time commitments. ✓
4.4	Elect Ms. Kimberly A. Reed	POUR	POUR	✓
5	Approve annual bonus payment for directors	POUR	POUR	✓

No.	Ordre du jour	Board	Ethos	Résultat
1.	Issue Shares in Connection with Merger	POUR	POUR	✓ 97.5%
2.	Increase Authorised Shares	POUR	POUR	✓ 97.3%
3.	Adjourn Meeting	POUR	POUR	✓ 90.2%

Target

08.06.2022

AGO

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1a.	Elect Mr. David P. Abney	POUR	POUR		✓ 99.3%
1b.	Re-elect Mr. Douglas M. Baker Jr.	POUR	POUR		✓ 96.9%
1c.	Re-elect Mr. George S. Barrett	POUR	POUR		✓ 98.4%
1d.	Elect Ms. Gail K. Boudreaux	POUR	POUR		✓ 99.5%
1e.	Re-elect Mr. Brian C. Cornell	POUR	● CONTRE	Combined chairman and CEO.	✓ 94.3%
1f.	Re-elect Mr. Robert L. Edwards	POUR	POUR		✓ 98.1%
1g.	Re-elect Ms. Melanie L. Healey	POUR	POUR		✓ 97.5%
1h.	Re-elect Mr. Donald (Don) R. Knauss	POUR	POUR		✓ 99.0%
1i.	Re-elect Ms. Christine A. Leahy	POUR	POUR		✓ 98.4%
1j.	Re-elect Ms. Monica C. Lozano	POUR	POUR		✓ 97.8%
1k.	Re-elect Mr. Derica W. Rice	POUR	POUR		✓ 97.3%
1l.	Re-elect Mr. Dmitri L. Stockton	POUR	POUR		✓ 97.9%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 91.7%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 92.7%
4.	Shareholder resolution: Proxy access	CONTRE	● POUR	Permitting shareholders to nominate board members gives shareholders more power to shape the board make up.	✗ 36.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.1	Approval of the individual and consolidated accounts	POUR	POUR	✓ 99.3%
1.2	Approval of the non-financial information statement	POUR	POUR	✓ 99.4%
1.3	Approval of the management of the Board	POUR	POUR	✓ 98.4%
2	Allocation of results	POUR	POUR	✓ 99.0%
3	Re-elect PwC as auditor for FY 2022	POUR	POUR	✓ 99.2%
Board of Directors after the AGM				
4.1	Re-elect Mr. José María Abril Pérez as proprietary Director	POUR	POUR	✓ 96.1%
4.2	Re-elect Mr. Ángel Vilà Boix as executive Director	POUR	POUR	✓ 97.1%
4.3	Re-elect Ms. María Luisa García Blanco as independent Director	POUR	POUR	✓ 88.8%
4.4	Re-elect Mr. Francisco Javier de Paz Mancho as other external Director	POUR	POUR	✓ 83.5%
4.5	Elect Ms. María Rotondo Urcola as independent Director	POUR	POUR	✓ 97.8%
5	Setting the number of Directors at 15	POUR	POUR	✓ 99.1%
6	Share capital reduction	POUR	POUR	✓ 99.4%
7.1	Share capital increase	POUR	POUR	✓ 99.0%
7.2	Approval of a dividend distribution	POUR	POUR	✓ 99.6%
8	Approval of a Global Plan to buy Telefónica shares	POUR	POUR	✓ 98.9%
9	Delegation of powers	POUR	POUR	✓ 99.4%
10	Advisory vote on the 2021 Directors' Remuneration Report	POUR	● CONTRE	Excessive variable remuneration. ✓ 53.3%

Teleperformance

14.04.2022

MIX

No.	Ordre du jour	Board	Ethos		Résultat
1	To approve the parent company's financial statements	POUR	POUR		✓ 100.0%
2	To approve the consolidated financial statements	POUR	POUR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	POUR	POUR		✓ 99.6%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	POUR		✓ 100.0%
5	To approve the remuneration report	POUR	● CONTRE	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	POUR	● CONTRE	Excessive total remuneration.	✓ 85.6%
7	Ex-post binding "Say on Pay" vote on the executive individual remuneration of Olivier Rigaudy, Deputy CEO	POUR	● CONTRE	Excessive variable remuneration.	✓ 88.0%
8	To approve the non-executives new remuneration policy	POUR	POUR		✓ 99.9%
9	To approve the CEO new remuneration policy	POUR	POUR		✓ 90.7%
10	To approve the Deputy CEO new remuneration policy	POUR	POUR		✓ 91.8%
	Board main features				
11	Election of Shelly Gupta as a Director for 3 years	POUR	POUR		✓ 99.9%
12	Election of Carole Toniutti as a Director for 3 years	POUR	POUR		✓ 99.9%
13	Re-election of Pauline Ginestié as a Director for 3 years	POUR	POUR		✓ 99.9%
14	Re-election of Wai Ping Leung as a Director for 3 years	POUR	POUR		✓ 99.9%
15	Re-election of Patrick Thomas as a Director for 3 years	POUR	POUR		✓ 96.6%
16	Re-election of Bernard Canetti as a Director for 3 years	POUR	POUR		✓ 83.8%
17	To approve Directors' fees	POUR	POUR		✓ 99.7%
18	To approve a treasury share buy-back and disposal programme	POUR	POUR		✓ 99.0%
19	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	POUR	POUR		✓ 93.4%

Teleperformance

14.04.2022

MIX

No.	Ordre du jour	Board	Ethos		Résultat
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	POUR	● CONTRE	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	POUR	● CONTRE	Share capital authorisation that can be used as an anti-takeover protection without shareholder approval.	✓ 91.1%
22	"Green shoe" authorisation	POUR	● CONTRE	Additional potential dilution which is not in shareholders' interests.	✓ 86.9%
23	To authorise capital increases related to an all-employee share ownership plan	POUR	POUR		✓ 97.3%
24	To authorise the Board to issue restricted shares for employees and/or executive directors	POUR	● CONTRE	Potential excessive awards.	✓ 92.0%
25	Delegation of powers for the completion of formalities	POUR	POUR		✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Annual Report and Accounts for the year ended 26 February 2022	POUR	POUR	✓ 100.0%
2	Binding vote on Directors' Remuneration policy	POUR	● CONTRE	✓ 92.0% The potential variable remuneration exceeds our guidelines.
3	Advisory vote on Directors' Remuneration report	POUR	● CONTRE	✓ 92.2% Excessive variable remuneration. Concerns over the excessive sign-on bonus granted to the new CFO.
4	Declare a final dividend Elections to the Board of Directors	POUR	POUR	✓ 100.0%
5	Re-elect Mr. John Allan CBE	POUR	POUR	✓ 91.4%
6	Re-elect Ms. Melissa Bethell	POUR	POUR	✓ 100.0%
7	Re-elect Mr. Bertrand Bodson	POUR	● CONTRE	✓ 70.7% Concerns over the director's time commitments.
8	Re-elect Mr. Thierry Garnier	POUR	POUR	✓ 99.9%
9	Re-elect Mr. Stewart Gilliland	POUR	POUR	✓ 96.6%
10	Re-elect Dr. Byron Grote	POUR	● CONTRE	✓ 92.6% Concerns over the director's time commitments.
11	Re-elect Mr. Ken Murphy	POUR	POUR	✓ 100.0%
12	Re-elect Mr. Imran Nawaz	POUR	POUR	✓ 99.6%
13	Re-elect Ms. Alison Platt	POUR	POUR	✓ 94.9%
14	Re-elect Ms. Lindsey Pownall OBE	POUR	POUR	✓ 100.0%
15	Re-elect Ms. Karen Whitworth	POUR	POUR	✓ 100.0%
16	Re-appoint Deloitte as auditor	POUR	POUR	✓ 99.9%
17	Auditor's remuneration	POUR	POUR	✓ 99.9%
18	Political donations and political expenditure	POUR	POUR	✓ 97.2%
19	Directors' authority to allot shares	POUR	POUR	✓ 88.6%
20	Disapplication of pre-emption rights on the issue of shares for cash	POUR	POUR	✓ 92.8%
21	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	POUR	POUR	✓ 90.2%
22	Purchase of own shares	POUR	● CONTRE	✓ 98.2% The executive variable remuneration depends on "per share" indicators, which are artificially positively impacted by the company's share repurchase programme.
23	Authority to call general meetings on short notice	POUR	● CONTRE	✓ 94.0% 14-days is insufficient for shareholders to vote in an informed manner.

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Mark A. Blinn	POUR	POUR	✓ 98.2%
1b.	Re-elect Mr. Todd M. Bluedorn	POUR	POUR	✓ 98.7%
1c.	Re-elect Ms. Janet F. Clark	POUR	POUR	✓ 98.7%
1d.	Re-elect Ms. Carrie S. Cox	POUR	POUR	✓ 85.2%
1e.	Re-elect Mr. Martin S. Craighead	POUR	POUR	✓ 98.5%
1f.	Re-elect Ms. Jean M. Hobby	POUR	POUR	✓ 99.2%
1g.	Re-elect Mr. Michael D. Hsu	POUR	POUR	✓ 94.2%
1h.	Elect Mr. Haviv Ilan	POUR	POUR	✓ 98.5%
1i.	Re-elect Mr. Ronald D. Kirk	POUR	POUR	✓ 96.9%
1j.	Re-elect Ms. Pamela H. Patsley	POUR	POUR	✓ 85.2%
1k.	Re-elect Mr. Robert E. Sanchez	POUR	POUR	✓ 97.7%
1l.	Re-elect Mr. Richard K. Templeton	POUR	● CONTRE	Combined chairman and CEO. ✓ 93.5%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 76.4%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 93.3%
4.	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	● POUR	The proposed threshold would enhance the right of shareholders to call a special meeting. ✗ 43.4%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Mr. David Thomson	POUR	POUR	✓ 98.8%
1.2	Re-elect Mr. Steve Hasker	POUR	POUR	✓ 99.5%
1.3	Re-elect Ms. Kirk E. Arnold	POUR	POUR	✓ 99.5%
1.4	Re-elect Mr. David W. Binet	POUR	POUR	✓ 95.3%
1.5	Re-elect Dr. W. Edmund Clark	POUR	● S'ABSTENIR Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. The director is over 75 years old, which exceeds guidelines.	✓ 92.7%
1.6	Elect Ms. LaVerne Council	POUR	POUR	✓ 99.8%
1.7	Re-elect Mr. Michael E. Daniels	POUR	POUR	✓ 97.6%
1.8	Re-elect Mr. Kirk Koenigsbauer	POUR	POUR	✓ 99.6%
1.9	Re-elect Ms. Deanna W. Oppenheimer	POUR	POUR	✓ 99.5%
1.10	Re-elect Mr. Simon Paris	POUR	● S'ABSTENIR Concerns over the director's time commitments.	✓ 99.6%
1.11	Re-elect Ms. Kim M. Rivera	POUR	● S'ABSTENIR Concerns over the director's time commitments.	✓ 99.7%
1.12	Re-elect Mr. Barry Salzberg	POUR	POUR	✓ 99.4%
1.13	Re-elect Mr. Peter J. Thomson	POUR	POUR	✓ 95.4%
1.14	Elect Ms. Beth Wilson	POUR	POUR	✓ 99.8%
2.	Re-election of the auditor	POUR	POUR	✓ 99.9%
3.	Advisory vote on executive remuneration	POUR	● CONTRE Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only.	✓ 98.5%

No.	Ordre du jour	Board	Ethos	Résultat
1	Election of the Chairman of the meeting	POUR	POUR	✓ 100.0%
2.a	Election of Christian Bratterud to check the minutes	POUR	POUR	✓ 100.0%
2.b	Election of Carolin Forsber to check the minutes	POUR	POUR	✓ 100.0%
3	Preparation and approval of the voting register	POUR	POUR	✓ 100.0%
4	Approval of the agenda	POUR	POUR	✓ 100.0%
5	Determination of compliance with the rules of convocation	POUR	POUR	✓ 100.0%
6.a	Presentation of the annual report and the auditor's report	SANS VOTE	SANS VOTE	
6.b	Presentation of the consolidated accounts and the Group auditor's report	SANS VOTE	SANS VOTE	
6.c	Presentation of the statement of the auditor on the compliance of the guidelines for the remuneration to executives	SANS VOTE	SANS VOTE	
6.d	Presentation of the board's proposal for distribution of the company's profits and the board of directors' statement thereon	SANS VOTE	SANS VOTE	
7.a	Adoption of the financial statements	POUR	POUR	✓ 99.7%
7.b	Approve allocation of income and dividend	POUR	POUR	✓ 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)	POUR	POUR	✓ 97.9%
7.c.2	Mr. Mattias Ankarberg	POUR	POUR	✓ 97.9%
7.c.3	Mr. Hans Eckerström	POUR	POUR	✓ 97.9%
7.c.4	Ms. Heléne Mellquist	POUR	POUR	✓ 97.9%
7.c.5	Ms. Therese Reuterswärd	POUR	POUR	✓ 97.9%
7.c.6	Ms. Helene Willberg	POUR	POUR	✓ 97.9%
7.c.7	Magnus Welander (CEO)	POUR	POUR	✓ 98.3%
7.d	Approval of remuneration report	POUR	● CONTRE	✓ 97.2% The information provided is insufficient.
8	Establishment of the number of Board members	POUR	POUR	✓ 100.0%
9	Approve directors' fees	POUR	POUR	✓ 99.2%
10.	Elections of directors			
10.1	Re-elect Mr. Hans Eckerström	POUR	POUR	✓ 91.8%
10.2	Re-elect Mr. Mattias Ankarberg	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos		Résultat
10.3	Re-elect Ms. Heléne Mellquist	POUR	● CONTRE	Concerns over the director's time commitments.	✓ 97.7%
10.4	Re-elect Ms. Therese Reuterswärd	POUR	POUR		✓ 100.0%
10.5	Re-elect Ms. Helene Willberg	POUR	● CONTRE	Concerns over the director's time commitments.	✓ 62.7%
10.6	Elect Ms. Sarah McPhee	POUR	POUR		✓ 100.0%
10.7	Elect Mr. Johan Westman	POUR	● CONTRE	Concerns over the director's time commitments.	✓ 80.8%
10.8	Election of Mr. Hans Eckerström as the new chairman of the board	POUR	POUR		✓ 81.6%
11	Approve auditors' fees	POUR	POUR		✓ 100.0%
12.	Election of auditor	POUR	POUR		✓ 99.6%
13	Approve executive remuneration policy	POUR	● CONTRE	Some important elements of best practice are missing from the structure of the executive remuneration.	✓ 97.1%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Amend Articles of Association: Electronic documentation	POUR	POUR	✓
2.	Election of Directors			
2.1	Re-elect Mr. Michiaki Hirose	POUR	POUR	✓
2.2	Re-elect Mr. Takashi Uchida	POUR	● CONTRE	Executive director sitting on the remuneration committee, which is not best practice. ✓
2.3	Re-elect Mr. Isao Nakajima	POUR	POUR	✓
2.4	Re-elect Mr. Hitoshi Saito	POUR	POUR	✓
2.5	Re-elect Mr. Kazunori Takami	POUR	POUR	✓
2.6	Re-elect Ms. Junko Edahiro	POUR	POUR	✓
2.7	Re-elect Ms. Mami Indo	POUR	POUR	✓
2.8	Re-elect Mr. Hiromichi Ono	POUR	POUR	✓
2.9	Elect Mr. Hiroyuki Sekiguchi	POUR	POUR	✓

No.	Ordre du jour	Board	Ethos	Résultat
1	Opening of the Meeting	SANS VOTE	SANS VOTE	
2	Election of the chairperson of the Meeting	POUR	POUR	✓ 100.0%
3	Election of (a) person(s) to verify the minutes of the Meeting	POUR	POUR	✓ 100.0%
4	Approval of the notice and the agenda	POUR	POUR	✓ 100.0%
5	Report by the management on the status of the Company and the Group	SANS VOTE	SANS VOTE	
6	Adoption of the financial statements, including the allocation of profit	POUR	POUR	✓ 98.6%
7	Consideration of report on remunerations of senior executives	POUR	POUR	✓ 89.1%
8	Report on corporate governance	SANS VOTE	SANS VOTE	
9	Determination of remuneration for the Board of Directors	POUR	POUR	✓ 67.6%
10	Determination of remuneration for the Nomination Committee	POUR	POUR	✓ 94.8%
11	Election of the shareholder elected members of the Board of Directors	POUR	POUR	✓ 76.1%
12	Election of members of the Nomination Committee	POUR	● CONTRE	While Norwegian law allows for individual elections of directors, the company maintains grouped elections. ✓ 98.6%
13	Approval of the auditor's remuneration	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	POUR	✓ 99.9%
16	Articles of association change, share split 1:2	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Ms. Kirk E. Arnold	POUR	POUR	✓ 97.4%
1b.	Re-elect Ms. Ann C. Berzin	POUR	● CONTRE	The director has been sitting on the board for over 20 years, which exceeds guidelines. ✓ 93.3%
1c.	Re-elect Ms. April Miller Boise	POUR	POUR	✓ 99.1%
1d.	Re-elect Mr. John Bruton	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines. ✓ 94.4%
1e.	Re-elect Dr. Jared L. Cohon	POUR	● CONTRE	The director is over 75 years old, which exceeds guidelines. ✓ 93.7%
1f.	Re-elect Mr. Gary D. Forsee	POUR	● CONTRE	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	POUR	POUR	✓ 98.0%
1h.	Re-elect Mr. Myles P. Lee	POUR	POUR	✓ 99.0%
1i.	Elect Mr. David S. Regnery	POUR	● CONTRE	Combined chairman and CEO. ✓ 90.8%
1j.	Re-elect Mr. John P. Surma	POUR	POUR	✓ 91.9%
1k.	Re-elect Mr. Tony L. White	POUR	● CONTRE	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	POUR	● CONTRE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only. ✓ 91.8%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 91.3%
4.	Renew the Directors' existing authority to issue shares	POUR	POUR	✓ 97.4%
5.	Renew Directors' Authority to Issue Shares for Cash	POUR	POUR	✓ 98.0%
6.	Determine the price range at which the Company can reissue shares	POUR	POUR	✓ 98.7%

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

No.	Ordre du jour	Board	Ethos	Résultat
1	Annual Report and Accounts for the year ended 31 December 2021	POUR	POUR	✓ 100.0%
2	Advisory vote on Directors' Remuneration report	POUR	● CONTRE	Excessive total remuneration. ✓ 92.5%
Elections to the Board of Directors				
3	Re-elect Mr. Nils Andersen	POUR	POUR	✓ 92.2%
4	Re-elect Dr. Judith Hartmann	POUR	POUR	✓ 99.2%
5	Re-elect Mr. Alan Jope	POUR	POUR	✓ 96.4%
6	Re-elect Ms. Andrea Jung	POUR	POUR	✓ 95.0%
7	Re-elect Ms. Susan Kilsby	POUR	POUR	✓ 99.2%
8	Re-elect Mr. Strive T. Masiyiwa	POUR	POUR	✓ 98.9%
9	Re-elect Prof. Dr. Youngme E. Moon	POUR	POUR	✓ 99.0%
10	Re-elect Mr. Graeme Pitkethly	POUR	POUR	✓ 96.3%
11	Re-elect Mr. Feike Sijbesma	POUR	POUR	✓ 98.9%
12	Elect Mr. Adrian Hennah	POUR	POUR	✓ 98.8%
13	Elect Ms. Ruby Lu	POUR	POUR	✓ 99.3%
14	Re-appoint KPMG as auditor	POUR	POUR	✓ 99.0%
15	Auditor's remuneration	POUR	POUR	✓ 99.4%
16	Political donations and political expenditure	POUR	POUR	✓ 98.0%
17	Directors' authority to allot shares	POUR	POUR	✓ 94.4%
18	Disapplication of pre-emption rights on the issue of shares for cash	POUR	POUR	✓ 98.3%
19	Disapplication of pre-emption rights on the issue of shares for cash for an acquisition or capital investment	POUR	POUR	✓ 97.0%
20	Purchase of own shares	POUR	POUR	✓ 98.9%
21	Authority to call general meetings on short notice	POUR	● CONTRE	14-days is insufficient for shareholders to vote in an informed manner. ✓ 92.0%

No.	Ordre du jour	Board	Ethos		Résultat
1.	Elections of directors				
1a)	Re-elect Ms. Carol B. Tomé	POUR	POUR		✓ 97.5%
1b)	Re-elect Mr. Rodney C. Adkins	POUR	POUR		✓ 93.6%
1c)	Re-elect Ms. Eva C. Boratto	POUR	POUR		✓ 97.1%
1d)	Re-elect Mr. Michael J. Burns	POUR	POUR		✓ 96.0%
1e)	Re-elect Mr. Wayne M. Hewett	POUR	POUR		✓ 97.0%
1f)	Re-elect Ms. Angela Hwang	POUR	POUR		✓ 96.9%
1g)	Re-elect Ms. Kate E. Johnson	POUR	POUR		✓ 97.1%
1h)	Re-elect Mr. William R. Johnson	POUR	POUR		✓ 95.6%
1i)	Re-elect Ms. Ann M. Livermore	POUR	● CONTRE	The director has been sitting on the board for over 20 years, which exceeds guidelines.	✓ 94.4%
1j)	Re-elect Mr. Franck J. Moison	POUR	POUR		✓ 97.3%
1k)	Re-elect Ms. Christiana Smith Shi	POUR	POUR		✓ 96.8%
1l)	Re-elect Mr. Russell Stokes	POUR	POUR		✓ 97.1%
1m)	Re-elect Mr. Kevin M. Warsh	POUR	POUR		✓ 96.9%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration.	✓ 91.8%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns.	✓ 96.3%
4.	Shareholder resolution: Disclose lobbying activities	CONTRE	● POUR	Enhanced disclosure on lobbying expenses.	✗ 29.2%
5.	Shareholder resolution: Report on the Alignment of Lobbying Activities with the Paris Climate Agreement	CONTRE	● POUR	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	CONTRE	● POUR	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	CONTRE	● POUR	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	CONTRE	● POUR	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	CONTRE	● POUR	Enhanced disclosure on gender equality and ethnic diversity.	✗ 36.2%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Timothy P. Flynn	POUR	POUR	✓ 96.3%
1b.	Elect Mr. Paul R. Garcia	POUR	POUR	✓ 99.8%
1c.	Re-elect Mr. Stephen J. Hemsley	POUR	● CONTRE	The director has been sitting on the board for over 20 years, which exceeds guidelines. ✓ 97.2%
1d.	Re-elect Ms. Michele J. Hooper	POUR	POUR	✓ 95.9%
1e.	Re-elect Mr. Frederick William McNabb III	POUR	POUR	✓ 97.5%
1f.	Re-elect Dr. Valerie C. Montgomery Rice	POUR	POUR	✓ 99.5%
1g.	Re-elect Dr. John H. Noseworthy	POUR	POUR	✓ 95.3%
1h.	Re-elect Mr. Andrew Witty	POUR	POUR	✓ 99.4%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only. ✓ 93.9%
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 96.8%
4.	Shareholder resolution: Termination Pay	CONTRE	● POUR	The proposal aims at improving the remuneration policy. ✗ 42.6%
5.	Shareholder resolution: Disclose political contributions	CONTRE	● POUR	Enhanced disclosure on political donations. ✗ 36.7%

No.	Ordre du jour	Board	Ethos		Résultat
1	To approve the parent company's financial statements	POUR	POUR		✓ 100.0%
2	To approve the consolidated financial statements	POUR	POUR		✓ 100.0%
3	To approve the allocation of income and the dividend payment	POUR	POUR		✓ 99.9%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	POUR		✓ 100.0%
Board main features					
5	Re-election of Bruno Bézard as a Director for 4 years	POUR	POUR		✓ 98.1%
6	Re-election of Bpifrance Participations SA as a Director for 4 years	POUR	POUR		✓ 96.6%
7	Re-election of Gilles Michel as a Director for 4 years	POUR	POUR		✓ 96.4%
8	To approve the remuneration report	POUR	POUR		✓ 95.5%
9	Ex-post binding "Say on Pay" vote on the individual remuneration of Jacques Aschenbroich, Chairman and CEO	POUR	● CONTRE	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	POUR	● CONTRE	Excessive variable remuneration.	✓ 92.6%
11	To approve the non-executives new remuneration policy	POUR	POUR		✓ 99.3%
12	To approve the remuneration policy of Jacques Aschenbroich, Chairman and CEO until 26/01/2022, then Non-executive Chairman	POUR	● CONTRE	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	POUR	● CONTRE	Potential excessive awards.	✓ 92.2%
14	To re-elect Ernst & Young as auditor for 6 years	POUR	POUR		✓ 98.6%
15	To re-elect Mazars as auditor for 6 years	POUR	POUR		✓ 98.9%
16	To ratify the change of Headquarters	POUR	POUR		✓ 100.0%
17	To approve a treasury share buy-back and disposal programme	POUR	POUR		✓ 99.8%
18	To modify Article 20 of the Bylaws related to alternate auditors	POUR	POUR		✓ 99.4%

No.	Ordre du jour	Board	Ethos	Résultat
19	Delegation of powers for the completion of formalities	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	To approve the parent company's financial statements	POUR	POUR	✓ 99.8%
2	To approve the consolidated financial statements	POUR	POUR	✓ 99.8%
3	To approve specific luxury or non-deductible expenses	POUR	POUR	✓ 99.4%
4	To approve the allocation of income and the dividend payment	POUR	POUR	✓ 96.9%
5	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	POUR	✓ 99.0%
Board main features				
6	Re-election of Antoine Frérot as a Director for 4 years	POUR	POUR	✓ 96.4%
7	Election of Estelle Brachlianoff as a Director for 4 years	POUR	POUR	✓ 97.7%
8	Election of Agata Mazurek-Bak as director representing employee shareholders for a period of 4 years.	POUR	POUR	✓ 98.8%
9	Ex-post binding "Say on Pay" vote on the Chairman and CEO individual remuneration	POUR	POUR	✓ 94.9%
10	To approve the remuneration report	POUR	● CONTRE	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)	POUR	POUR	✓ 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	RETIRÉE	● CONTRE	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.	POUR	● CONTRE	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.	POUR	POUR	✓ 93.1%

No.	Ordre du jour	Board	Ethos	Résultat
15	To approve the non-executives new remuneration policy	POUR	POUR	✓ 99.4%
16	To approve a treasury share buy-back and disposal programme	POUR	POUR	✓ 97.5%
17	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	POUR	POUR	✓ 97.4%
18	Global allowance to issue capital related securities without pre-emptive rights by public issuance	POUR	POUR	✓ 96.2%
19	Global allowance to issue capital related securities without pre-emptive rights through private placement	POUR	POUR	✓ 91.9%
20	Delegation to issue shares and capital securities as consideration for contributions in kind made to the company	POUR	POUR	✓ 97.8%
21	"Green shoe" authorisation	POUR	● CONTRE	Additional potential dilution which is not in shareholders' interests. ✓ 88.9%
22	To authorise capital increases by transfer of reserves	POUR	POUR	✓ 99.7%
23	To authorise capital increases related to an all-employee share ownership plan	POUR	POUR	✓ 99.3%
24	To authorise capital increases related to an foreign-employee share ownership plan	POUR	POUR	✓ 99.3%
25	To authorise the Board to issue restricted shares for employees and/or executive directors	POUR	POUR	✓ 92.9%
26	To authorise a potential reduction in the company's share capital	POUR	POUR	✓ 98.6%
27	Delegation of powers for the completion of formalities	POUR	POUR	✓ 99.9%

No.	Ordre du jour	Board	Ethos	Résultat
1	To approve the parent company's financial statements	POUR	POUR	✓ 100.0%
2	To approve the consolidated financial statements	POUR	POUR	✓ 100.0%
3	To approve the allocation of income and the dividend payment	POUR	POUR	✓ 100.0%
4	Statement of related-party agreements reported in the Statutory Auditor's Special Report on Regulated Agreements and Commitments with Related Parties	POUR	POUR	✓ 100.0%
Board main features				
5	Election of Patrice Lucas as a Director for 4 years	POUR	● CONTRE	Executive director. The board is not sufficiently independent. ✓ 97.9%
6	Election of Didier Debrosse as a Director for 4 years	POUR	POUR	✓ 100.0%
7	Competitive election of Beatriz Peinado Vallejo as an employee shareholder representative Director for 4 years	POUR	POUR	✓ 77.5%
8	Competitive election of Matthieu Cantin as an employee shareholder representative Director for 4 years	CONTRE	CONTRE	✗ 26.6%
9	To approve the remuneration report	POUR	POUR	✓ 96.7%
10	Ex-post binding "Say on Pay" vote on Michel Giannuzzi, Chairman and CEO, individual remuneration	POUR	● CONTRE	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)	POUR	POUR	✓ 98.1%
12	To approve the Deputy CEO new remuneration policy (to be applied to Patrice Lucas from 1 February to 11 May 2022)	POUR	POUR	✓ 98.1%
13	To approve the CEO new remuneration policy (to be applied to Patrice Lucas as from 12 May 2022)	POUR	POUR	✓ 97.8%
14	To approve the non-executive Chairman new remuneration policy (to be applied to Michel Giannuzzi as from 12 May 2022)	POUR	● CONTRE	Excessive total remuneration. ✓ 98.7%
15	To approve the non-executives new remuneration policy	POUR	POUR	✓ 98.0%
16	To approve a treasury share buy-back and disposal programme	POUR	POUR	✓ 99.4%
17	To authorise a potential reduction in the company's share capital	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos		Résultat
18	To authorise capital increases by transfer of reserves	POUR	POUR		✓ 99.6%
19	To authorise the Board to issue shares or other securities giving access to shares with pre-emptive rights	POUR	POUR		✓ 97.9%
20	Global allowance to issue capital related securities without pre-emptive rights by public issuance (Guaranteed 5-day priority delay)	POUR	● CONTRE	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)	POUR	● CONTRE	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	POUR	● CONTRE	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)	POUR	● CONTRE	The discount is too high on the share issue price.	✓ 90.0%
24	"Green shoe" authorisation	POUR	● CONTRE	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	POUR	POUR		✓ 79.3%
26	To authorise capital increases related to an all-employee share ownership plan	POUR	POUR		✓ 99.5%
27	To authorise capital increases related to an all-foreign-employee share ownership plan	POUR	POUR		✓ 99.4%
28	To amend Article 15.3 of the Bylaws on director mandate duration	POUR	POUR		✓ 100.0%
29	Delegation of powers for the completion of formalities	POUR	POUR		✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1	Elections of directors			
1.1	Re-elect Ms. Shellye L. Archambeau	POUR	POUR	✓ 96.7%
1.2	Re-elect Ms. Roxanne S. Austin	POUR	POUR	✓ 97.3%
1.3	Re-elect Mr. Mark T. Bertolini	POUR	POUR	✓ 98.1%
1.4	Re-elect Ms. Melanie L. Healey	POUR	POUR	✓ 96.5%
1.5	Elect Mr. Laxman Narasimhan	POUR	POUR	✓ 98.7%
1.6	Re-elect Mr. Clarence Otis Jr.	POUR	● CONTRE	Non independent lead director, which is not best practice. ✓ 92.7%
1.7	Re-elect Mr. Daniel H. Schulman	POUR	POUR	✓ 96.5%
1.8	Re-elect Mr. Rodney E. Slater	POUR	POUR	✓ 95.8%
1.9	Elect Ms. Carol B. Tomé	POUR	POUR	✓ 98.8%
1.10	Re-elect Mr. Hans Vestberg	POUR	● CONTRE	Combined chairman and CEO. ✓ 91.8%
1.11	Re-elect Mr. Gregory G. Weaver	POUR	POUR	✓ 98.3%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 90.3% An important part of the variable remuneration is not subject to challenging long-term performance conditions.
3.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 95.1%
4.	Shareholder resolution: Report on charitable contributions	CONTRE	CONTRE	✗ 5.7%
5.	Shareholder resolution: Clawback Policy Amendment	CONTRE	● POUR	The proposal aims at improving the remuneration policy. ✗ 37.0%
6.	Shareholder resolution: Termination Pay	CONTRE	● POUR	The proposal aims at improving the remuneration policy. ✗ 44.1%
7.	Shareholder resolution: Report on Operations in Communist China	CONTRE	CONTRE	✗ 4.5%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Dr. Sangeeta N. Bhatia	POUR	POUR	✓ 99.3%
1.2	Re-elect Mr. Lloyd A. Carney	POUR	POUR	✓ 86.7%
1.3	Re-elect Dr. Alan Garber	POUR	POUR	✓ 98.0%
1.4	Re-elect Mr. Terrence C. Kearney	POUR	POUR	✓ 89.6%
1.5	Re-elect Dr. med. Reshma Kewalramani	POUR	POUR	✓ 99.5%
1.6	Re-elect Mr. Yuchun Lee	POUR	POUR	✓ 97.8%
1.7	Re-elect Dr. Jeffrey M. Leiden	POUR	POUR	✓ 96.8%
1.8	Re-elect Ms. Margaret G. McGlynn	POUR	POUR	✓ 97.8%
1.9	Re-elect Ms. Diana McKenzie	POUR	POUR	✓ 99.3%
1.10	Re-elect Mr. Bruce I. Sachs	POUR	● CONTRE	The director has been sitting on the board for over 20 years, which exceeds guidelines. ✓ 94.6%
1.11	Elect Mr. Suketu Upadhyay	POUR	POUR	✓ 99.7%
2.	Re-election of the auditor	POUR	● CONTRE	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	POUR	● CONTRE	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	POUR	● CONTRE	The potential variable remuneration exceeds our guidelines. The non-executive directors receive options. ✓ 88.3%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1.1	Re-elect Dr. Udit Batra	POUR	POUR	✓ 99.0%
1.2	Re-elect Ms. Linda Baddour	POUR	POUR	✓ 98.4%
1.3	Re-elect Mr. Edward Conard	POUR	● CONTRE	✓ 94.0% The director has been sitting on the board for over 20 years, which exceeds guidelines.
1.4	Re-elect Dr. Pearl S. Huang	POUR	POUR	✓ 96.4%
1.5	Elect Mr. Wei Jiang	POUR	POUR	✓ 99.6%
1.6	Re-elect Mr. Christopher A. Kuebler	POUR	● CONTRE	✓ 91.2% Non-independent chairman of the remuneration committee. The independence of this committee is insufficient.
1.7	Re-elect Dr. Flemming Ornskov	POUR	● CONTRE	✓ 87.7% Concerns over the director's time commitments.
1.8	Re-elect Mr. Thomas P. Salice	POUR	● CONTRE	✓ 90.5% The director has been sitting on the board for over 20 years, which exceeds guidelines.
2.	Re-election of the auditor	POUR	● CONTRE	✓ 94.0% The auditor's long tenure raises independence concerns.
3.	Advisory vote on executive remuneration	POUR	● CONTRE	✓ 87.5% 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.

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Martin I. Cole	POUR	POUR	✓ 98.8%
1b.	Re-elect Mr. Richard A. Goodman	POUR	POUR	✓ 98.5%
1c.	Re-elect Ms. Betsy D. Holden	POUR	POUR	✓ 96.6%
1d.	Re-elect Mr. Jeffrey A. Joerres	POUR	POUR	✓ 94.5%
1e.	Elect Mr. Devin B. McGranahan	POUR	POUR	✓ 99.6%
1f.	Re-elect Mr. Michael A. Miles	POUR	POUR	✓ 92.4%
1g.	Re-elect Mr. Timothy P. Murphy	POUR	POUR	✓ 99.6%
1h.	Re-elect Ms. Joyce A. Phillips	POUR	POUR	✓ 96.1%
1i.	Re-elect Mr. Jan Siegmund	POUR	POUR	✓ 99.5%
1j.	Re-elect Ms. Angela A. Sun	POUR	POUR	✓ 99.7%
1k.	Re-elect Mr. Solomon D. Trujillo	POUR	POUR	✓ 99.6%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	<p>✓ 88.1%</p> <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>
3.	Re-election of the auditor	POUR	POUR	✓ 98.5%
4.	Shareholder resolution: Call Special Shareholder Meetings	CONTRE	● POUR	<p>✗ 8.7%</p> <p>The proposed threshold would enhance the right of shareholders to call a special meeting.</p>

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Samuel R. Allen	POUR	● CONTRE	Non independent lead director, which is not best practice. ✓ 95.9%
1b.	Re-elect Dr. Marc R. Bitzer	POUR	● CONTRE	Combined chairman and CEO. ✓ 95.9%
1c.	Re-elect Mr. Greg Creed	POUR	POUR	✓ 97.5%
1d.	Re-elect Mr. Gary T. DiCamillo	POUR	● CONTRE	The director has been sitting on the board for over 20 years, which exceeds guidelines. ✓ 97.0%
1e.	Re-elect Ms. Diane M. Dietz	POUR	POUR	✓ 99.1%
1f.	Re-elect Ms. Gerri T. Elliott	POUR	POUR	✓ 98.5%
1g.	Re-elect Ms. Jennifer A. LaClair	POUR	POUR	✓ 98.9%
1h.	Re-elect Mr. John D. Liu	POUR	POUR	✓ 98.3%
1i.	Re-elect Mr. James M. Loree	POUR	POUR	✓ 98.9%
1j.	Re-elect Mr. Harish Manwani	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 97.4%
1k.	Re-elect Ms. Patricia K. Poppe	POUR	POUR	✓ 98.8%
1l.	Re-elect Mr. Larry O. Spencer	POUR	POUR	✓ 98.5%
1m.	Re-elect Mr. Michael D. White	POUR	POUR	✓ 94.8%
2.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 94.2%
3.	Election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 96.2%

No.	Ordre du jour	Board	Ethos	Résultat
1	Receive the Annual Report	SANS VOTE	SANS VOTE	
2	Approve the Dividend	POUR	POUR	✓ 100.0%
3	Approve Discharge of Management Board	POUR	POUR	✓ 99.4%
4	Approve Discharge of Supervisory Board	POUR	● CONTRE	Serious shortcomings in corporate governance constitute a major risk for the company and its shareholders. ✓ 99.2%
5	Appoint the Auditors	POUR	POUR	✓ 99.2%
	Board main features			
6.1	Approve increase of the number of shareholder representatives on the Supervisory Board	POUR	POUR	✓ 99.9%
6.2	Elections to the Supervisory Board: Peter Steiner	POUR	POUR	✓ 82.9%
6.3	Elections to the Supervisory Board: Marc Grynberg	POUR	POUR	✓ 98.7%
6.4	Elections to the Supervisory Board: Dr. Thomas Birtel	POUR	POUR	✓ 98.7%
7	Approve Remuneration Report	POUR	● CONTRE	Concerns over the severance payments which are considered excessive. ✓ 81.5%
8	Authorise Share Repurchase	POUR	● CONTRE	The repurchase price is too high. ✓ 92.0%
9	Authorise Sale or Cancellation of Repurchased Shares	POUR	POUR	✓ 92.4%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Opening of the Meeting	SANS VOTE	SANS VOTE	
2a.	Report of the executive board for the financial year 2021	SANS VOTE	SANS VOTE	
2b.	Report of the supervisory board for the financial year 2021	SANS VOTE	SANS VOTE	
2c.	Approve remuneration report	POUR	● CONTRE	The pay-for-performance connection is not demonstrated. Excessive variable remuneration.
				✓ 94.4%
3a.	Adoption of the financial statements	POUR	POUR	✓ 99.9%
3b.	Explanation of the policy on reserves and dividends	SANS VOTE	SANS VOTE	
3c.	Approve allocation of income	POUR	POUR	✓ 99.6%
4a.	Discharge of executive board	POUR	POUR	✓ 98.9%
4b.	Discharge of supervisory board	POUR	POUR	✓ 98.9%
	Composition of the supervisory board			
5.	Election of Heleen Kersten	POUR	POUR	✓ 99.5%
6.	Approve remuneration of the supervisory board	POUR	POUR	✓ 98.9%
7a.	Authorisation to issue shares	POUR	POUR	✓ 98.9%
7b.	Authorisation to restrict or exclude pre-emptive rights	POUR	POUR	✓ 97.9%
8.	Authorisation to repurchase own shares	POUR	● CONTRE	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	POUR	POUR	✓ 100.0%
10.	Election of auditor	POUR	POUR	✓ 99.9%
11.	Any other business	SANS VOTE	SANS VOTE	
12.	Closing of the Meeting	SANS VOTE	SANS VOTE	

No.	Ordre du jour	Board	Ethos	Résultat
1	To change Articles provisions in line with legal requirements.	POUR	POUR	✓ 99.5%
2	To amend Articles on duration of member of the board representing employees.	POUR	POUR	✓ 99.5%
3	1) To approve the parent company's financial statements.; 2) To approve specific luxury or non-deductible expenses.	POUR	POUR	✓ 99.9%
4	To approve the consolidated financial statements.	POUR	POUR	✓ 99.9%
5	To approve the allocation of income and the dividend payment.	POUR	POUR	✓ 100.0%
6	To transfer an amount from one shareholder equity account to another.	POUR	● CONTRE	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).	POUR	POUR	✓ 99.8%
Board main features				
8	Re-election of Mette Kamsvåg as a Director for 3 years.	POUR	POUR	✓ 97.4%
9	Re-election of Caroline Parot as a Director for 3 years.	POUR	POUR	✓ 97.0%
10	Re-election of Georges Pauget as a Director for 3 years.	POUR	POUR	✓ 97.5%
11	Re-election of Luc Rémont as a Director for 3 years.	POUR	POUR	✓ 91.5%
12	Re-election of Michael Stollarz as a Director for 3 years.	POUR	POUR	✓ 97.6%
13	Re-election of Susan M. Tolson as a Director for 3 years	POUR	POUR	✓ 97.4%
14	Re-election of Johannes Dijsselhof as non-voting Director for 1 year	POUR	POUR	✓ 67.7%
15	To re-elect Deloitte & Associés as auditor for 6 years.	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 77.3%
16	Non-renewal of Cabinet BEAS as alternate auditor.	POUR	POUR	✓ 99.8%
17	To ratify the relocation of the Corporate Headquarters.	POUR	POUR	✓ 100.0%
18	To approve the remuneration report.	POUR	POUR	✓ 94.6%
19	Ex-post binding "Say on Pay" vote on the remuneration of Bernard Bourigeaud, Chairman of the Board.	POUR	POUR	✓ 99.6%

No.	Ordre du jour	Board	Ethos		Résultat
20	Ex-post binding "Say on Pay" vote on the individual remuneration of Gilles Grapinet, CEO and former chairman of the board.	POUR	POUR		✓ 88.1%
21	Ex-post binding "Say on Pay" vote on the individual remuneration of Marc-Henri Desportes, Deputy CEO.	POUR	POUR		✓ 88.1%
22	To approve the Chairman's new remuneration policy.	POUR	POUR		✓ 99.6%
23	To approve the CEO's new remuneration policy.	POUR	POUR		✓ 92.1%
24	To approve the Deputy CEO's new remuneration policy.	POUR	POUR		✓ 92.1%
25	To approve the members of the board's new remuneration policy.	POUR	POUR		✓ 99.5%
26	To approve a treasury share buy-back and disposal programme.	POUR	POUR		✓ 98.0%
27	To authorise a potential reduction in the company's share capital.	POUR	● CONTRE	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.	POUR	POUR		✓ 95.9%
29	Global allowance to issue capital related securities without pre-emptive rights by public issuance.	POUR	● CONTRE	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.	POUR	● CONTRE	Discount of 10% of the share price is not in line with French market practice.	✓ 91.7%
31	"Green shoe" authorization.	POUR	● CONTRE	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.	POUR	POUR		✓ 96.6%
33	To authorise capital increases by transfer of reserves.	POUR	POUR		✓ 99.1%
34	To authorise capital increases related to an all-employee share ownership plan.	POUR	POUR		✓ 95.8%
35	To authorise capital increases related to an all-employee share ownership plan.	POUR	● CONTRE	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.	POUR	● CONTRE	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%

No.	Ordre du jour	Board	Ethos	Résultat
37	To authorise allocation of options (new or existing shares).	POUR	POUR	✓ 89.9%
38	To authorise the Board to issue restricted shares for employees and/or executive directors.	POUR	POUR	✓ 92.4%
39	Delegation of powers for the completion of formalities.	POUR	POUR	✓ 100.0%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. W. Robert Berkley	POUR	POUR	✓ 98.7%
1b.	Re-elect Mr. Ronald E. Blaylock	POUR	● CONTRE	The director has been sitting on the board for over 20 years, which exceeds guidelines. ✓ 80.4%
1c.	Re-elect Ms. Mary C. Farrell	POUR	● CONTRE	Non-independent chairman of the remuneration committee. The independence of this committee is insufficient. ✓ 81.1%
1d.	Re-elect Mr. Mark L. Shapiro	POUR	● CONTRE	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	POUR	● CONTRE	The increase in the authorised capital is excessive. ✓ 81.9%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only. ✓ 96.2%
4.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 95.5%

No.	Ordre du jour	Board	Ethos	Résultat
1.	Amend Articles of Association: Electronic documentation	POUR	POUR	✓
2.	Election of Directors			
2.1	Re-elect Mr. Yutaka Nagao	POUR	● CONTRE	Executive director sitting on the remuneration committee, which is not best practice. ✓
2.2	Elect Mr. Toshizo Kurisu	POUR	POUR	✓
2.3	Elect Mr. Yasuharu Kosuge	POUR	POUR	✓
2.4	Re-elect Mr. Kenichi Shibasaki	POUR	POUR	✓
2.5	Re-elect Ms. Mariko Tokuno	POUR	POUR	✓
2.6	Re-elect Mr. Yoichi Kobayashi	POUR	POUR	✓
2.7	Re-elect Mr. Shiro Sugata	POUR	POUR	✓
2.8	Re-elect Mr. Noriyuki Kuga	POUR	POUR	✓
2.9	Elect Mr. Charles Yin	POUR	POUR	✓
3.	Election of Mr. Tsutomu Sasaki as a Corporate Auditor	POUR	POUR	✓

No.	Ordre du jour	Board	Ethos	Résultat
1.	Elections of directors			
1a.	Re-elect Mr. Paget L. Alves	POUR	POUR	✓ 99.2%
1b.	Re-elect Mr. Keith Barr	POUR	POUR	✓ 97.1%
1c.	Re-elect Mr. Christopher M. Connor	POUR	POUR	✓ 93.4%
1d.	Re-elect Mr. Brian C. Cornell	POUR	POUR	✓ 93.8%
1e.	Re-elect Ms. Tanya Domier	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 99.5%
1f.	Re-elect Mr. David Gibbs	POUR	POUR	✓ 99.7%
1g.	Re-elect Dr. Mirian M. Graddick-Weir	POUR	POUR	✓ 96.7%
1h.	Re-elect Ms. Lauren R. Hobart	POUR	POUR	✓ 99.5%
1i.	Re-elect Mr. Thomas C. Nelson	POUR	POUR	✓ 96.2%
1j.	Re-elect Mr. P. Justin Skala	POUR	POUR	✓ 99.2%
1k.	Re-elect Ms. Elane B. Stock	POUR	POUR	✓ 99.5%
1l.	Re-elect Ms. Annie Young-Scrivner	POUR	● CONTRE	Concerns over the director's time commitments. ✓ 99.5%
2.	Re-election of the auditor	POUR	● CONTRE	The auditor's long tenure raises independence concerns. ✓ 96.4%
3.	Advisory vote on executive remuneration	POUR	● CONTRE	Excessive variable remuneration. ✓ 51.9%

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