

2021

Assemblée Générale
Shareholders' Meeting



AGENDA

FOR THE ORDINARY MEETING

1. Approval of the 2020 Company financial statements;
2. Approval of the 2020 consolidated financial statements;
3. Allocation of earnings and setting of the dividend;
4. Agreements falling within the scope of Articles L.225-38 and subsequent of the French Commercial Code;
5. Approval of the report on the compensation and benefits in kind paid in 2020 or awarded in respect of 2020 to corporate officers;
6. Approval of the fixed, variable and exceptional components comprising the total compensation and benefits in kind paid in 2020 or awarded in respect of 2020 to Leonardo Del Vecchio, Executive Chairman until December 17, 2020 and Chairman of the Board of Directors from this date;
7. Approval of the fixed, variable and exceptional components comprising the total compensation and benefits in kind paid in 2020 or awarded in respect of 2020 to Hubert Sagnières, Executive Vice- Chairman until December 17, 2020 and Vice-Chairman of the Board of Directors from this date;
8. Approval of the compensation policy applicable to corporate officers for the period from January 1, 2021 to the date of the Annual Shareholders' Meeting;
9. Approval of the compensation policy applicable to corporate officers for the period after the Annual Shareholders' Meeting;
10. Authorization to be granted to the Board of Directors to proceed with the purchase of Company's own ordinary shares.

FOR THE EXTRAORDINARY MEETING

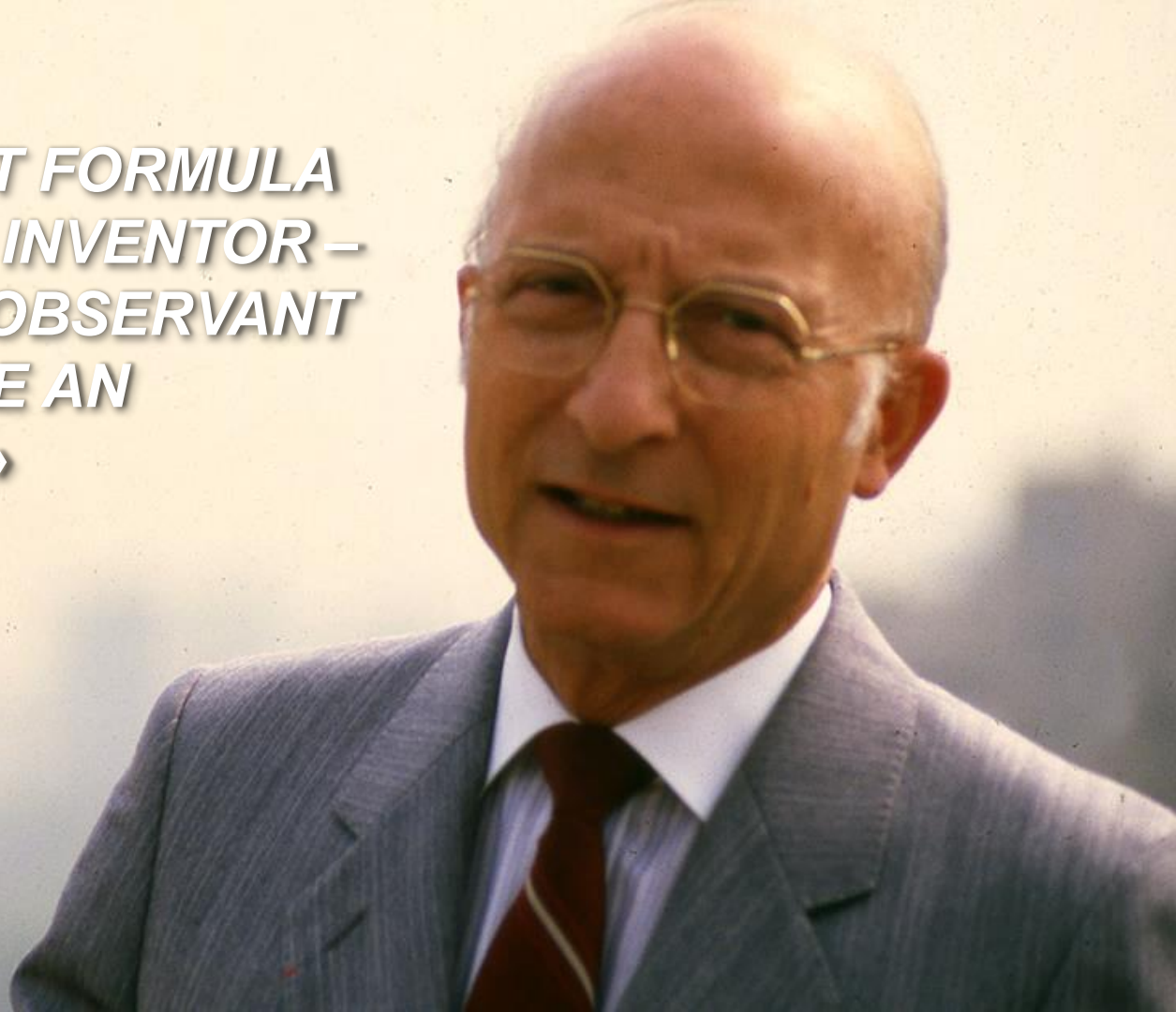
11. Harmonization of Articles 4, 9, 11, 14, 16, 23 of the Company's Articles of Association with various provisions, legal and regulatory in particular, of the French Law of May 22, 2019 known as the "Pacte Law" ;
12. Modification of Article 13 of the Company's Articles of Association "Duration of the Directors' term of office";
13. Modifications of Articles 15, 16 and 23 of the Company's Articles of Association following the governance changes;
14. Authorization to be granted to the Board of Directors to reduce the share capital by cancelling Company treasury shares;
15. Authorization to be granted to the Board of Directors to proceed with the award of free existing shares (also called performance shares) to the benefit of members of the employed staff and/or executive officers;
16. Delegation of authority granted to the Board of Directors to issue shares and securities entailing a share capital increase, with preferential subscription rights (ceiling of 5% of the share capital);
17. Delegation of authority granted to the Board of Directors entailing a capital increase by capitalization of premiums, reserves, profits or other rights;
18. Delegation of authority granted to the Board of Directors for the purpose of deciding capital increases reserved for members of a Company Savings Plan (French *Plans d'Épargne d'Entreprise* or "PEE") without preferential subscription rights (ceiling of 0.5% of the share capital).

FOR THE ORDINARY MEETING

19. Renewal of the mandate of Director of Leonardo Del Vecchio;
20. Renewal of the mandate of Director of Romolo Bardin;
21. Renewal of the mandate of Director of Juliette Favre;
22. Renewal of the mandate of Director of Francesco Milleri;
23. Renewal of the mandate of Director of Paul du Saillant;
24. Renewal of the mandate of Director of Cristina Scocchia;
25. Appointment of Jean-Luc Biamonti as Director;
26. Appointment of Marie-Christine Coisne-Roquette as Director;
27. Appointment of José Gonzalo as Director;
28. Appointment of Swati Piramal as Director;
29. Appointment of Nathalie von Siemens as Director;
30. Appointment of Andrea Zappia as Director;
31. Duration of Directors' mandate;
32. Power to carry out formalities.

**« THERE IS NO SET FORMULA
TO BECOMING AN INVENTOR –
YOU HAVE TO BE OBSERVANT
AND ALWAYS HAVE AN
INQUISITIVE EYE. »**

Bernard Maitenaz
1926 - 2021



FINANCIAL RESULTS

RESILIENCE AND AGILITY IN 2020

- A pivotal year for EssilorLuxottica
- COVID-19 proves to be a catalyst
 - Outstanding adaptability of employees and customers
 - Client intimacy, supply chain flexibility, new consumer habits
 - Strict financial discipline
- Solid results and cash illustrate key strengths
 - Outperformance in lenses, optometry, optical frames, online, retail
 - Solid pipeline of innovations in major new categories: complete pairs, myopia management, precision optometry, smart glasses
 - Digitalisation acceleration and e-commerce
 - Deepening integration and synergies
- A stronger group, ideally positioned for the future



FINANCIAL HIGHLIGHTS FY 2020

AT CURRENT EXCHANGE RATES

FY 2020

REVENUE GROWTH

-17.0% (curr. ER)

-14.6% (const. ER)

ADJUSTED OPERATING PROFIT (%)

9.5%

ADJUSTED NET PROFIT*

€ 788 mn

FREE CASH FLOW

€ 1.8 bn

CASH & SHORT-TERM INVESTMENTS

€ 8.9 bn

** Adjusted net profit attributable to the owners of the parent.*

REVENUE BY REGION, FY 2020

€ million	FY 2020	FY 2019*	Change at constant exchange rates	Change at current exchange rates
North America	7,901	9,146	-11.8%	-13.6%
Europe	3,450	4,239	-17.5%	-18.6%
Asia, Oceania and Africa	2,362	2,891	-16.4%	-18.3%
Latin America	715	1,114	-21.9%	-35.8%
Total	14,429	17,390	-14.6%	-17.0%

* Revenue breakdown revised to reflect a reclassification of certain geographic markets, which the Group considers immaterial.

REVENUE BY SEGMENT, FY 2020

€ million	FY 2020	FY 2019*	Change at constant exchange rates	Change at current exchange rates
Lenses & Optical Instruments	5,960	6,791	-9.5%	-12.2%
Sunglasses & Readers	595	740	-18.0%	-19.6%
Equipment	158	221	-26.9%	-28.5%
Essilor revenue	6,714	7,752	-10.8%	-13.4%
Wholesale	2,471	3,383	-24.3%	-27.0%
Retail	5,244	6,255	-14.1%	-16.2%
Luxottica revenue	7,715	9,638	-17.7%	-19.9%
Total	14,429	17,390	-14.6%	-17.0%

* Revenue breakdown restated for the integration of the Costa brand into Luxottica's brand portfolio.

ADJUSTED CONSOLIDATED STATEMENT OF PROFIT OR LOSS, FY 2020

€ million	FY 2020	FY 2019	Change at current ER	Change at constant ER
Revenue	14,429	17,390	-17.0%	-14.6%
Cost of sales	(5,936)	(6,503)	-8.7%	-6.2%
Gross profit	8,493	10,887	-22.0%	-19.6%
<i>Margin %</i>	58.9%	62.6%		
Total operating expenses	(7,118)	(8,074)	-11.8%	-9.5%
OPERATING PROFIT	1,374	2,812	-51.1%	-48.5%
<i>Margin %</i>	9.5%	16.2%		
Cost of net debt	(125)	(115)	8.9%	10.3%
Other financial income / (expenses)*	(21)	(26)		
PROFIT BEFORE TAXES	1,229	2,672	-54.0%	-51.5%
<i>Margin %</i>	8.5%	15.4%		
Income taxes	(360)	(618)	-41.7%	-38.5%
NET PROFIT	868	2,054	-57.7%	-55.4%
Minority interests	(80)	(116)	-30.9%	-28.7%
NET PROFIT ATTRIBUTABLE TO THE OWNERS OF THE PARENT	788	1,938	-59.3%	-57.0%
<i>Margin %</i>	5.5%	11.1%		

* Including share of profit of associates.

ADJUSTED CONSOLIDATED STATEMENT OF PROFIT OR LOSS, H2 2020

€ million	H2 2020	H2 2019	Change at current ER	Change at constant ER
Revenue	8,199	8,614	-4.8%	0.3%
Cost of sales	(3,250)	(3,276)	-0.8%	4.3%
Gross profit	4,948	5,337	-7.3%	-2.2%
<i>Margin %</i>	60.4%	62.0%		
Total operating expenses	(3,700)	(4,037)	-8.4%	-3.7%
OPERATING PROFIT	1,249	1,300	-4.0%	2.3%
<i>Margin %</i>	15.2%	15.1%		
Cost of net debt	(61)	(53)	14.9%	17.8%
Other financial income / (expenses)*	(0)	(18)		
PROFIT BEFORE TAXES	1,188	1,230	-3.5%	2.8%
<i>Margin %</i>	14.5%	14.3%		
Income taxes	(348)	(275)	26.7%	34.9%
NET PROFIT	839	955	-12.1%	-6.4%
Minority interests	(58)	(65)	-9.6%	-5.9%
NET PROFIT ATTRIBUTABLE TO THE OWNERS OF THE PARENT	781	891	-12.3%	-6.5%
<i>Margin %</i>	9.5%	10.3%		

* Including share of profit of associates.

STRONG LIQUIDITY

- **Free cash flow**
 - € 1.9 billion generation in H2
 - Capex contained at € 650 million, one third down
- **Net debt**
 - € 3.0 billion net debt at year end (€ 4.0 billion in 2019)
 - € 8.9 billion cash and short term investments
- **Dividend**
 - € 1.08 dividend per share proposed
 - On top of € 1.15 interim dividend paid in December



REVENUE BY REGION, Q1 2021 VS Q1 2019

€ million	Q1 2021	Q1 2019*	Change at constant exchange rates	Change at current exchange rates
North America	2,200	2,188	+6.4%	+0.6%
Europe	955	1,056	-7.3%	-9.6%
Asia, Oceania and Africa	706	705	+2.0%	+0.1%
Latin America	199	261	+0.9%	-23.7%
Total	4,060	4,210	+1.9%	-3.6%

- Q1 revenues offered a sound start to the year: above 2019 despite COVID-19
- Strong momentum in the Optical business, Sun bouncing back in North America, Online sales up + 47% vs. 2020

* Revenue breakdown revised to reflect a reclassification of certain geographic markets, which the Group considers immaterial.

STRONG RECOVERY, WORKING TOWARDS PRE-COVID-19 PERFORMANCE

Fundamentals	Operational assets	Cost and cash control
<p>Back to 2019 levels thanks to:</p> <ul style="list-style-type: none">• Optical business resilience• Solid product and project pipeline• Blockbuster brands penetration• Synergy boost• Robust growth on e-commerce	<ul style="list-style-type: none">• Acceleration of digital transformation• Single lab network development• Start-up of frames manufacturing and logistic plant in Thailand	<ul style="list-style-type: none">• Tight control on G&A & margin evolution• Return to growth investments• Acceleration of operations efficiency program, streamlining global vs regional operations
Strong balance sheet	Employee protection	Building a single Company
<ul style="list-style-type: none">• Strong cash position available and waiting for GrandVision acquisition• Dynamic M&A activities	<ul style="list-style-type: none">• Employee safety first• Smart working as common practice• Employee support: salary, welfare package, medical insurance & support, vaccination (based on country regulation)	<ul style="list-style-type: none">• IT transformation roadmap• Building a common organization for critical functions, while ensuring staff engagement and motivation• Embedding sustainability to the core

INTEGRATION UPDATE

EXECUTIVE SUMMARY

- **Integration** accelerated in 2020 and Q1 2021 despite **COVID-19**
- **29 working teams are delivering synergies as planned** for both costs and revenues, thanks to the work of thousands of EssilorLuxottica employees globally
- Beyond synergies, integration focused on **building new Group infrastructure** and **simplifying** existing businesses
- The **Integration Committee** meets **twice a month**, chaired by the CEO / Deputy CEO
- The **Integration Management Office** is fully committed to **keeping the pace**

KEY INTEGRATION ACTIVITIES

JOINT COMMERCIAL
INITIATIVES

LEVERAGE
EXPERTISE AND
SCALE

STRUCTURE THE
JOINT SUPPLY CHAIN

BUILD A
COMMON
INFRASTRUCTURE

REVENUE AND EXPERTISE SYNERGIES

JOINT COMMERCIAL INITIATIVES

- Ray-Ban Authentic
- EssilorLuxottica 360 program with independent ECPs
- Essilor lenses rolled out for all Luxottica retail brands globally
- Luxottica frames gain share among Vision Source members, Frame Dream and online optical retail

LEVERAGE EXPERTISE AND SCALE

- Costa brand integrated into Luxottica's brand portfolio
- Integration of Ópticas Place Vendôme in Latin America via its retail platform
- Combination of e-commerce fulfilment platforms
- Merger of lens and frames distribution in selected geographies

SUPPLY CHAIN AND INFRASTRUCTURE

JOINT SUPPLY CHAIN

- Roll out of Group standards in all laboratories
- Investment in state of the art laboratories
- Design of complete pair logistics
- Procurement efficiency activities
- Insourcing activities

COMMON INFRASTRUCTURE

- Roll out of new common IT infrastructure launched in key geographies
- Global purchasing policies and processes
- Product innovation and cutting-edge technology
- Ongoing creation of a new customer experience platform
- Leverage and develop Group digital assets

SOCIAL IMPACT & SUSTAINABILITY IN SUPPORT OF OUR MISSION

SOCIAL IMPACT & SUSTAINABILITY IN SUPPORT OF OUR MISSION

Eliminating poor vision around the world

- Thanks to inclusive business, philanthropy and awareness raising actions*:
 - 420 million people now have sustainable access to vision care
 - Nearly 40 million people have had their vision corrected or protected
- Driving innovation for more accessible solutions in tele-consultation and screening tools
- Continuing to raise public awareness through partnerships (Tencent, FIA, UN)

Embedding sustainability at the core of our activities

- Leveraging Essilor and Luxottica's sustainable development initiatives to create a common EssilorLuxottica sustainability roadmap
- Minimizing environmental impact by working towards carbon neutrality, developing circularity, and investing in energy efficiency and water stewardship
- A simplified, efficient and responsible supply chain
- €160 million support fund for employees during the pandemic
- 44% employees of the Group are shareholders

* Since 2013



**PRESENTATION BY THE NOMINATIONS
AND COMPENSATION COMMITTEE**

SUPPORT TO EMPLOYEES – COVID-19 FUND OF €160 MILLION



5TH RESOLUTION: 2020 CORPORATE OFFICERS' COMPENSATION

Full report available in the 2020 Universal Registration Document

- Pages 118 to 133

COVID-19 : solidarity measures of directors and executives

- Directors: 50% decrease in annual compensation for 2020
- L. Del Vecchio & F. Milleri: 50% reduction of fixed compensation from April to June
- F. Milleri: renounced his compensation permanently as Deputy Chairman of Luxottica from May onwards
- H. Sagnières: deferral of 30% of fixed compensation from May to August
- P. du Saillant: 35% reduction of fixed compensation from April to June

6TH AND 7TH RESOLUTIONS: 2020 EXECUTIVE COMPENSATION

	Fixed	Variable	Total	Performance Shares
Leonardo Del Vecchio	€837,365*	€220,382 <i>objectives achieved at 23%</i>	€1,057,747	20,000 shares
Hubert Sagnières	€962,366*	€220,382 <i>objectives achieved at 23%</i>	€1,182,748	20,000 shares

* For the period from January 1 to December 17. No compensation paid for the period from December 18 to December 31.

8TH RESOLUTION: COMPENSATION FROM JANUARY 1 TO MAY 21, 2021

Non-executive directors

- L. Del Vecchio, Chairman of the Board: annual fixed compensation of €500,000
- H. Sagnières, Vice-Chairman of the Board: no specific compensation

Executive directors (amounts on annual basis)

	Fixed	Target Variable	Total
F. Milleri, Chief Executive Officer P. du Saillant, Deputy Chief Executive Officer	€1,250,000	€1,250,000	€2,500,000

- Objectives of variable compensation: 90% financials, 10% CSR
- No performance share awarded during the period from January 1 to May 21, 2021

9TH RESOLUTION: COMPENSATION FROM MAY 21, 2021

Non-executive director

- L. Del Vecchio, Chairman of the Board: annual fixed compensation of €500,000

Executive directors (amounts on annual basis)

	Fixed	Target variable	Total	Performance shares
F. Milleri, Chief Executive Officer	€1,500,000	€1,500,000	€3,000,000	50,000 shares
P. du Saillant, Deputy Chief Executive Officer	€1,250,000	€1,250,000	€2,500,000	35,000 shares

- Objectives of variable compensation: 90% financials, 10% CSR

9TH RESOLUTION: COMPENSATION FROM MAY 21, 2021

Francesco Milleri

- No employment contract
- Non-compete clause: 60% of cash compensation during 20 months
- Severance payment: wholly subject to performance conditions
- Total payment (non-compete + severance) capped at 2 years of cash compensation

Paul du Saillant

- Suspended employment contract
- Non-compete clause: subject to Board's approval. If any, 60% of cash compensation during 12 or 24 months
- Severance payment: supra-legal portion subject to performance conditions
- Total payment (non-compete + severance) capped at 2 years of cash compensation

A NEW BOARD OF DIRECTORS

A NEW BOARD OF DIRECTORS

TO FURTHER ACCELERATE THE INTEGRATION AND ENSURE THE CONTINUED SUCCESS OF ESSILORLUXOTTICA

The selection criteria

1	EXPERIENCE
2	PERSONALITY
3	BOARD SIZE
4	INDEPENDENCE
5	GENDER BALANCE

THE NEW BOARD OF DIRECTORS

THE NEW BOARD OF DIRECTORS WILL CONSIST OF 14 MEMBERS

Renewed

- 6 renewals of terms of office and 6 new candidates are put to the vote of the shareholders
A renewal rate of 50%
- 2 employee representatives whose terms of office will end in September 2021; their positions will be open for renewal in accordance with applicable law

Diversified

- 7 men and 5 women, i.e. a feminization rate of 42%
- 1 man and 1 woman as employee representatives

Independent

- 58% of the Directors of the new Board will be independent

International

- 6 new members
- 3 new nationalities (6 nationalities overall including employee representatives)

STATUTORY AUDITORS' REPORTS

STATUTORY AUDITORS' REPORTS

ORDINARY MEETING

Statutory Auditors' report on the Company's financial statements*

- 1st resolution: Approval of the 2020 Company financial statements
- “In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as of December 31, 2020 and of the results of its operations for the year then ended in accordance with French accounting principles.”

Statutory Auditors' report on the consolidated financial statements**

- 2nd resolution: Approval of the 2020 consolidated financial statements
- “In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as of December 31, 2020 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.”

* pages 266-269 of the 2020 Universal Registration Document

** pages 240-243 of the 2020 Universal Registration Document

STATUTORY AUDITORS' REPORTS

ORDINARY MEETING

Statutory Auditors' report on related-party agreements*

- No new agreements authorized and signed during the year to be submitted for approval
- Some regulated agreements already approved in previous years were executed in 2020

Report by one Statutory Auditor, appointed as an independent third party, on the consolidated non-financial statement included in the management report**

- “Based on our work, nothing has come to our attention that causes us to believe that the non-financial information statement is not in accordance with applicable regulatory provisions.”

Statutory Auditors' Certificate relating to the total amount of remuneration paid to the highest-paid employees

- “We have nothing to report on the concordance of the total amount of remuneration paid to the highest-paid employees with the accounting used as the basis of the preparation of the financial statements.”

* pages 162-163 of the 2020 Universal Registration Document

** pages 307-309 of the 2020 Universal Registration Document

STATUTORY AUDITORS' REPORTS

EXTRAORDINARY MEETING

Four reports have been issued regarding resolutions n. 14, 15, 16 and 18:

14 th resolution	Authorization to be granted to the Board of Directors to reduce the share capital by cancelling Company treasury shares
15 th resolution	Authorization to be granted to the Board of Directors to proceed with the award of free existing shares (also called performance shares) to the benefit of members of the employed staff and/or executive officers
16 th resolution	Delegation of authority granted to the Board of Directors to issue shares and securities entailing a share capital increase, with preferential subscription rights
18 th resolution	Delegation of authority granted to the Board of Directors for the purpose of deciding capital increases reserved for members of a Company Savings Plan (French <i>Plans d'Épargne d'Entreprise</i> or "PEE") without preferential subscription rights

The Statutory Auditors' reports on these resolutions are available on the Company's website and state that:

- the auditors have no matters to emphasize in their reports;
- an additional report will be prepared if and when the Board of Directors uses these delegations of authority.

QUESTIONS FROM SHAREHOLDERS*

** Answers to the shareholders' questions have been published on the Company website, in the section dedicated to the General Meeting.*

VOTING RESULTS

FROM RESOLUTION 1 TO RESOLUTION 10

COMPETENCY FOR THE ORDINARY MEETING

Resolutions		Total vote FOR	Total vote AGAINST
First resolution	Approval of the 2020 Company financial statements	99.93%	0.07%
Second resolution	Approval of the 2020 consolidated financial statements	99.72%	0.28%
Third resolution	Allocation of earnings and setting of the dividend	98.25%	1.75%
Fourth resolution	Agreements falling within the scope of Articles L.225-38 and subsequent of the French Commercial Code	96.66%	3.34%
Fifth resolution	Approval of the report on the compensation and benefits in kind paid in 2020 or awarded in respect of 2020 to corporate officers	98.74%	1.26%
Sixth resolution	Approval of the fixed, variable and exceptional components comprising the total compensation and benefits in kind paid in 2020 or awarded in respect of 2020 to Leonardo Del Vecchio, Executive Chairman until December 17, 2020 and Chairman of the Board of Directors from this date	89.05%	10.95%
Seventh resolution	Approval of the fixed, variable and exceptional components comprising the total compensation and benefits in kind paid in 2020 or awarded in respect of 2020 to Hubert Sagnières, Executive Vice-Chairman until December 17, 2020 and Vice-Chairman of the Board of Directors from this date	86.25%	13.75%
Eighth resolution	Approval of the compensation policy applicable to corporate officers for the period from January 1, 2021 to the date of the Annual Shareholders' Meeting	92.13%	7.87%
Ninth resolution	Approval of the compensation policy applicable to corporate officers for the period after the Annual Shareholders' Meeting	67.82%	32.18%
Tenth resolution	Authorization to be granted to the Board of Directors to proceed with the purchase of the Company's own ordinary shares	97.33%	2.67%

FROM RESOLUTION 11 TO RESOLUTION 18

COMPETENCY FOR THE EXTRAORDINARY MEETING

Resolutions		Total vote FOR	Total vote AGAINST
Eleventh resolution	Harmonization of the Articles 4, 9, 11, 14, 16, 23 of the Company's Articles of Association with various provisions, legal and regulatory in particular, of the French Law of May 22, 2019, known as the " <i>Pacte Law</i> "	98.78%	1.22%
Twelfth resolution	Modification of Article 13 of the Company's Articles of Association "Duration of the Directors' term of office"	91.41%	8.59%
Thirteenth resolution	Modifications of Articles 15, 16 and 23 of the Company's Articles of Association following the governance changes	97.74%	2.26%
Fourteenth resolution	Authorization to be granted to the Board of Directors to reduce the share capital by cancelling Company treasury shares	99.34%	0.66%
Fifteenth resolution	Authorization to be granted to the Board of Directors to proceed with the award of free existing shares (also called performance shares) to the benefit of members of the employed staff and/or executive officers	94.26%	5.74%
Sixteenth resolution	Delegation of authority granted to the Board of Directors to issue shares and securities entailing a share capital increase, with preferential subscription rights (ceiling of 5% of the share capital)	99.97%	0.03%
Seventeenth resolution	Delegation of authority granted to the Board of Directors entailing a capital increase by capitalization of premiums, reserves, profits or other rights	99.94%	0.06%
Eighteenth resolution	Delegation of authority granted to the Board of Directors for the purpose of deciding capital increases reserved for members of a Company Savings Plan (French <i>Plans d'Épargne d'Entreprise</i> or "PEE") without preferential subscription rights (ceiling of 0.5% of the share capital)	99.83%	0.17%

FROM RESOLUTION 19 TO RESOLUTION 24

COMPETENCY FOR THE ORDINARY MEETING

Resolutions		Total vote FOR	Total vote AGAINST
Nineteenth resolution	Renewal of the mandate of Director of Leonardo Del Vecchio	91.90%	8.10%
Twentieth resolution	Renewal of the mandate of Director of Romolo Bardin	84.69%	15.31%
Twenty-first resolution	Renewal of the mandate of Director of Juliette Favre	94.74%	5.26%
Twenty-second resolution	Renewal of the mandate of Director of Francesco Milleri	99.64%	0.36%
Twenty-third resolution	Renewal of the mandate of Director of Paul du Saillant	99.48%	0.52%
Twenty-fourth resolution	Renewal of the mandate of Director of Cristina Scocchia	94.77%	5.23%

FROM RESOLUTION 25 TO RESOLUTION 32

COMPETENCY FOR THE ORDINARY MEETING

Resolutions		Total vote FOR	Total vote AGAINST
Twenty-fifth resolution	Appointment of Jean-Luc Biamonti as Director	80.76%	19.24%
Twenty-sixth resolution	Appointment of Marie-Christine Coisne-Roquette as Director	99.91%	0.09%
Twenty-seventh resolution	Appointment of José Gonzalo as Director	99.89%	0.11%
Twenty-eighth resolution	Appointment of Swati Piramal as Director	96.28%	3.72%
Twenty-ninth resolution	Appointment of Nathalie von Siemens as Director	99.93%	0.07%
Thirtieth resolution	Appointment of Andrea Zappia as Director	99.25%	0.75%
Thirty-first resolution	Duration of Directors' mandate	99.67%	0.33%
Thirty-second resolution	Power to carry out formalities	99.98%	0.02%

2021

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