

Q1 | 2022

Bericht über die Stimmrechtsausübung Ethos - Equities Sustainable World ex CH

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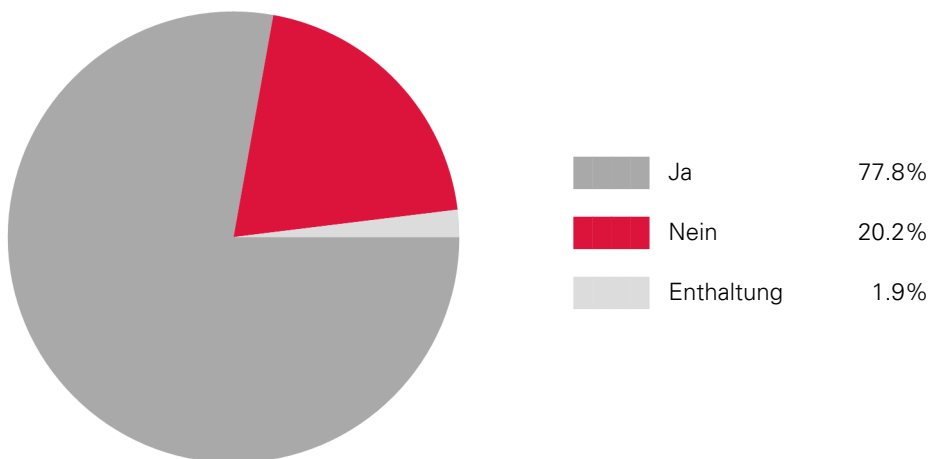
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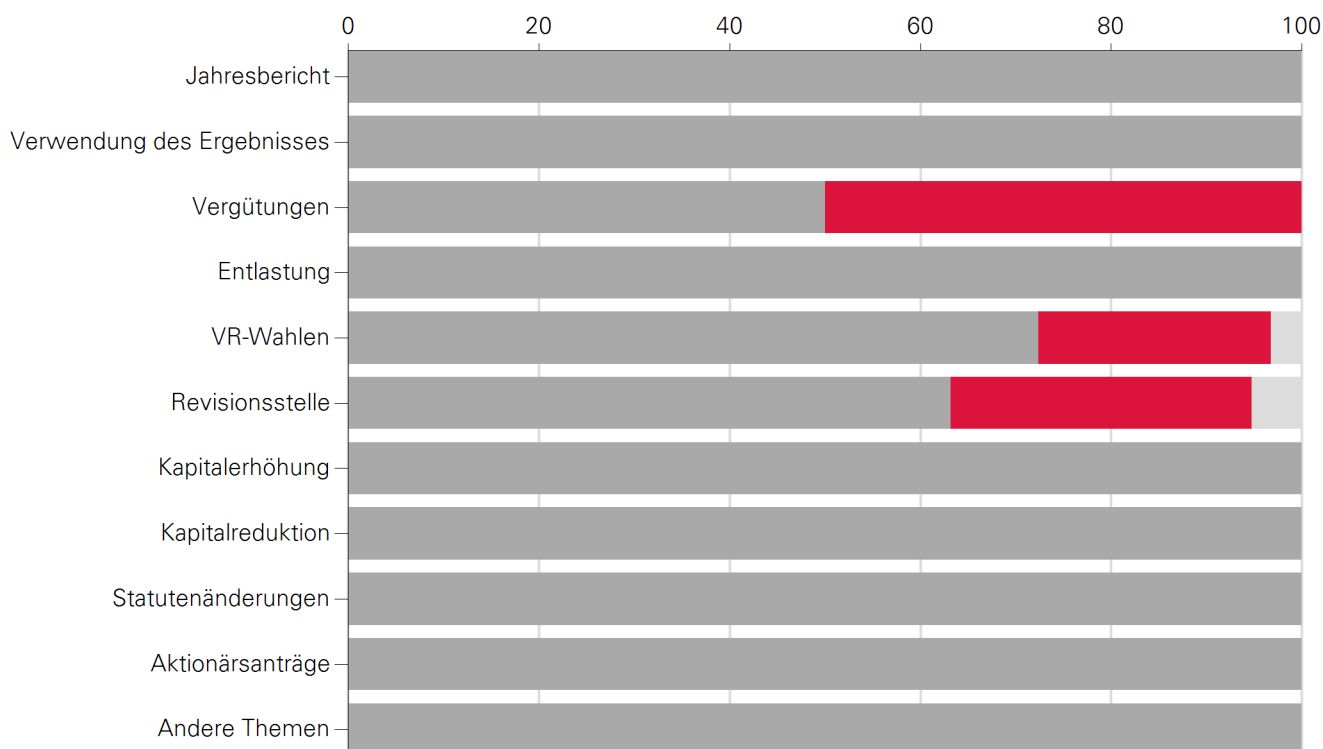
1 Zusammenfassung der analysierten Generalversammlungen

| Art der Generalversammlungen | Anzahl Versammlungen | Total | Anzahl Anträge | | |
|----------------------------------|-------------------------|-------|----------------|------|------------|
| | | | Ja | Nein | Enthaltung |
| Ordentliche Generalversammlungen | 15 | 257 | 200 | 52 | 5 |

1.1 Zusammenfassung der Ethos Stimmempfehlungen



1.2 Ethos Stimmempfehlungen nach Themenkategorien



| | ■ Angenommene Anträge | | ■ Abgelehnte Anträge | | ■ Enthaltungen | | Anzahl Anträge |
|----------------------------|-----------------------|--------|----------------------|-------|----------------|------|----------------|
| Jahresbericht | 6 | 100.0% | 0 | 0.0% | 0 | 0.0% | 6 |
| Verwendung des Ergebnisses | 9 | 100.0% | 0 | 0.0% | 0 | 0.0% | 9 |
| Vergütungen | 16 | 50.0% | 16 | 50.0% | 0 | 0.0% | 32 |
| Entlastung | 18 | 100.0% | 0 | 0.0% | 0 | 0.0% | 18 |
| VR-Wahlen | 89 | 72.4% | 30 | 24.4% | 4 | 3.3% | 123 |
| Revisionsstelle | 12 | 63.2% | 6 | 31.6% | 1 | 5.3% | 19 |
| Kapitalerhöhung | 6 | 100.0% | 0 | 0.0% | 0 | 0.0% | 6 |
| Kapitalreduktion | 9 | 100.0% | 0 | 0.0% | 0 | 0.0% | 9 |
| Statutenänderungen | 4 | 100.0% | 0 | 0.0% | 0 | 0.0% | 4 |
| Aktionärsanträge | 12 | 100.0% | 0 | 0.0% | 0 | 0.0% | 12 |
| Andere Themen | 19 | 100.0% | 0 | 0.0% | 0 | 0.0% | 19 |

2 Ethos Stimmempfehlungen: Übersicht

Art der Generalversammlung (Typ)

OGV Ordentliche Generalversammlungen

Abstimmungen

- Dafür
- Teilweise dafür
- Dagegen
- Enthaltung

| Unternehmen | Datum | Typ | Jahresbericht | Verwendung des Ergebnisses | Vergütungen | Entlastung | VR-Wahlen | Revisionsstelle | Kapitalerhöhung | Kapitalreduktion | Statutenänderungen | Aktionärsanträge | Andere Themen |
|--------------------------|------------|-----|---------------|----------------------------|-------------|------------|-----------|-----------------|-----------------|------------------|--------------------|------------------|---------------|
| Apple | 04.03.2022 | OGV | | | | | | | | | | | |
| Becton Dickinson | 25.01.2022 | OGV | | | | | | | | | | | |
| Canon | 30.03.2022 | OGV | | | | | | | | | | | |
| Deere & Co. | 23.02.2022 | OGV | | | | | | | | | | | |
| Essity | 24.03.2022 | OGV | | | | | | | | | | | |
| Intuit | 20.01.2022 | OGV | | | | | | | | | | | |
| Kone | 01.03.2022 | OGV | | | | | | | | | | | |
| Micron Technology | 13.01.2022 | OGV | | | | | | | | | | | |
| Novo Nordisk | 24.03.2022 | OGV | | | | | | | | | | | |
| Novozymes | 16.03.2022 | OGV | | | | | | | | | | | |
| Randstad | 29.03.2022 | OGV | | | | | | | | | | | |
| Starbucks | 16.03.2022 | OGV | | | | | | | | | | | |
| Stora Enso | 15.03.2022 | OGV | | | | | | | | | | | |
| Visa | 25.01.2022 | OGV | | | | | | | | | | | |
| Walgreens Boots Alliance | 27.01.2022 | OGV | | | | | | | | | | | |

3 Ergebnisse der Abstimmungen

3.1 Durchschnittliche Ergebnisse nach Themen

| Art der Anträge | Anzahl Anträge | Verfügbare Ergebnisse | Durchschnittliche Zustimmung |
|----------------------------|----------------|-----------------------|------------------------------|
| Jahresbericht | 6 | 4 | 100.0% |
| Verwendung des Ergebnisses | 9 | 6 | 99.7% |
| Vergütungen | 32 | 26 | 91.4% |
| Entlastung | 18 | 4 | 99.6% |
| VR-Wahlen | 123 | 104 | 95.8% |
| Revisionsstelle | 19 | 15 | 97.7% |
| Kapitalerhöhung | 6 | 4 | 98.5% |
| Kapitalreduktion | 9 | 6 | 99.9% |
| Statutenänderungen | 4 | 2 | 99.8% |
| Aktionärsanträge | 12 | 12 | 29.5% |
| Andere Themen | 19 | 6 | 96.2% |
| Alle Themen | 257 | 189 | 91.7% |

3.2 Die umstrittensten Anträge des Verwaltungsrats

| Unternehmen | GV Datum | No. | Traktandum | Ethos | Resultat |
|--------------------------|------------|------|--|---------|----------|
| Walgreens Boots Alliance | 27.01.2022 | 2 | Advisory vote on executive remuneration | DAGEGEN | 61.5% |
| Apple | 04.03.2022 | 3 | Advisory vote on executive remuneration | DAGEGEN | 64.4% |
| Walgreens Boots Alliance | 27.01.2022 | 1.6 | Re-elect Ms. Valerie B. Jarrett | DAFÜR | 74.0% |
| Walgreens Boots Alliance | 27.01.2022 | 1.10 | Re-elect Ms. Nancy M. Schlichting | DAFÜR | 75.5% |
| Canon | 30.03.2022 | 3.1 | Re-elect Mr. Fujio Mitarai | DAGEGEN | 75.8% |
| Walgreens Boots Alliance | 27.01.2022 | 1.5 | Re-elect Ms. Ginger L. Graham | DAFÜR | 78.5% |
| Walgreens Boots Alliance | 27.01.2022 | 1.7 | Re-elect Mr. John A. Lederer | DAFÜR | 78.5% |
| Becton Dickinson | 25.01.2022 | 3 | Advisory vote on executive remuneration | DAGEGEN | 78.9% |
| Canon | 30.03.2022 | 4.2 | Re-elect Mr. Koichi Kashimoto as a Corporate Auditor | DAFÜR | 82.5% |
| Becton Dickinson | 25.01.2022 | 1.7 | Re-elect Mr. Marshall O. Larsen | DAGEGEN | 85.6% |

3.3 Aktionärsanträge

| Unternehmen | GV Datum | No. | Traktandum | Ethos | Resultat |
|--------------------------|------------|-----|---|-------|----------|
| Becton Dickinson | 25.01.2022 | 4 | Shareholder resolution: Call Special Shareholder Meetings | DAFÜR | 54.2% |
| Apple | 04.03.2022 | 9 | Shareholder resolution: Civil Rights Audit | DAFÜR | 53.6% |
| Apple | 04.03.2022 | 10 | Shareholder resolution: Report on Concealment Clauses | DAFÜR | 50.0% |
| Apple | 04.03.2022 | 7 | Shareholder resolution: Report on Forced Labor | DAFÜR | 33.7% |
| Apple | 04.03.2022 | 8 | Shareholder resolution: Pay Equity | DAFÜR | 33.6% |
| Starbucks | 16.03.2022 | 5 | Shareholder resolution: Report on the prevention of harassment and discrimination in the workplace | DAFÜR | 32.1% |
| Apple | 04.03.2022 | 6 | Shareholder resolution: Transparency Reports | DAFÜR | 31.7% |
| Walgreens Boots Alliance | 27.01.2022 | 5 | Shareholder resolution: Call Special Shareholder Meetings | DAFÜR | 30.6% |
| Deere & Co. | 23.02.2022 | 5 | Shareholder resolution: Call Special Shareholder Meetings | DAFÜR | 17.4% |
| Walgreens Boots Alliance | 27.01.2022 | 6 | Shareholder resolution: Public Health Costs Due to Tobacco Product Sales and the Impact on Overall Market Returns | DAFÜR | 11.3% |

4 Stimmberichte pro Unternehmen

Apple

04.03.2022

OGV

| No. | Traktanden | Board | Ethos | | Resultat |
|-----|--|---------|-----------|---|----------|
| 1 | Elections of directors | | | | |
| 1.1 | Re-elect Mr. James A. Bell | DAFÜR | DAFÜR | | ✓ 99.2% |
| 1.2 | Re-elect Mr. Timothy D. Cook | DAFÜR | ● DAGEGEN | Executive director. The board is not sufficiently independent. | ✓ 98.1% |
| 1.3 | Re-elect Mr. Al Gore | DAFÜR | ● DAGEGEN | Non independent director (board membership exceeding time limit for independence). The board is not sufficiently independent. | ✓ 91.8% |
| 1.4 | Elect Mr. Alex Gorsky | DAFÜR | DAFÜR | | ✓ 92.6% |
| 1.5 | Re-elect Ms. Andrea Jung | DAFÜR | ● DAGEGEN | Chairman of the remuneration committee. We have serious concerns over remuneration and there is no say-on-pay. | ✓ 89.3% |
| 1.6 | Re-elect Dr. Arthur D. Levinson | DAFÜR | ● DAGEGEN | The director has been sitting on the board for over 20 years, which exceeds guidelines. | ✓ 92.8% |
| 1.7 | Re-elect Ms. Monica C. Lozano | DAFÜR | DAFÜR | | ✓ 99.3% |
| 1.8 | Re-elect Dr. Ronald D. Sugar | DAFÜR | DAFÜR | | ✓ 89.1% |
| 1.9 | Re-elect Ms. Susan L. Wagner | DAFÜR | ● DAGEGEN | Chairman of the nomination committee. The composition of the nomination committee is unsatisfactory. | ✓ 96.8% |
| 2 | Election of the auditor | DAFÜR | DAFÜR | | ✓ 98.9% |
| 3 | Advisory vote on executive remuneration | DAFÜR | ● DAGEGEN | Excessive variable remuneration. | ✓ 64.4% |
| 4 | To approve the 2022 Employee Stock Plan | DAFÜR | ● DAGEGEN | Potential excessive awards. | ✓ 97.0% |
| 5 | Shareholder resolution: Statement of Purpose | DAGEGEN | ● DAFÜR | The proposal aims at promoting the company's social responsibility. | ✗ 3.1% |
| 6 | Shareholder resolution: Transparency Reports | DAGEGEN | ● DAFÜR | Enhanced disclosure on human rights. | ✗ 31.7% |
| 7 | Shareholder resolution: Report on Forced Labor | DAGEGEN | ● DAFÜR | Enhanced disclosure on human rights. | ✗ 33.7% |

Apple

04.03.2022

OGV

| No. | Traktanden | Board | Ethos | | Resultat |
|-----|---|---------|---------|---|----------|
| 8 | Shareholder resolution: Pay Equity | DAGEGEN | ● DAFÜR | Enhanced disclosure on gender equality. | ✘ 33.6% |
| 9 | Shareholder resolution: Civil Rights Audit | DAGEGEN | ● DAFÜR | Enhanced disclosure on human rights. | ✔ 53.6% |
| 10 | Shareholder resolution: Report on Concealment Clauses | DAGEGEN | ● DAFÜR | Enhanced disclosure on social issues. | ✔ 50.0% |

| No. | Traktanden | Board | Ethos | Resultat |
|------|---|---------|-----------|--|
| 1 | Elections of directors | | | |
| 1.1 | Re-elect Ms. Catherine M. Burzik | DAFÜR | DAFÜR | ✓ 99.3% |
| 1.2 | Elect Ms. Carrie L. Byington | DAFÜR | ● DAGEGEN | Non independent director (business connections with the company). The board is not sufficiently independent. ✓ 99.8% |
| 1.3 | Re-elect Mr. R. Andrew Eckert | DAFÜR | DAFÜR | ✓ 99.5% |
| 1.4 | Re-elect Ms. Claire M. Fraser | DAFÜR | DAFÜR | ✓ 97.9% |
| 1.5 | Re-elect Mr. Jeffrey W. Henderson | DAFÜR | DAFÜR | ✓ 96.0% |
| 1.6 | Re-elect Mr. Christopher Jones | DAFÜR | ● DAGEGEN | Chairman of the nomination committee. The composition of the board is unsatisfactory. ✓ 95.2% |
| 1.7 | Re-elect Mr. Marshall O. Larsen | DAFÜR | ● DAGEGEN | Non independent lead director, which is not best practice. ✓ 85.6% |
| 1.8 | Re-elect Mr. David F. Melcher | DAFÜR | DAFÜR | ✓ 98.2% |
| 1.9 | Re-elect Mr. Thomas E. Polen | DAFÜR | ● DAGEGEN | Combined chairman and CEO. ✓ 93.7% |
| 1.10 | Re-elect Dr. Claire Pomeroy | DAFÜR | DAFÜR | ✓ 99.3% |
| 1.11 | Re-elect Mr. Timothy M. Ring | DAFÜR | DAFÜR | ✓ 98.4% |
| 1.12 | Re-elect Mr. Bertram L. Scott | DAFÜR | ● DAGEGEN | The director has been sitting on the board for over 20 years, which exceeds guidelines. ✓ 92.7% |
| 2 | Re-election of the auditor | DAFÜR | ● DAGEGEN | The auditor's long tenure raises independence concerns. ✓ 94.3% |
| 3 | Advisory vote on executive remuneration | DAFÜR | ● DAGEGEN | Excessive variable remuneration. An important part of the variable remuneration is based on continued employment only. ✓ 78.9% |
| 4 | Shareholder resolution: Call Special Shareholder Meetings | DAGEGEN | ● DAFÜR | The proposed threshold would enhance the right of shareholders to call a special meeting. ✓ 54.2% |

| No. | Traktanden | Board | Ethos | Resultat | |
|-----|---|-------|-----------|---|---------|
| 1 | Dividend Allocation | DAFÜR | DAFÜR | ✓ 99.6% | |
| 2 | Amend the Articles of Incorporation: Electronic documentation | DAFÜR | DAFÜR | ✓ 99.8% | |
| 3 | Election of Directors | | | | |
| 3.1 | Re-elect Mr. Fujio Mitarai | DAFÜR | ● DAGEGEN | Combined chairman and CEO. Executive director sitting on the advisory remuneration and nomination committee, which is not best practice. | ✓ 75.8% |
| 3.2 | Re-elect Mr. Toshizo Tanaka | DAFÜR | ● DAGEGEN | The director is over 75 years old, which exceeds guidelines. | ✓ 86.3% |
| 3.3 | Re-elect Mr. Toshio Homma | DAFÜR | DAFÜR | | ✓ 88.4% |
| 3.4 | Re-elect Mr. Kunitaro Saida | DAFÜR | ● DAGEGEN | The director is over 75 years old, which exceeds guidelines. | ✓ 87.2% |
| 3.5 | Re-elect Mr. Yusuke Kawamura | DAFÜR | DAFÜR | | ✓ 98.9% |
| 4 | Elect 2 Corporate Auditors | | | | |
| 4.1 | Elect Mr. Katsuhito Yanagibashi as a Corporate Auditor | DAFÜR | DAFÜR | | ✓ 95.0% |
| 4.2 | Re-elect Mr. Koichi Kashimoto as a Corporate Auditor | DAFÜR | DAFÜR | | ✓ 82.5% |
| 5 | Grant of Bonus to Directors | DAFÜR | DAFÜR | | ✓ 98.4% |

| No. | Traktanden | Board | Ethos | Resultat |
|------|---|---------|-----------|--|
| 1 | Elections of directors | | | |
| 1.1 | Elect Ms. Leanne G. Caret | DAFÜR | DAFÜR | ✓ 99.7% |
| 1.2 | Re-elect Ms. Tamra A. Erwin | DAFÜR | DAFÜR | ✓ 99.0% |
| 1.3 | Re-elect Mr. Alan C. Heuberger | DAFÜR | DAFÜR | ✓ 97.7% |
| 1.4 | Re-elect Mr. Charles O. Holliday, Jr | DAFÜR | ● DAGEGEN | Non independent lead director, which is not best practice. ✓ 97.2% |
| 1.5 | Re-elect Mr. Michael O. Johanns | DAFÜR | DAFÜR | ✓ 97.5% |
| 1.6 | Re-elect Mr. Clayton M. Jones | DAFÜR | ● DAGEGEN | Chairman of the nomination committee. The composition of the nomination committee is unsatisfactory. ✓ 94.0% |
| 1.7 | Re-elect Mr. John C. May | DAFÜR | ● DAGEGEN | Combined chairman and CEO. ✓ 92.8% |
| 1.8 | Re-elect Mr. Gregory R. Page | DAFÜR | ● DAGEGEN | Non independent director (various reasons). The board is not sufficiently independent. ✓ 91.4% |
| 1.9 | Re-elect Ms. Sherry M. Smith | DAFÜR | DAFÜR | ✓ 89.9% |
| 1.10 | Re-elect Mr. Dmitri L. Stockton | DAFÜR | DAFÜR | ✓ 96.9% |
| 1.11 | Re-elect Ms. Sheila G. Talton | DAFÜR | DAFÜR | ✓ 98.5% |
| 2 | Advisory vote on executive remuneration | DAFÜR | ● DAGEGEN | Excessive variable remuneration. ✓ 91.9% |
| 3 | Election of the auditor | DAFÜR | ● DAGEGEN | The auditor's long tenure raises independence concerns. ✓ 94.5% |
| 4 | To approve the adoption of the non employee director stock plan | DAFÜR | DAFÜR | ✓ 97.8% |
| 5 | Shareholder resolution: Call Special Shareholder Meetings | DAGEGEN | ● DAFÜR | The proposed threshold would enhance the right of shareholders to call a special meeting. ✗ 17.4% |

| No. | Traktanden | Board | Ethos | Resultat |
|------------|---|-----------------|-----------------|----------|
| 1. | Election of the chairman of the Meeting | DAFÜR | DAFÜR | ✓ |
| 2a. | Election of Madeleine Wallmark to verify the minutes of the Meeting | DAFÜR | DAFÜR | ✓ |
| 2b. | Election of Anders Oscarsson to verify the minutes of the Meeting | DAFÜR | DAFÜR | ✓ |
| 3. | Preparation and approval of the voting register | DAFÜR | DAFÜR | ✓ |
| 4. | Determination whether the Meeting has been duly convened | DAFÜR | DAFÜR | ✓ |
| 5. | Approval of the agenda | DAFÜR | DAFÜR | ✓ |
| 6. | Presentation of the (consolidated) annual report and the (consolidated) auditor's report | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 7a. | Adoption of the financial statements | DAFÜR | DAFÜR | ✓ |
| 7b. | Approve allocation of income and dividend | DAFÜR | DAFÜR | ✓ |
| 7c (i). | Discharge of Ewa Björling | DAFÜR | DAFÜR | ✓ |
| 7c (ii). | Discharge of Pär Boman | DAFÜR | DAFÜR | ✓ |
| 7c (iii). | Discharge of Maija-Liisa Friman | DAFÜR | DAFÜR | ✓ |
| 7c (iv). | Discharge of Annemarie Gardshol | DAFÜR | DAFÜR | ✓ |
| 7c (v). | Discharge of Magnus Groth | DAFÜR | DAFÜR | ✓ |
| 7c (vi). | Discharge of Susanna Lind | DAFÜR | DAFÜR | ✓ |
| 7c (vii). | Discharge of Torbjörn Lööf | DAFÜR | DAFÜR | ✓ |
| 7c (viii). | Discharge of Bert Nordberg | DAFÜR | DAFÜR | ✓ |
| 7c (ix). | Discharge of Louise Svanberg | DAFÜR | DAFÜR | ✓ |
| 7c (x). | Discharge of Örjan Svensson | DAFÜR | DAFÜR | ✓ |
| 7c (xi). | Discharge of Lars Rebien Sørensen | DAFÜR | DAFÜR | ✓ |
| 7c (xii). | Discharge of Barbara Milian Thoralfsson | DAFÜR | DAFÜR | ✓ |
| 7c (xiii). | Discharge of Niclas Thulin | DAFÜR | DAFÜR | ✓ |
| 7c (xiv). | Discharge of the company CEO | DAFÜR | DAFÜR | ✓ |
| 8. | Resolution on the number of shareholder-elected members of the board of directors to be appointed | DAFÜR | DAFÜR | ✓ |
| 9. | Resolution on the number auditors to be appointed | DAFÜR | DAFÜR | ✓ |
| 10a. | Approve directors' fees | DAFÜR | DAFÜR | ✓ |
| 10b. | Approve auditors' fees | DAFÜR | DAFÜR | ✓ |
| 11. | Composition of the board of directors | | | |
| 11a. | Election of Ewa Björling | DAFÜR | DAFÜR | ✓ |

| No. | Traktanden | Board | Ethos | | Resultat |
|------|--|-------|-----------|--|----------|
| 11b. | Election of Pär Boman | DAFÜR | ● DAGEGEN | Concerns over the director's time commitments. | ✓ |
| 11c. | Election of Annemarie Gardshol | DAFÜR | ● DAGEGEN | Concerns over the director's time commitments. | ✓ |
| 11d. | Election of Magnus Groth | DAFÜR | DAFÜR | | ✓ |
| 11e. | Election of Torbjörn Lööf | DAFÜR | DAFÜR | | ✓ |
| 11f. | Election of Bert Nordberg | DAFÜR | DAFÜR | | ✓ |
| 11g. | Election of Louise Svanberg | DAFÜR | DAFÜR | | ✓ |
| 11h. | Election of Lars Rebien Sørensen | DAFÜR | ● DAGEGEN | Concerns over the director's time commitments. | ✓ |
| 11i. | Election of Barbara M. Thoralfsson | DAFÜR | DAFÜR | | ✓ |
| 11j. | Election of Bjørn Gulden | DAFÜR | ● DAGEGEN | Concerns over the director's time commitments. | ✓ |
| 12. | Election of the Chairman of the board | DAFÜR | ● DAGEGEN | Concerns over the director's time commitments. | ✓ |
| 13. | Election of auditor | DAFÜR | DAFÜR | | ✓ |
| 14. | Approve executive remuneration policy | DAFÜR | DAFÜR | | ✓ |
| 15. | Approve remuneration report | DAFÜR | DAFÜR | | ✓ |
| 16. | Approve share-related incentive plan | DAFÜR | DAFÜR | | ✓ |
| 17a. | Authorisation to repurchase own shares | DAFÜR | DAFÜR | | ✓ |
| 17b. | Authorisation to transfer own shares in connection with company acquisitions | DAFÜR | DAFÜR | | ✓ |

| No. | Traktanden | Board | Ethos | Resultat | |
|-----|--|-------|-----------|---|---------|
| 1 | Elections of directors | | | | |
| 1.a | Re-elect Ms. Eve Burton | DAFÜR | DAFÜR | ✓ 99.6% | |
| 1.b | Re-elect Mr. Scott D. Cook | DAFÜR | DAFÜR | ✓ 99.4% | |
| 1.c | Re-elect Mr. Richard L. Dalzell | DAFÜR | DAFÜR | ✓ 99.7% | |
| 1.d | Re-elect Mr. Sasan Goodarzi | DAFÜR | DAFÜR | ✓ 99.6% | |
| 1.e | Re-elect Ms. Deborah Liu | DAFÜR | DAFÜR | ✓ 99.6% | |
| 1.f | Re-elect Ms. Tekedra Mawakana | DAFÜR | DAFÜR | ✓ 99.6% | |
| 1.g | Re-elect Ms. Suzanne Nora Johnson | DAFÜR | DAFÜR | ✓ 96.5% | |
| 1.h | Re-elect Mr. Dennis D. Powell | DAFÜR | DAFÜR | ✓ 95.1% | |
| 1.i | Re-elect Mr. Brad D. Smith | DAFÜR | DAFÜR | ✓ 98.9% | |
| 1.j | Re-elect Mr. Thomas Szkutak | DAFÜR | DAFÜR | ✓ 99.6% | |
| 1.k | Re-elect Mr. Raul Vazquez | DAFÜR | DAFÜR | ✓ 99.7% | |
| 1.l | Re-elect Mr. Jeff Weiner | DAFÜR | DAFÜR | ✓ 99.7% | |
| 2 | Advisory vote on executive remuneration | DAFÜR | ● DAGEGEN | <p>Excessive variable remuneration.</p> <p>Performance targets are not sufficiently challenging.</p> <p>An important part of the variable remuneration is based on continued employment only.</p> | ✓ 91.5% |
| 3 | Re-election of the auditor | DAFÜR | ● DAGEGEN | The auditor's long tenure raises independence concerns. | ✓ 95.2% |
| 4 | To approve the Amended and Restated 2005 Equity Incentive Plan | DAFÜR | ● DAGEGEN | Potential excessive awards. | ✓ 90.0% |

| No. | Traktanden | Board | Ethos | Resultat |
|-----|--|-----------------|-----------------|---|
| 1. | Opening of the Meeting | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 2. | Calling the Meeting to order | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 3. | Election of persons to scrutinize the minutes and to supervise the counting of votes | DAFÜR | DAFÜR | ✓ |
| 4. | Recording the legality of the Meeting | DAFÜR | DAFÜR | ✓ |
| 5. | Recording the attendance at the Meeting and adoption of the list of votes | DAFÜR | DAFÜR | ✓ |
| 6. | Presentation of the annual accounts, the report of the board of directors and the auditor's report | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 7. | Adoption of the financial statements | DAFÜR | DAFÜR | ✓ 100.0% |
| 8. | Approve allocation of income and dividend | DAFÜR | DAFÜR | ✓ 99.8% |
| 9. | Resolution on the discharge of the members of the board of directors and the CEO from liability | DAFÜR | DAFÜR | ✓ 99.9% |
| 10. | Approve remuneration report | DAFÜR | ● DAGEGEN | Lack of transparency and information provided is insufficient. ✓ 90.1% |
| 11. | Approve directors' fees | DAFÜR | ● DAGEGEN | The non-executive directors receive variable remuneration. ✓ 93.1% |
| 12. | Resolution on the number of members of the board of directors | DAFÜR | DAFÜR | ✓ 100.0% |
| 13. | Election of the board of directors | DAFÜR | ● DAGEGEN | Grouped elections of directors. The composition of the board is not satisfactory. ✓ 86.5% |
| 14. | Approve auditors' fees | DAFÜR | DAFÜR | ✓ 99.9% |
| 15. | Resolution on the number of auditors | DAFÜR | DAFÜR | ✓ 100.0% |
| 16. | Election of auditor | DAFÜR | DAFÜR | ✓ 99.5% |
| 17. | Authorisation to repurchase own shares | DAFÜR | DAFÜR | ✓ 99.8% |
| 18. | Authorisation to issue shares | DAFÜR | DAFÜR | ✓ 99.8% |
| 19. | Closing of the Meeting | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |

| No. | Traktanden | Board | Ethos | Resultat |
|-----|---|-------|-----------|--|
| 1 | Elections of directors | | | |
| 1.a | Re-elect Mr. Richard M. Beyer | DAFÜR | DAFÜR | ✓ 97.5% |
| 1.b | Re-elect Ms. Lynn A. Dugle | DAFÜR | DAFÜR | ✓ 99.8% |
| 1.c | Re-elect Mr. Steven J. Gomo | DAFÜR | DAFÜR | ✓ 98.2% |
| 1.d | Elect Ms. Linnie M. Haynesworth | DAFÜR | DAFÜR | ✓ 99.8% |
| 1.e | Re-elect Ms. Mary P. McCarthy | DAFÜR | DAFÜR | ✓ 99.5% |
| 1.f | Re-elect Mr. Sanjay Mehrotra | DAFÜR | DAFÜR | ✓ 99.8% |
| 1.g | Re-elect Mr. Robert E. Switz | DAFÜR | ● DAGEGEN | The director is over 75 years old, which exceeds guidelines. ✓ 95.4% |
| 1.h | Re-elect Ms. MaryAnn Wright | DAFÜR | DAFÜR | ✓ 98.7% |
| 2 | Advisory vote on executive remuneration | DAFÜR | ● DAGEGEN | Excessive variable remuneration. ✓ 86.0% |
| 3 | Re-election of the auditor | DAFÜR | ● DAGEGEN | The auditor's long tenure raises independence concerns. ✓ 92.0% |

| No. | Traktanden | Board | Ethos | Resultat |
|---------|--|-----------------|-----------------|--|
| 1. | Report on the Company's activities | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 2. | Adoption of the financial statements | DAFÜR | DAFÜR | ✓ 100.0% |
| 3. | Approve allocation of income and dividend | DAFÜR | DAFÜR | ✓ 100.0% |
| 4. | Approve remuneration report | DAFÜR | ● DAGEGEN | Concerns over the severance payments which are considered excessive. ✓ 98.5% |
| 5.1. | Approve directors' fees for the past FY 2021 | DAFÜR | DAFÜR | ✓ 100.0% |
| 5.2. | Approve directors' fees for the upcoming FY 2022 | DAFÜR | DAFÜR | ✓ 100.0% |
| 6. | Composition of the board of directors | | | |
| 6.1. | Election of Helge Lund | DAFÜR | DAFÜR | ✓ 99.7% |
| 6.2. | Election of Henrik Poulsen | DAFÜR | ● ENTHALTUNG | Concerns over the director's time commitments. ✓ 98.6% |
| 6.3 (a) | Election of Jeppe Christiansen | DAFÜR | DAFÜR | ✓ 99.1% |
| 6.3 (b) | Election of Laurence Debroux | DAFÜR | DAFÜR | ✓ 99.9% |
| 6.3 (c) | Election of Andreas Fibig | DAFÜR | DAFÜR | ✓ 99.9% |
| 6.3 (d) | Election of Sylvie Grégoire | DAFÜR | DAFÜR | ✓ 99.9% |
| 6.3 (e) | Election of Kasim Kutay | DAFÜR | DAFÜR | ✓ 99.3% |
| 6.3 (f) | Election of Martin MacKay | DAFÜR | ● ENTHALTUNG | Concerns over the director's time commitments. ✓ 94.9% |
| 6.3 (g) | Election of Choi Lai (Christina) Law | DAFÜR | DAFÜR | ✓ 100.0% |
| 7. | Election of auditor | DAFÜR | DAFÜR | ✓ 99.9% |
| 8.1. | Reduce share capital via cancellation of shares | DAFÜR | DAFÜR | ✓ 99.9% |
| 8.2. | Authorisation to repurchase own shares | DAFÜR | DAFÜR | ✓ 100.0% |
| 8.3. | Authorisation to issue shares | DAFÜR | DAFÜR | ✓ 99.9% |
| 8.4. | Approve executive remuneration policy | DAFÜR | DAFÜR | ✓ 99.6% |
| 8.5. | Amendment of Article 10.2 of the Articles of Association | DAFÜR | DAFÜR | ✓ 99.9% |
| 9. | Any other business | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |

| No. | Traktanden | Board | Ethos | Resultat |
|------|--|-----------------|-----------------|--|
| 1. | Report on the Company's activities | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 2. | Adoption of the financial statements | DAFÜR | DAFÜR | ✓ |
| 3. | Approve allocation of income and dividend | DAFÜR | DAFÜR | ✓ |
| 4. | Approve remuneration report | DAFÜR | DAFÜR | ✓ |
| 5. | Approve directors' fees | DAFÜR | DAFÜR | ✓ |
| 6. | Composition of the board of directors | | | |
| 6a. | Election of Jørgen Buhl Rasmussen | DAFÜR | ● ENTHALTUNG | Chairman of the nomination committee. The representation of women on the board is insufficient. ✓ |
| 7a. | Election of Cees de Jong | DAFÜR | DAFÜR | ✓ |
| 8a. | Election of Heine Dalsgaard | DAFÜR | ● ENTHALTUNG | Chairman of the audit committee who is not independent and the level of independence of the committee is insufficient. ✓ Concerns over the director's time commitments. |
| 8b. | Election of Sharon James | DAFÜR | DAFÜR | ✓ |
| 8c. | Election of Kasim Kutay | DAFÜR | DAFÜR | ✓ |
| 8d. | Election of Kim Stratton | DAFÜR | DAFÜR | ✓ |
| 8e. | Election of Morten Sommer | DAFÜR | DAFÜR | ✓ |
| 9. | Election of auditor | DAFÜR | ● ENTHALTUNG | 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. |
| 10a. | Authorisation to issue shares | DAFÜR | DAFÜR | ✓ |
| 10b. | Reduce share capital via cancellation of shares | DAFÜR | DAFÜR | ✓ |
| 10c. | Authorisation to repurchase own shares | DAFÜR | DAFÜR | ✓ |
| 10d. | Authorisation to distribute extraordinary dividend | DAFÜR | DAFÜR | ✓ |
| 10e. | Removal of Article 12.2 of the Articles of Association | DAFÜR | DAFÜR | ✓ |
| 10f. | Removal of Article 4.2 of the Articles of Association | DAFÜR | DAFÜR | ✓ |

| No. | Traktanden | Board | Ethos | Resultat |
|------|--------------------------------------|-------------------------|-------------------------|----------|
| 10g. | To authorise the meeting chairperson | DAFÜR | DAFÜR | ✓ |
| 11. | Any other business | OHNE ABSTIM- MUNG | OHNE ABSTIM- MUNG | |

| No. | Traktanden | Board | Ethos | Resultat |
|-----|--|-----------------|-----------------|--|
| 1. | Opening of the Meeting | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 2a. | Report of the executive - and supervisory board of the past financial year | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 2b. | Approve remuneration report | DAFÜR | DAFÜR | ✓ 87.9% |
| 2c. | Adoption of the financial statements | DAFÜR | DAFÜR | ✓ 100.0% |
| 2d. | Explanation of the policy on reserves and dividends | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 2e. | Approve allocation of income: ordinary dividend | DAFÜR | DAFÜR | ✓ 99.3% |
| 2f. | Approve allocation of income: extraordinary dividend | DAFÜR | DAFÜR | ✓ 99.7% |
| 3a. | Discharge of executive board | DAFÜR | DAFÜR | ✓ 99.7% |
| 3b. | Discharge of supervisory board | DAFÜR | DAFÜR | ✓ 99.6% |
| 4a. | Approve executive remuneration policy | DAFÜR | ● DAGEGEN | ✓ 88.5% Bonus includes matching shares to be released without precise performance conditions. |
| 4b. | Approve performance related remuneration of members of the executive board | DAFÜR | ● DAGEGEN | ✓ 93.2% Bonus includes matching shares to be released without precise performance conditions. |
| 4c. | Approve remuneration of the supervisory board | DAFÜR | DAFÜR | ✓ 99.8% |
| 5a. | Election of Chris Heutink to the executive board | DAFÜR | DAFÜR | ✓ 100.0% |
| 5b. | Election of Henry Schirmer to the executive board | DAFÜR | DAFÜR | ✓ 100.0% |
| 6. | Composition of the supervisory board | | | |
| 6a. | Election of Wout Dekker | DAFÜR | DAFÜR | ✓ 94.4% |
| 6b. | Election of Frank Dorjee | DAFÜR | DAFÜR | ✓ 99.7% |
| 6c. | Election of Annet Aris | DAFÜR | DAFÜR | ✓ 99.5% |
| 7a. | Authorisation to issue shares | DAFÜR | DAFÜR | ✓ 94.5% |
| 7b. | Authorisation to repurchase own shares | DAFÜR | DAFÜR | ✓ 99.9% |
| 7c. | Reduce share capital via cancellation of shares | DAFÜR | DAFÜR | ✓ 100.0% |
| 8a. | Election of Claartje Bulten as board member of Stichting Administratiekantoor Preferente Aandelen Randstad | DAFÜR | DAFÜR | ✓ 100.0% |
| 8b. | Election of Annelies Elisabeth van der Pauw as board member of Stichting Administratiekantoor Preferente Aandelen Randstad | DAFÜR | DAFÜR | ✓ 100.0% |
| 9. | Election of auditor | DAFÜR | DAFÜR | ✓ 100.0% |

| No. | Traktanden | Board | Ethos | Resultat |
|-----|------------------------|-------------------------|-------------------------|----------|
| 10. | Any other business | OHNE ABSTIM- MUNG | OHNE ABSTIM- MUNG | |
| 11. | Closing of the Meeting | OHNE ABSTIM- MUNG | OHNE ABSTIM- MUNG | |

| No. | Traktanden | Board | Ethos | Resultat |
|------|--|---------|-----------|---|
| 1 | Elections of directors | | | |
| 1.1 | Re-elect Mr. Richard E. Allison | DAFÜR | DAFÜR | ✓ 98.0% |
| 1.2 | Re-elect Mr. Andrew Campion | DAFÜR | DAFÜR | ✓ 98.8% |
| 1.3 | Re-elect Ms. Mary N. Dillon | DAFÜR | DAFÜR | ✓ 94.6% |
| 1.4 | Re-elect Ms. Isabel Ge Mahe | DAFÜR | DAFÜR | ✓ 98.4% |
| 1.5 | Re-elect Ms. Mellody Hobson | DAFÜR | DAFÜR | ✓ 96.0% |
| 1.6 | Re-elect Mr. Kevin R. Johnson | DAFÜR | DAFÜR | ✓ 99.4% |
| 1.7 | Re-elect Mr. Jorgen Vig Knudstorp | DAFÜR | DAFÜR | ✓ 97.5% |
| 1.8 | Re-elect Mr. Satya Nadella | DAFÜR | DAFÜR | ✓ 98.6% |
| 1.9 | Re-elect Mr. Joshua C. Ramo | DAFÜR | DAFÜR | ✓ 97.8% |
| 1.10 | Re-elect Ms. Clara Shih | DAFÜR | DAFÜR | ✓ 99.0% |
| 1.11 | Re-elect Mr. Javier G. Teruel | DAFÜR | DAFÜR | ✓ 94.0% |
| 2 | To approve the adoption of the Omnibus Incentive Plan | DAFÜR | ● DAGEGEN | Potential excessive awards. ✓ 93.9% |
| 3 | Advisory vote on executive remuneration | DAFÜR | ● DAGEGEN | Excessive variable remuneration. ✓ 92.4% |
| 4 | Election of the auditor | DAFÜR | ● DAGEGEN | The auditor's long tenure raises independence concerns. ✓ 95.4% |
| 5 | Shareholder resolution: Report on the prevention of harassment and discrimination in the workplace | DAGEGEN | ● DAFÜR | Enhanced disclosure on social issues. ✗ 32.1% |

| No. | Traktanden | Board | Ethos | Resultat |
|-----|--|-----------------|--|----------|
| 1. | Opening of the Meeting | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 2. | Calling the Meeting to order | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 3. | Election of persons to scrutinize the minutes and to supervise the counting of votes | DAFÜR | DAFÜR | ✓ |
| 4. | Recording the legality of the Meeting | DAFÜR | DAFÜR | ✓ |
| 5. | Recording the attendance at the Meeting and adoption of the list of votes | DAFÜR | DAFÜR | ✓ |
| 6. | Presentation of the annual accounts, the report of the board of directors and the auditor's report | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 7. | Adoption of the financial statements | DAFÜR | DAFÜR | ✓ 99.9% |
| 8. | Approve allocation of income and dividend | DAFÜR | DAFÜR | ✓ 100.0% |
| 9. | Resolution on the discharge of the members of the board of directors and the CEO from liability | DAFÜR | DAFÜR | ✓ 99.4% |
| 10. | Approve remuneration report | DAFÜR | DAFÜR | ✓ 96.9% |
| 11. | Approve executive remuneration policy | DAFÜR | DAFÜR | ✓ 98.9% |
| 12. | Approve directors' fees | DAFÜR | DAFÜR | ✓ 99.4% |
| 13. | Resolution on the number of members of the board of directors | DAFÜR | DAFÜR | ✓ 100.0% |
| 14. | Election of the board of directors | DAFÜR | ● DAGEGEN The board is not sufficiently independent in our view and the proposed slate would not improve the level of independence. | ✓ 91.6% |
| 15. | Approve auditors' fees | DAFÜR | DAFÜR | ✓ 100.0% |
| 16. | Election of auditor | DAFÜR | DAFÜR | ✓ 100.0% |
| 17. | Authorisation to repurchase own shares | DAFÜR | DAFÜR | ✓ 100.0% |
| 18. | Authorisation to issue shares | DAFÜR | DAFÜR | ✓ 99.9% |
| 19. | Decision making order | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |
| 20. | Closing of the Meeting | OHNE ABSTIMMUNG | OHNE ABSTIMMUNG | |

| No. | Traktanden | Board | Ethos | Resultat |
|-----|--|-------|-----------|---|
| 1 | Elections of directors | | | |
| 1.a | Re-elect Mr. Lloyd A. Carney | DAFÜR | ● DAGEGEN | Concerns over the director's time commitments. ✓ 88.1% |
| 1.b | Re-elect Ms. Mary B. Cranston | DAFÜR | DAFÜR | ✓ 97.8% |
| 1.c | Re-elect Mr. Francisco J. Fernández-Carbajal | DAFÜR | DAFÜR | ✓ 94.6% |
| 1.d | Re-elect Mr. Alfred F. Kelly, Jr. | DAFÜR | ● DAGEGEN | Combined chairman and CEO. ✓ 96.3% |
| 1.e | Re-elect Mr. Ramon Laguarta | DAFÜR | DAFÜR | ✓ 99.5% |
| 1.f | Re-elect Mr. John F. Lundgren | DAFÜR | DAFÜR | ✓ 99.5% |
| 1.g | Re-elect Mr. Robert W. Matschullat | DAFÜR | ● DAGEGEN | The director is 75 years old, which exceeds guidelines. ✓ 97.6% |
| 1.h | Re-elect Ms. Denise M. Morrison | DAFÜR | DAFÜR | ✓ 98.3% |
| 1.i | Re-elect Ms. Linda J. Rendle | DAFÜR | DAFÜR | ✓ 99.7% |
| 1.j | Re-elect Mr. Maynard G. Webb, Jr. | DAFÜR | DAFÜR | ✓ 99.0% |
| 2 | Advisory vote on executive remuneration | DAFÜR | ● DAGEGEN | Excessive total remuneration. ✓ 87.9% |
| 3 | Re-election of the auditor | DAFÜR | DAFÜR | ✓ 98.4% |

| No. | Traktanden | Board | Ethos | Resultat | |
|------|---|---------|-----------|---|---------|
| 1 | Elections of directors | | | | |
| 1.1 | Re-elect Ms. Janice M. Babiak | DAFÜR | DAFÜR | ✓ 98.0% | |
| 1.2 | Re-elect Dr. David J. Brailer | DAFÜR | DAFÜR | ✓ 97.1% | |
| 1.3 | Elect Ms. Rosalind G. Brewer | DAFÜR | DAFÜR | ✓ 97.9% | |
| 1.4 | Re-elect Mr. William C. Foote | DAFÜR | ● DAGEGEN | <p>Non independent lead director, which is not best practice.</p> <p>The director has been sitting on the board for over 20 years, which exceeds guidelines.</p> | ✓ 94.0% |
| 1.5 | Re-elect Ms. Ginger L. Graham | DAFÜR | DAFÜR | ✓ 78.5% | |
| 1.6 | Re-elect Ms. Valerie B. Jarrett | DAFÜR | DAFÜR | ✓ 74.0% | |
| 1.7 | Re-elect Mr. John A. Lederer | DAFÜR | DAFÜR | ✓ 78.5% | |
| 1.8 | Re-elect Mr. Dominic P. Murphy | DAFÜR | DAFÜR | ✓ 98.4% | |
| 1.9 | Re-elect Mr. Stefano Pessina | DAFÜR | ● DAGEGEN | <p>Executive director. The board is not sufficiently independent.</p> <p>The director is over 75 years old, which exceeds guidelines.</p> | ✓ 95.8% |
| 1.10 | Re-elect Ms. Nancy M. Schlichting | DAFÜR | DAFÜR | ✓ 75.5% | |
| 2 | Advisory vote on executive remuneration | DAFÜR | ● DAGEGEN | Excessive total remuneration. | ✓ 61.5% |
| 3 | Election of the auditor | DAFÜR | ● DAGEGEN | <p>The auditor's long tenure raises independence concerns.</p> <p>On a 3-year basis, the aggregate non-audit fees exceed 50% of the aggregate fees paid for audit services.</p> | ✓ 97.3% |
| 4 | Shareholder resolution: Conversion to a Public Benefit Corporation | DAGEGEN | ● DAFÜR | The proposal aims at promoting the company's environmental and social responsibility. | ✗ 2.5% |
| 5 | Shareholder resolution: Call Special Shareholder Meetings | DAGEGEN | ● DAFÜR | The proposed threshold would enhance the right of shareholders to call a special meeting. | ✗ 30.6% |
| 6 | Shareholder resolution: Public Health Costs Due to Tobacco Product Sales and the Impact on Overall Market Returns | DAGEGEN | ● DAFÜR | Enhanced disclosure on social issues. | ✗ 11.3% |

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