

**UK Stewardship Code** 

For the year ending September 30th, 2023



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## Introduction

Aikya is an independent investment management company focused on Emerging Markets equities. Aikya is majority-owned by employees and entirely investment-driven. The Aikya team has worked together at major investment management firms for most of their working lives and have decades of combined experience investing in Emerging Markets in a responsible manner.

Aikya was founded with the aspiration to be the gold standard for sustainable investing within Emerging Markets. The name Aikya means oneness in Sanskrit, reflecting our belief that sustainability considerations are as integral to investment decision-making as the analysis of traditional financial metrics.

In this report, we aim to explain how we comply with and support the 12 principles of the UK Stewardship Code in our role as an investment manager. Aikya Global Emerging Markets (UCITS) fund is now categorised as an article 9 fund under European Union Sustainable Finance Disclosure (SFDR) regulations. Aikya, as a firm, has achieved B-Corp certification, which reflects our belief that we need to live up to the same standards of stewardship as we demand of our investee companies.

The report covers the year ending September 30<sup>th</sup> 2023, and has been reviewed and approved by the Aikya Board of Directors.

Signed

Ashish Swarup

**Managing Director** 

Aikya Investment Management

Ashish Ewarup



# Principle 1: Purpose, Strategy and Culture

Signatories' purpose, investment beliefs, strategy, and culture enable stewardship that creates long-term value for clients and beneficiaries leading to sustainable benefits for the economy, the environment and society.

## **Purpose**

### Aikya has a twin purpose:

- 1. To generate healthy long-term investment returns for our clients with strong downside protection.
- 2. To make a significant positive impact on the sustainable development challenges facing Emerging Market countries by investing in high-quality and responsibly managed companies.

We believe that both elements of our purpose are aligned. Generating healthy long-term investment returns with strong downside protection is only possible if we invest in high-quality companies that are well-positioned to solve sustainable development problems.

# **Business Model and Strategy**

Aikya is an investment management boutique majority-owned by the investment team. We are entirely investment-driven and focus on investing in Emerging Markets. We do not want to be the biggest, but we do want to be the best at what we do. Our ambition is to be one of the best-performing Emerging Markets-focused investment managers globally.

We would like to grow our business by finding like-minded institutional clients who understand our investment approach and share our passion for helping to solve the development challenges facing Emerging Markets. We continue to carefully select our client base to ensure that they are well-aligned with our mission, which means we are driven by the quality, not scale, of client assets.

We want to keep things simple and focus on Emerging Markets only. We are one investment team based in one location, with a flat structure and collegiate culture. Keeping things simple maximises our focus to deliver strong investment performance and client outcomes while implementing strict capacity control measures to sustain this.

Our partner and minority shareholder, Pinnacle Investment Management (ASX: PNI) ("Pinnacle"), has a long and successful history incubating and supporting boutique investment businesses, with its affiliates collectively managing over USD 58 billion of assets. Aikya has been established in a way that allows the investment team to concentrate entirely on investing, with Pinnacle providing a range of support services.

# Serving the Best Interests of Clients

We believe Aikya is well-positioned to create long-term value for our clients and serve the interests of society at large. Our edge is the disciplined and considered execution of our investment approach within an environment purposefully curated to encourage and support long-term thinking and decision-making, allowing us to look beyond short-term headlines and market noise. A long-term focus



can be developed over time, but it requires a business structure and client base that support long-term investment-driven decision-making.

Most investment managers operate within large institutional structures that prioritise growth in Assets Under Management (AUM) over investment performance. Many firms are run by people who are not 'investors' themselves, and who tend to focus on what they can 'control' or 'measure', such as short-term relative performance vs their peer groups and benchmarks, instead of thinking about how to enhance long-term returns. Although unconventional investment decisions can generate superior investment performance in the long-term, most investment managers are reluctant to differentiate themselves out of fear of standing out from the crowd.

Aikya is majority-controlled by the investment team, and every decision we make is driven by a desire to best execute our investment philosophy and maximise outcomes for clients. We don't chase short-term market returns if it means compromising our purpose, drifting from our investment philosophy, or putting the long-term investment returns for clients at risk.

## **Investment Beliefs**

#### Stewardship

Establishing the stewardship quality of the companies we choose to back is at the heart of our investment philosophy. We look for businesses with a strong sense of purpose, exemplary environmental and social standards, excellent governance, and a well-aligned organisational culture. Our core belief is that high-quality stewards align their businesses with the interests of all stakeholders, and business groups that incorporate sustainability thinking into everyday decision-making are going to be the long-term winners.

#### **Long Holding Periods**

Companies' long-term prospects are seldom priced perfectly by the market, and high-quality stewards tend to sustain the compounding power of their businesses for far longer than most market participants anticipate. Our advantage is our willingness to remain invested in companies we like over long periods of time. As a result, we are sober in the good times and retain perspective during difficult periods, often using difficult times to accumulate more shares in our favourite companies at more attractive valuations versus their long-term prospects.

## **Integrated Approach to Sustainability**

Analysing sustainability topics and engaging with companies on the most material ones is integral to our investment process. Consequently, every Aikya analyst is involved with stewardship and engagement activities. Our analysis of sustainability information at a company level is as detailed and rigorous as our analysis of a company's financial metrics.

We think it is not possible to have a genuinely long-term focused investment approach if sustainability analysis is outsourced to a separate team (be it an internal or external team). Sustainability analysis is a key component when assessing the quality of a company and therefore should be performed by the investment team itself. Having a separate team perform sustainability assessments and conducting engagement activities usually means these functions are a few steps removed from portfolio management; whilst their analysis might be excellent, there is often a lack of impact on the final



portfolio. Moreover, when the engagement is driven by investment analysts themselves, company management can appreciate the relevance and urgency of these issues more clearly.

#### **Deep Relationships with Investee Companies**

In an Emerging Markets context, deep and long-lasting relationships with the key decision-makers of investee companies are crucial to making an impact through engagement. As a team, we have deep relationships with the management teams of our portfolio companies and extensive experience engaging with them on stewardship-related issues. Our long holding periods build a sense of partnership with investee companies, which, over time, become increasingly open to engagement with a mutually beneficial outcome. Our relationships allow us to discuss critical sustainability topics with senior management; positive engagement on such matters becomes a powerful tool for enhancing the value of our client portfolios. It also has a positive impact on the sustainable challenges facing Emerging Markets.

#### **Active Engagement**

We engage for two primary reasons: Firstly, we believe that owning shares in a business comes with both rights and responsibilities. Therefore, as part owners of the business, we have an obligation to engage with senior management to nudge them towards better behaviour rather than divesting our holding. Secondly, we see sustainability topics as investment issues and do not separate the two; positive engagement on such issues becomes a powerful tool in driving shareholder value and enhancing the value of our client portfolios. How management teams respond to our engagement requests also gives us a good read on the quality of their stewardship.

# Sustainability Impact Goals

We have set clear sustainability impact goals for the Aikya Emerging Markets Equity Portfolios (Aikya Portfolio), which are linked to specific long-term goals for each investee company.

- 1. The portfolio should only be invested in companies that make a material contribution to at least one UN Sustainable Development Goal (SDG) by 2030.
- 2. Carbon intensity, i.e. GHG (Scope 1 and 2) emissions to sales, for the portfolio should halve by 2030, with 2019 as the baseline year. Aikya Portfolio companies should achieve net zero carbon emissions by 2040.
- 3. The environmental resource intensity for the portfolio should halve by 2030 (with 2019 as the baseline year). This is an Aikya-defined metric which is customised for each industry. It refers to the amount of virgin natural resources (per unit of sales) that a business consumes and its ability to recycle waste.
- 4. None of the portfolio companies should have displayed more than one incident of poor social stewardship over the preceding three years by 2030.
- 5. Aikya Portfolio companies should either have a dominant shareholder whom we trust or a genuinely independent Board by 2025.
- 6. Aikya Portfolio companies should have a healthy gender balance in their organisation by 2040.

These impact goals sharpen our focus on sustainability issues when considering potential investment ideas. The goals also help us better define our engagement agendas with investee companies and strengthen our judgement when assessing the quality of stewardship.



We are committed to providing transparency on how our portfolio companies contribute towards (or detract from) achieving each of these goals. This enables our investors to hold us accountable to our sustainability performance track record over time. These goals will also act as a rallying point for us to collaborate with other like-minded investors to have a more significant impact on our investee companies.

## **Culture and Values**

We believe our unique culture is a competitive advantage. Our culture is defined by the following attributes:

#### **Diversity**

Aikya is majority-owned by team members from ethnic minority communities in the UK. We celebrate our diversity. Aikya team members have diverse backgrounds in terms of gender, age, ethnicity, spoken languages, education and socioeconomic conditions while growing up. More importantly, members of the team have very different cognitive processes.

## **Collegiality and Debate**

We encourage open and collegiate debate in both investment and firm matters. Aikya is a psychologically safe place to innovate and question each other. Every piece of work is peer-reviewed within the team, with open and transparent feedback given to the work's author.

## **Teamwork and Distributed Leadership**

We eschew a 'star culture'. Firm and investment leadership is distributed, and the team is non-hierarchical. Our investment process, performance measurement, and incentive structure are all geared towards maximising collaboration. There is no individual performance attribution at Aikya. Team members are remunerated for their contribution to the strategy and business as a whole.

## **Continuous Evolution and Learning**

While Aikya's investment philosophy does not change, its successful execution requires continuous evolution and learning. We actively promote creativity and contrarian thinking within the team. We routinely analyse our mistakes with a view to collectively learn from them.

#### **Transparency**

We believe that transparency is the first pre-requisite towards developing a long-term relationship based on mutual trust with our clients. Therefore, we are committed to best-in-class reporting of our investment research and engagement efforts to our clients.

# Activity and Outcomes during the year ending September 30th, 2023

We are pleased to report that our investment processes and practices enabled us to deliver both investment outcomes for clients and stewardship activities with investee companies, in line with expectations.



# Assessment of Efficacy

We believe we have been effective in serving the best interests of clients.

The Aikya Global Emerging Markets strategy performed as per expectations over the past 12 months and since its inception in March 2020. The strategy has delivered 4.3% annualised gross returns in GBP vs returns of 1.8% of MSCI Emerging Markets Index, its comparator benchmark since its inception in March 2020. Assets Under Management (AUMs) for the strategy grew from USD 533 million as of 30<sup>th</sup> September 2022, to USD 1,372 million as of 30<sup>th</sup> September 2023.

As described under Principle 5, Aikya achieved B-Corp certification in 2022 after an extensive audit by third-party non-profit firm, B-Labs. The B-Corp certification process assesses whether an organisation's structure and processes demonstrate high-quality stewardship and alignment with all stakeholders, including clients, employees, suppliers, and shareholders.



## Principle 2: Governance, Resources and Incentives

Signatories' governance structures and processes have enabled oversight and accountability for effective stewardship within their organisation and the rationale for their chosen approach.

## **Governance Structures**

Stewardship activities at Aikya are performed at three levels of the organisation:

- Investment analysts are the primary drivers of stewardship activities at Aikya through their
  research efforts. We continuously monitor the companies held in the Aikya Portfolio. We do this
  through regular meetings with the management teams, as well as periodic Annual Report Reviews
  (ARRs) and Fair Market Value (FMV) assessments on these companies. We also build sustainability
  models for all portfolio companies. These detailed industry-specific analytical models provide a
  transparent guide as to whether companies take their sustainability responsibilities seriously and
  give us a platform to engage with company management teams.
- 2. The Stewardship Committee forms the second layer of stewardship governance. This committee, which is chaired by a Senior portfolio manager, is responsible for:
  - a. Monitoring the progress of the Aikya Portfolio as a whole against Aikya's Sustainability Impact Goals (Please refer to Principle 1)
  - b. Following up on engagement items escalated to a 'severe' level according to Aikya's process
  - c. Coordinating company engagement on any portfolio-wide issues such as climate change, biodiversity or plastic packaging
  - d. Driving Aikya's collaboration with external advocacy groups, other like-minded investors, or industry initiatives which may further our engagement agenda
  - e. Ensuring Aikya's reporting on sustainability and stewardship matters meet the standards demanded by our clients and regulators

The Stewardship Committee meets monthly and reports its progress to the Aikya Board (Board) every quarter.

3. Aikya's Board holds final responsibility for our stewardship efforts and investment approach. The Board monitors Aikya's approach to stewardship, including the progress of Aikya portfolio companies in relation to the sustainability impact goals. Our commitment to Aikya's sustainability impact goals has the full support of Aikya's shareholders, the majority of whom are Aikya investment team members. The Board also ensures that our investment and stewardship activities remain well-resourced.

Aikya is a certified B-Corp, which means that the Board, as per Aikya's Articles of Association, needs to consider the impact of our business on all stakeholders, and not just the shareholders, ensuring the business is well-aligned with its own beliefs and principles.

A detailed schematic of Aikya's stewardship governance structure is presented under Principle 5.



## Resources and Incentives

Aikya is majority-owned by an investment team with many decades of combined experience. Our performance culture is underpinned by sensible incentives, a focused offering, and the outsourcing of non-investment functions to our minority partner Pinnacle. Pinnacle is a business management and operations company designed to support high-quality investment management businesses.

Our ownership and governance structures allow Aikya to focus on the successful implementation of our investment philosophy, while Pinnacle exists to provide invaluable support and oversight across all non-investment functions. We believe this results in superior long-term investment results for our clients.

Stewardship activities are supported by the following resources:

- An Experienced Team: The team is highly experienced when it comes to stewardship activities, owing to its heritage and long-held belief that sustainability and investment decisions are inseparable. We have practised a sustainability-oriented investing approach in Emerging Markets for more than a decade and have gained considerable experience engaging with senior business leaders in Emerging Markets. https://aikya.co.uk/about/#team
- 2. Established Relationships: As a team, we have deep and long-standing relationships with the key decision-makers of the companies we research, and such relationships are crucial for meaningful engagement in Emerging Markets. The team spends considerable time on the ground every year, visiting countries in our investable universe, and meeting a wide range of people in our network. We meet not only company management teams but also their non-executive Board members, major shareholders, employee union leaders, customers, competitors, suppliers, journalists, non-profit leaders, and various other stakeholders in a company's value chain.
- 3. **Broader Perspectives:** In addition to our considerable mainstream professional experience, various team members are active in the charity sector, giving them an additional perspective while talking to companies on issues related to social stewardship. We have been associated with various educational and developmental charities across Emerging Markets.
- 4. Focused Approach: Each Aikya analyst covers a relatively small number of companies for maintenance research typically approximately 15 companies per year. This allows each analyst to develop deep insights, gain conviction, and undertake stewardship activities, all of which would be more difficult to achieve with a less focussed approach. Our coverage of Aikya Portfolio companies is so intense and long-term focused that we expect to know our companies better than most investment managers, enabling a higher level of engagement with management teams and Boards.
- 5. Proprietary Sustainability Analysis: Because sustainability is not standardised and often covered in 'greenwash', we have developed our own industry-specific detailed sustainability models. These models, which incorporate various sustainability reporting standards, allow us to compare companies across industries and value chains. Our sustainability models assess companies on the quality of their i) purpose, ii) environmental stewardship, iii) social stewardship, iv) governance, and v) organisational culture. This level of detail for sustainability analysis allows us to: i) establish higher conviction in the quality (or lack thereof) of a company, and hence make the investment process more robust; ii) look through greenwash more easily, as we compare companies against other high-quality businesses in their industry globally; and iii) it helps us develop a more proactive engagement agenda with company management teams. Please refer to Principle 7 for more details.
- 6. **Detailed Engagement Logs:** The investment team keeps detailed notes on the company engagement activities against each of agenda item. These notes are stored within the company



- sustainability model so that a company's progress on various engagement agenda items can be easily tracked.
- 7. **Outside Research Collaboration:** From time to time, we also engage external research providers for bespoke research work on certain topics of interest. These research providers may include leading non-profit organisations, advocacy groups, or universities. For example, we engaged a leading health & nutrition-focused research institution for a study of Emerging Markets food and beverage companies to assess which companies have made significant progress in terms of the healthiness of their product portfolios. Such studies help with broader engagement initiatives with Aikya Portfolio companies.

#### **Training**

Training and mentoring form a key element of Aikya's investment culture, and we organise regular training sessions relating to our investment approach and stewardship activities for less experienced analysts in the team. Specific training was provided for analysts to learn how to build the Aikya sustainability models & engagement logs so analysts understood how the models were linked to Aikya's Sustainability Impact Goals. Successful mentoring is also part of Key Performance Indicators (KPIs) for Aikya's leadership team.

#### **Systems**

Aikya has built a knowledge-sharing system based on Microsoft Teams where our analysts can publish/ store their company research and exchange their views in real-time. Every piece of our investment research and stewardship model is backed up by hard evidence based on company-level data sets. These company-level data sets have been built from ground up by Aikya investment analysts and are based on company disclosures, third-party disclosures (such as Carbon Disclosure Project – CDP) and Aikya's proprietary work.

#### **Incentives**

The investment team's compensation arrangement is designed to promote teamwork and a joint sense of ownership over outcomes rather than individualistic attributions. Stewardship considerations and how effective an analyst is in pursuing engagement agendas with our investee companies form a critical part in evaluating an analyst's performance. A large part of staff compensation is linked to the ownership of Aikya shares, which creates a long-term alignment for staff with client and firm interests.

# Efficacy of our stewardship governance structure

We believe the governance structure driving our stewardship activities is highly robust.

- 1. Aikya's investment analysts are the primary drivers of stewardship and engagement activities. We think it is not possible to have a genuinely long-term focused investment approach if sustainability analysis is outsourced to a separate team (be it an internal or external team). Sustainability analysis is a key component when assessing the quality of a company and, therefore, should be performed by the investment team itself. Secondly, having a separate team perform sustainability assessments and conducting engagement activities usually means these functions are a few steps removed from portfolio management; so, whilst their analysis might be excellent, there is often a lack of impact on the final portfolio. Moreover, when investment analysts drive the engagement, company management can more clearly appreciate the relevance and urgency of these issues.
- 2. The Aikya Stewardship Committee acts as an effective forum to discuss engagement issues which need to be escalated. The Stewardship Committee also drives any firm-wide collaborative



- engagements and helps the Board meet its various regulatory and reporting obligations related to stewardship and sustainability.
- 3. Aikya Board holds the final responsibility for our stewardship activities and to ensure that they are aligned with our Purpose. The Board also sets various policies and procedures, which are then implemented through the investment team.

Under Principle 5, we describe how this structure is reviewed periodically and what improvements we have made over the previous 12 months.

# Activity and Outcomes during the year ending September 30th, 2023

We describe in Principle 5 how our B-Corp certification has helped us improve our stewardship even further.

The Board met quarterly to review our progress towards our goals and to reaffirm our conviction in our investment approach and stewardship activities undertaken on behalf of our stakeholders and validate that this is aligned with ongoing best practice. The Board has decided to renew Aikya's application to the UK Stewardship Code in 2023.

Further, as a result of regular team meetings, open discussions, and Board meetings, we implemented enhancements to our stewardship recording and reporting. This includes providing regular company investment case studies to clients, highlighting how our investment approach plays out in practice, expanding the breadth and depth of ESG-related metrics held on the companies we research for the purposes of better engagement and reporting to our clients.



# Principle 3: Conflicts of Interest

Signatories manage conflicts of interest to put the best interests of clients and beneficiaries first.

# Stewardship Conflicts of Interest Policy

Aikya was founded on the principle that our interests should be fully aligned with those of our clients. The duty of care to act in the best interests of our clients is deeply embedded within our culture. Any potential conflicts of interest in the stewardship activities at Aikya are minimised because of the following reasons:

- 1. We have a flat business structure with no subsidiaries or connected parties. We believe our simple structure minimizes any potential conflicts.
- 2. We manage a single Emerging Markets Equities strategy. This means that all our clients are in the same strategy, and therefore, their interests are very much aligned.
- 3. As an employee-owned business, our interests are very much aligned with those of our clients.

Nevertheless, we recognize that in any business, conflicts of interest may arise. In order to identify potential conflicts and the appropriate steps for avoidance and remediation, we maintain a <a href="Stewardship Conflict-of-Interest Policy">Stewardship Conflict-of-Interest Policy</a>. This policy demonstrates that Aikya is committed to identifying, monitoring, and managing all actual and potential conflicts of interest that can arise between Aikya and our clients during our stewardship activities. The Conflicts of Interest Policy is reviewed by the Stewardship Committee on behalf of the Aikya Board every year.

We have published our Stewardship Conflicts of Interest Policy on our website and summarise its contents below.

https://aikya.co.uk/wp-content/uploads/Aikya-Stewardship-Conflict-of-Interest-Policy.pdf

# Standard Operating Procedure to manage conflicts

All the conflicts linked to our stewardship activities are dealt with in the following manner:

- Conflict identification: All Aikya investment analysts are trained to identify potential conflicts
  of interest, including conflicts related to investment decision-making, proxy voting and
  company engagement.
- 2. Assessment: Where a potential conflict is identified, this will be raised with compliance, who will lead a discussion with the relevant investment analyst to determine the appropriate procedures and controls necessary to manage the conflict. From a stewardship perspective, the aim is always to protect the independence of the decision-making process around stock selection, proxy voting and engagement.
- 3. **Escalation:** Where the view of the Chief Compliance Officer is that the conflict of interest cannot be adequately managed, the matter will be escalated to our Stewardship Committee.
- 4. **Resolution:** The Chair of the Stewardship Committee resolves the escalated conflict, keeping the best interest of clients in mind and ensuring Aikya's independence is not compromised.
- 5. **Report:** At least annually, the Board is provided (by compliance) written reports of any conflicts of interest or potential conflicts of interest that may arise from day-to-day business and investment activities. This includes details of any situation giving rise to a conflict or potential conflict, an assessment analysis of these situations, and the measures being taken to mitigate said conflicts.
- 6. Review: Periodically, the Board analyses conflicts that have arisen, as well as potential



conflicts of interest, and reviews the systems and controls in place for future prevention and mitigation. If any conflicts of interest have arisen, this will take place within 6-to-12 months of the incident being dealt with in order to ensure future instances can be addressed ahead of time.

# Potential Conflicts which may arise during Company Stewardship Activities

Below are a few areas of potential conflict that may come up during our company engagement and proxy-voting activities and how we manage them.

Potential Conflict	Conflict Management Process
Individuals on the Board of a company that we engage with or vote on may have a commercial relationship with Aikya	We always vote in the best long-term interests of the investee company and, therefore, in the interests of our clients, and will never compromise our independence.  When such a conflict arises, we will report it to Aikya Compliance and the Chair of the Stewardship Committee, who may escalate it to the Board if the issue warrants further consideration.
Specific clients may seek to influence our engagement or voting activities	Such actions on behalf of clients could compromise our objectivity or independence. Whenever the investment team feels that there is an inappropriate influence being exerted which could compromise our independence, the matter is escalated to Aikya Compliance and the Chair of the Stewardship Committees, who may raise this to the Board if needed. That said, we recognise and appreciate that some of our clients may wish to direct specific votes in a manner which is in-line with their internal policies. In these cases, clients will need to invest via segregated mandates for us to vote differently from the Aikya investment team's recommendations.
Our engagement or voting may favour one client over another	Due to the singular focus of the Aikya business on emerging markets, implemented by one investment team, Aikya's voting and engagement decisions are undertaken for the benefit of all of the firm's clients, ensuring that all clients are very well aligned.  We will vote the same way for all clients unless votes are specifically directed by clients in segregated mandates.
Aikya team members may have personal relationships with the companies we are engaging with or voting on	Any such conflict is immediately reported to Aikya Compliance and the Chair of Aikya Stewardship Committee.  Company research coverage is rotated to ensure impartiality and a fresh perspective within investment views, which are also rigorously debated across the team, ensuring a truly team-based approach to investing and no single individual has an outsized influence on the investment case for a given company.



Our engagement or voting could be in conflict with Pinnacle (ASX: PNI), a minority shareholder in Aikya	Aikya is genuinely independent and majority-owned by the investment team. Pinnacle is responsible for providing back-office support and operations. All investment decisions and stewardship activities are the responsibility of the Aikya investment team.
Conflicts related to securities lending activity	We do not engage in security lending.
Conflicts related to clients and their related entities e.g. parent company or sponsor	Aikya Compliance reviews on a quarterly basis if the Aikya Portfolio holds shares in any of its clients (or their sponsors) to understand if any potential conflicts arise. Any such instances will be escalated to the Board to ensure all appropriate investment decisions are made.

# Conflicts of Interest Register

Conflicts of interest situations are reported immediately to Aikya Compliance. Aikya keeps and regularly updates a record of any actual conflict of interest that arises (or may arise in the case of an ongoing service or activity) that entails a risk or damage to the interests of our clients. This information is included in the periodic compliance report to the Board.

During the year ending September 30, 2023, we did not record any actual conflicts of interest.



## Principle 4: Identify and Respond to Market-Wide Risks

Signatories identify and respond to market-wide and systemic risks to promote a well-functioning financial system.

As investors with a very long-term horizon, we believe that market-wide and systemic risks could impact our investment returns, and it is imperative that we identify and respond to them appropriately. There are two ways in which we seek to identify and respond to these risks.

## 1. Investment Process

As discussed under Principle 1, analysis of the sustainability issues for a company are completely integrated into our investment process. Aikya analysts develop an understanding of the various externalities or unintended outcomes of their investments, as part of our regular investment research on companies. Often, these externalities are well-documented but appreciating the serious long-term risks they pose to investment returns requires an understanding of the system-wide impact of macroeconomic and sustainability issues. A few examples of such issues are provided below:

Macroeconomic risks: As Emerging Market investors, we are keenly aware that market-wide and country-specific issues can have a material impact on the value of investments and ultimately the returns our clients are seeking to gain in order to meet their fiduciary requirements. This is why our long experience of emerging market investing has led to our approach of investing to ensure there is sufficient downside protection in our portfolios. This means that we are comfortable not owning companies in markets just because they are in the benchmark index, such as Russia (outlined below) we set individual stock and country size limits for the investment portfolio and assess the earnings of companies in both local and hard currency to get an idea of the potential earnings volatility to our hard currency investors, which we can then better manage through appropriate portfolio construction.

Risks of investing in certain emerging markets: By way of example, through our bottom-up research on Russian companies, we noted an increasingly high incidence of political cronyism and systemic corruption, to the extent that none of the listed Russian companies passed our investment due diligence. Aikya has never had any investments in Russiadespite it being a large part of our investable universe and index benchmark. We were also very vocal about the risks of investing in the country and the potential systemic risks it poses to various other Emerging Markets portfolios. By identifying this risk early and correctly, we believe we protected capital for our investors.

We also continue to publish regular client letters to highlight the risks involved in investing in countries with a high degree of political cronyism and systemic corruption.

Monetary Policy Tightening by US Federal Reserve: As veteran investors in Emerging Markets, we are highly aware of the systemic risks posed by monetary policy tightening by United States Federal Reserve and US dollar appreciation. There are multiple risks which surface as a result of appreciating US dollar: a) Countries with large external borrowings see their currencies collapse, which creates an inflation problem and raises the cost of borrowing in the local economy; b) Countries which export resources see their earnings go down as resources prices go down in US dollar terms; c) Many companies with US dollar borrowings but local cashflows find it difficult to service their debt, and hence posing threat to their banking systems.

As part of our investment research process, we systematically avoid these risks. We proactively engage with our investee companies on the risks of carrying US dollar borrowing on their balance sheets if



this is not matched by US dollar cash flows. We periodically write about these risks in our client letters so that our clients are also aware of these market-wide risks.

Climate Change and its Impact: As part of our broader work on understanding the physical and transition risks related to climate change in Emerging Markets, we study the impact of climate change on all Aikya Portfolio companies. We have developed detailed models which link possible changes related to climate change with specific financial metrics of each of our companies. We have also developed an understanding of how climate change might impact the stability of political and financial systems in the countries where we invest. These research conclusions improve our assessments on the long-term quality and valuation prospects of Aikya Portfolio companies and directly influence how we manage client portfolios. We have also incorporated some of these concerns and questions into our engagement agendas with relevant financial institutions.

**Net Zero commitment:** We are aware that Emerging Markets are most at risk from the consequences of climate change and require a Just Transition to Net Zero carbon emissions to remain habitable and investable countries over the long-term. Prior to adopting Net Zero as a goal for the Aikya Portfolio, we performed detailed modelling of how a Net Zero commitment would impact our investee companies in terms of costs and opportunities. For each company in the Aikya Portfolio, our analysts developed various scenarios that modelled the potential range of impact on earnings of various regulatory and market-driven changes. This research work then drove a large part of the engagement agendas with our investee companies. We encourage all Aikya Portfolio companies to be more aggressive while adopting 'Net Zero' commitments.

## 2. External Collaborations

Since launch, we have sought to identify industry initiatives and stakeholder groups that are aligned with our core values and that will help us improve our analysis and engagement. Below we list the initiatives with which we have connected and summarise their work and our motivation to engage:

Organisation	Activity
Principles for Responsible Investing (PRI)	Recognised industry thought leader; 6 principles highly aligned with Aikya's investment philosophy; detailed reporting framework providing independent assessment of responsible investing activity. Aikya submitted a complete response during the period.
Carbon Disclosure Project (CDP)	Global disclosure platform that seeks to enhance the environmental impact reporting by companies, investors, and geographies. As a member, Aikya has access to high-quality research, data, and company disclosures.
Montréal Pledge	By signing the Montréal Carbon Pledge, in line with our own carbon footprint reduction targets, Aikya commits to measure and publicly disclose the carbon footprint of our investment portfolios on an annual basis.
CCLA. Find it, Fix it, Prevent it	Modern slavery focussed initiative highly aligned with Aikya's investment philosophy, which seeks to assess the organisational culture within companies and any risks associated with their supply chains.
Investor Agenda	Net zero emissions focussed investor initiative, highly aligned with Aikya's own net zero portfolio targets.



FAIRR	The world's fastest-growing investor network focusing on ESG risks in the global food sector. Highly relevant given the significant Aikya portfolio investments into the food sector.
Task Force on Climate- Related Financial Disclosures (TCFD)	Climate-related financial disclosure recommendations designed to help companies provide better information to support informed capital allocation. Disclosure-related engagement is a significant part of the Aikya investment process, and the scope for improvement in emerging markets is high.
Access to Nutrition Initiative (ATNI)	We are an investor signatory of ATNI, an NGO that exists to help drive positive change in the food and beverage industry. They have a specific focus on India via their India Spotlight Index, which overlaps with Aikya's own research. The analytical framework of ATNI is similar to Aikya's, and we have used the findings to better engage with our investee companies on the topic of health and nutrition.

# Role played in Industry initiatives during the year ending September 30th, 2023

Below we describe the role we have played in Carbon Disclosure Project's (CDP) Non-Disclosure Campaign over the past two years.



## Aikya's participation in Carbon Disclosure Project (CDP)

#### **CDP Non-Disclosure Campaign**

CDP is an international non-profit organisation that helps companies and cities disclose their environmental impact. CDP's ongoing non-disclosure campaign offers investors the opportunity to actively engage companies that have received CDP disclosure request but have not provided a response. The objective of the campaign is to drive further corporate transparency around climate change, deforestation and water security, by encouraging companies to respond to CDP's disclosure request.

## **Indian Consumer Goods Company**

As long-term shareholders, we volunteered to lead the non-disclosure initiative on behalf of CDP. While the company provides Climate Change and Water Security related data to CDP, they have not provided data for CDP's Forests initiative historically. In this context, we spoke to the management team and sent a letter to the company's Chairman encouraging participation with the initiative. The letter was co-signed by more than 20 other investors. Management responded saying that they would undertake an internal feasibility study.

During our regular meetings with the company's management, we have checked in on the company's progress. They are still on track to make a decision around additional reporting in the next couple of years.

#### **Taiwanese Consumer Goods Company**

Last year we wrote to the Chairman of the Board on the topic of non-disclosure with CDP, namely on the Climate Change, Forestry, and Water Security initiatives. Our letter, which was co-signed by more than 20 other CDP signatories, was acknowledged by the company.

This year, we met with the company's management team, and their ESG reporting team, when in Taiwan on a research trip. It was encouraging to learn they remain committed to improving disclosure and are working towards being able to comply with CDP's initiatives.

## **Chinese Online Shopping Platform**

Many Chinese companies have been slower to sign up to global campaigns like CDP. We wrote to the Chairman of one of our Chinese investments on the topic of CDP non-disclosure. The letter was co-signed by more than 20 likeminded asset owners who are also signatories of CDP.

This year, we followed-up with an additional letter, and highlighted the topic to management during calls and meetings throughout the year.



## Principle 5: Review and Assurance

Signatories review their policies, assure their processes and assess the effectiveness of their activities.

## **Review and Assurance**

Aikya's sustainability and stewardship governance structure is organised along the following roles and responsibilities:

- 1. Aikya Board sets the stewardship policy and direction. The Board holds the ultimate responsibility towards our clients, regulators and the other stakeholders.
- 2. Stewardship Committee, chaired by a senior Portfolio Manager monitors the performance and execution of the policy on behalf of the Board.
- 3. The investment team implements the policy. As described in Principle 1, we do not have a separate Sustainability/ Stewardship team, and every Aikya analyst leads stewardship activities on the companies they are assigned to. These activities are constantly peer-reviewed by other members of the investment team.
- 4. Aikya's Compliance Team provides internal review and assurance of our stewardship activities and reports to the Board with their findings periodically.
- 5. Aikya is now a certified B-Corp and, hence, subject to periodic audits from B-Labs (the non-profit behind B-Corp certification), which provides an external review and assurance on our stewardship activities.

The following diagram illustrates Aikya's stewardship governance structure.

#### Aikya Board

- Obligated under B-Corp certification to take care of all stakeholders
- 2. Set Sustainability Impact Goals for Aikya Portfolio
- Sets various policies linked to Sustainability and Stewardship
- 4. Reviews Aikya's progress on Sustainability Impact Goals and stewardship activities
- 5. Ensures Aikya is meeting all regulatory requirements on Sustainability and stewardship related activities

#### Stewardship Committee

- Chaired by a Senior Portfolio Manager
- 2. Monitors the performance and execution of the investment team on Sustainability Impact Goals
- 3. Ensures all pending engagement items on Aikya's stewardship agenda being pursued with priority given to severe category
- 4. Reviews sustainability and stewardship related policies and governance structures at least annually
- 5. Presents a progress report on Aikya's stewardship activities to the board every quarter

## Investment Team

- 1. Implements the policies as set by the Board
- Investment research and stewardship activities are peer reviewed.

# Reports

#### Assurance

- Compliance team audits that Aikya's engagement and Sustainability policies are being consistently applied during our investment work, and are in line with assertions made during our external communications
- Sustainability risks form part of the firm-wide risks register and carefully monitored by the compliance team
- As part of B-Corp certification process, our governance structures are reviewed periodically.



## **Aikya B-Corp Certification**

In August 2022, Aikya Investment Management was certified as a B-Corp. In this note, we wanted to take the opportunity to explain why the Aikya team decided to pursue a B-Corp certification and highlight the changes to our governance structure.

#### Why B-Corp?

We invest in companies with very high standards of stewardship, and we would like Aikya to be held to the same standards. B-Corp certification for Aikya helped us in achieving the following:

- 1. Aikya's Articles of Associations were amended by a unanimous shareholder vote to reflect a broader objective for Aikya's Board to operate for the benefit of the society and the environment, as opposed to just Aikya's shareholders.
- 2. Our sustainability and stewardship governance procedures were audited by an independent agency, and we scored very well on most of the criteria (scores provided below).
- 3. As a result of this audit, we made further improvements to our standard operating procedures and policies. We discuss some of the improvements already made under Principle 5 of this report.
- 4. As part of our commitment to being a B-Corp, we open ourselves to a periodic audit of our sustainability and stewardship governance structures, and hence follow the path of continuous improvement (as noted in the table below).

## Assessing Aikya against B-Corp scorecard and Aikya's Stewardship framework

	How B-Labs views Aikya	Aikya scores well on:	B-Labs have identified scope to improve:	Progress 2022-2023
Purpose	Full score (10/10) for "Mission Locked"	Aikya amended our articles of incorporation to make the twin purpose a legally binding requirement		
Governance	Score of 17.9 (vs. average of 8.2 for peers)	Score of 17.9 integrated into governance, Board review covers average of 8.2 for peers) all stakeholders and best-in-class Code of Ethics		Aikya has hired an investment specialist to enhance its client feedback and engagement
Environment	Score of 5.3 (vs. average of 4.6 for peers)	Policies in place for reducing environment footprint while WFH, preference for environmentally friendly vendors for office supplies	Monitor carbon footprint, electricity, water and waste usage	Aikya has employed a firm to monitor its Carbon Footprint from October 2023 onwards with a view to offset this
Social	Score of 15.8 (vs. average of 12.4 for peers)	Minority ethnic groups in leadership, equitable compensation, industry collaborations on ESG	Conduct audits and training on DEI, inclusion of low-income communities	Aikya regularly submits data to third parties on DEI and has received feedback on this. Aikya hires interns through GAIN
Organisation	Score of 27.6 (vs. average of 22.0 for peers)	Broad-based employee ownership, good salaries/benefits, well developed review process, best-in-class employee handbook and market-leading parental leave policies	Training opportunities and professional development	Open working relationships, small team and distributed leadership means everyone has the ability to develop in areas outside of their investment responsibilities
		T		
Customers (Product)	Score of 49 (vs. average of 22.0 for peers)	Impact Business Model which covered the ESG integration, Investment Criteria and Process, Incorporation of ESG issues into Portfolio Construction as well as Reporting		



# Aikya's Stewardship reporting

All our stewardship activities are driven by a specific company-level engagement agenda, which we have derived from Aikya Portfolio level Sustainability Impact Goals as described under Principle 1. Every year, we publish a Sustainability Impact Report where we describe our progress against each of these goals. Our progress against the Sustainability Impact Goals are scrutinised and reviewed by the Stewardship Committee and Board on an annual basis alongside our voting activities.

Our Sustainability and Stewardship reporting is transparent, objective and easy to understand. It is designed in such a manner that our investors can hold us to account in a similar way as we hold our investee companies to account on various sustainability and financial performance measures.

The table below presents the Sustainable Impact Goals and progress against them over time. These over-arching goals are supported by additional company-specific ESG information which are monitored in both absolute terms and versus the MSCI Emerging Markets benchmark. We believe our engagement with companies should, over time, drive an improvement in these metrics.

It is worth noting that due to Aikya's long-term investment horizon and low portfolio turnover, there may be periods in the short-term where the Sustainable Impact Goal metrics have not moved closer towards their long-term targets. This is due to the Fund's portfolio companies increasingly improving transparency and disclosures surrounding environmental, social and governance metrics, such as carbon emissions. Companies where relevant information is not available have been excluded from the analysis. The change in aggregate portfolio level metrics is also impacted by shifting portfolio weights from year to year, which can obscure some of the underlying progress made by portfolio companies.

	Aikya Sustainability Impact Goals		2021	2022*	Target
1	UN SDGs: Percentage NAV of the Fund invested in companies that make a significant contribution to at least one UN SDG or are expected to do so.		96%	96%	100% by 2030
2	Carbon Emissions: Carbon Intensity (Green House Gas Emissions to Sales: Scope 1 & Scope 2) for Fund (indexed at 51 in 2019).		60	60	Halved by 2030 and net zero by 2040
3	Other Environmental Metrics: Environmental Resource Intensity (indexed at 100 in 2019) for Fund.		98	101	50 by 2030
4	<b>Breaches of Social Stewardship</b> : Number of Fund's portfolio companies that displayed more than one incident of poor social stewardship over the previous three years.		0	0	0 by 2030
5	Shareholder & Board composition: Percentage of NAV of the Fund invested in companies with either a dominant shareholder trusted by the Investment Manager or with a truly independent Board.	97%	94%	96%	100% by 2025
6	<b>Diversity &amp; Inclusion</b> : Percentage of the Fund's portfolio companies with a healthy gender balance in their organisation.	38%	46%	50%	100% by 2040

<sup>\*</sup>Notes: Carbon Intensity = metric tonnes of CO2 equivalent (Scope 1 +2 only) / Sales (EUR million). Aikya considers a Board of directors to be truly independent if 50% or more of the directors are both Independent and have served on the Board for less than 10 years. Aikya defines healthy gender balance as having female representation across the workforce of 40% or more.



# Review and Improvements made during the year ending September 30th, 2023

Topic	Areas of focus	Improvements in the last 12 months
Governance	Review the corporate mission with a view to including social and environmental objectives	We extended our corporate mission statement to include our Sustainable Impact Goals
Governance	Write a staff handbook	We wrote and adopted a new staff handbook with improved employee policies
Social	Review employee-related policies	Improved a number of employee policies, including:  - Caregiver leave extended to 6 months - Committed to conducting an annual gender pay gap review - Added a cycle-to-work scheme - Improved holidays carry-over allowance
Social	Improve financial incentives for staff	All staff received a cost-of-living adjustment to their base salaries
Environment	Project to monitor the environmental impact of Aikya's operations	Requested and began to receive energy use data from our office provider  Identified a service provider to assist with the tracking of environmental data points related to staff travel, working arrangements, energy usage, etc. to offset this in the future
Community	Showcase commitment to DEI	Improved job postings to include wording on our DEI commitment  Continued to work with the Girls Are Investors (GAIN) organisation promoting gender diversity in financial services and provided a summer internship to one individual
Customers (product)	Improve Scope 3 emission reporting of listed companies	We have engaged extensively with portfolio companies on the topic to improve their data collection and reporting

As a young, boutique investment firm with few employees and a modest level of assets under management, we believe the current process and structure for reviewing and assuring our activities is appropriate. We provide transparency and regularly ask for feedback from our client-base and encourage them to probe and question our work. In our role as an investment manager, our investment processes, research and capabilities are regularly assessed and reviewed by our client-



base in all aspects. As an example, we have provided large institutional clients with our firm's DEI metrics as well as insight into our sustainable investment process, our stewardship approach and statics for their review and assessment of our process, and from which we seek feedback.



# Principle 6: Client and Beneficiary Needs

Signatories take account of client and beneficiary needs and communicate the activities and outcomes of their stewardship and investment to them.

Our investment aim, as outlined under Principle 1, is to generate healthy long-term investment returns for our clients with strong downside protection. We do this by sustainably investing in emerging markets on behalf of all clients and viewing ourselves as part owners of the businesses in which we invest. This allows us to take a long-term approach to our capital allocation decisions, typically taking a 5-7 year view on each investment.

Due to Aikya's long-term and quality-focused approach to investing, we seek to identify clients who are similarly aligned with our investment time horizon and approach and genuinely understand what we do. As of 30 September 2023, the total assets under management at Aikya strategy was USD 1,372 million.

Clients by Location	Assets Under Management
Asia	2%
Australia	22%
EMEA	15%
United Kingdom	33%
United States	28%
Multi-Jurisdiction	0%
TOTAL	US\$ 1,372m

Clients Category	Assets Under Management
Pension Fund	29%
Charity/Endowment	20%
Asset Manager	18%
Wealth Management/Family Office	32%
Other	0%
TOTAL	US\$ 1,372m

We regularly communicate with our current and prospective clients through written communications, including:

- 1. **Quarterly Investment Letters:** These describe our investment approach and performance with the help of company-specific examples
- 2. **Annual Sustainability Report:** The report articulates our ongoing sustainability efforts, the progress of the Aikya Portfolio against its Sustainability Impact Goals, proxy voting statistics, and engagement examples.
- 3. **Policy Statements and Policies:** Aikya is at the forefront of sustainability investing in Emerging Markets and has publicly published a number of position statements and policies on a wide range of topics on which we hold strong views. For example, we have published Aikya's position statement on harmful and controversial products and services and a position statement on Climate Change. These policies are reviewed annually and shared with clients. https://aikya.co.uk/about/#governance-policies



4. **Periodic Thought Pieces:** These are notes on topics which might not naturally fall into a quarterly reporting cycle or may be on an area of particular interest we wish to cover. For example, on the challenges of practising responsible investing in Emerging Markets

We provide additional transparency to our clients and prospects on our investment approach by sharing with them (on request) examples of our Company Research Reports, Sustainability Models & Engagement Logs and Aikya's Sustainability Impact Report (published annually).

# **Incorporating Client Views**

Our clients and prospective clients understand the steps we take regarding all aspects of stewardship. They are all familiar with our public company statements on our approach to investing, sustainability, engagement, and climate risk and fully support us in our approach to these matters. As much as possible (without running into conflicts as per Principle 3), we strive to work with our clients in supporting their own stewardship agendas.

We engage with our clients through one-to-one meetings, emails, podcasts and regular client letters. On top of our regular meetings, we respond to queries as required in writing, phone calls and meetings. As a result of our client engagement, we have implemented a tailored solution for one particular client by not investing in an industry they are heavily exposed to due to the nature of their business, all while remaining consistent with our investment approach.

We have also taken steps to enhance our client engagement and feedback by hiring an Investment Specialist with over a decade of industry experience.

## Working with a Charity client on improving health outcomes

One of our clients is a leading charity with a focus on long-term health outcomes. During the last year we worked with the client to sharpen our stewardship activities relating to health & wellness. This consisted of the following work:

- 1. The clear articulation of our approach towards engagement relating to health & wellness topics, via a white paper, which we shared with selected clients.
- 2. The identification of key priority topics for engagement, and the development of a strategy to engage on these topics, which considered timeframes and team resources. This included sourcing of robust metrices to measure outcomes, leveraging existing research and reaching out to various shareholder collaborative initiatives.
- 3. Reporting of progress of our investee companies on these issues



# Principle 7: Integration of Stewardship and Investment

Signatories systematically integrate stewardship and investment, including material environmental, social and governance issues, and climate change, to fulfil their responsibilities.

At Aikya, we manage a sustainability-focused Emerging Markets equity strategy.

Environmental, Social and Governance (ESG) considerations are integral to every investment decision we make, and we firmly believe that business groups that effectively address sustainability issues will be long-term winners. Our mission is to find companies that contribute positively to the development of emerging economies. We do not outsource any part of our investment process and do not consider ESG analysis in any way separate from investment analysis. This is described further in Principle 1.

# Aikya Sustainability Framework

Aikya has a twin purpose:

- 1. To generate healthy long-term investment returns for our clients with strong downside protection.
- 2. To make a significant impact when it comes to the sustainable development challenges facing Emerging Market countries by investing in high-quality companies that are responsibly managed.

We believe that both elements of our purpose are aligned. Generating healthy long-term investment returns with strong downside protection is only possible if we invest in high-quality companies that are well-positioned to solve sustainable development problems.

We think about the risks and opportunities associated with sustainability around the following dimensions:

#### 1) Purpose

Aikya's investment process is entirely bottom-up, though we believe companies operating in industries with negative social utility such as Tobacco, Gambling, Fossil Fuels, Mineral Extraction and Defence Equipment are unlikely to be rewarding investments over the long term. A company with a purpose aligned to achieving United Nations Sustainable Development Goals (UN SDGs) typically benefits from long-term structural trends and should experience fewer regulatory, political or reputational risks. A company could make a positive contribution towards UN SDGs in several ways: a) by providing basic needs such as food, energy, hygiene, credit, communications, transport, and wealth to lower-income groups through its products and services; b) by enhancing health, education, and general wellbeing of large populations; c) through improvements to productivity with technological solutions accessible to large parts of the populations.

## **Example: Chinese Beverage Company (portfolio holding)**

This beverage company's success in China owes itself to the company's decades-old purpose. The flagship brand has been synonymous with affordable plant-based nutrition since its beginnings in Hong Kong in the 1940s. This purpose has been continually reinforced by the stewards at the top of the business; the family have remained single-minded in their focus on health. This meant that the company was well-positioned to benefit from changing trends in China when increasingly health-conscious consumers started demanding more nutritious products. This provides a large and growing



addressable market for the company, which can introduce more plant-based beverages in the years ahead. This experience in China is expected to be replicated in other markets, such as the Philippines, over time.

#### 2) Environmental Stewardship

Developing countries face complex environmental challenges in the pursuit of their economic growth. Air and water pollution, degradation of natural habitats, and scarcity of fresh water are just some of the challenges facing Emerging Markets. The true costs of such 'externalities' needs to be accounted for when assessing the investment case for any business operating in these countries. We would like our companies to have a minimal environmental footprint while serving their purpose. There are three ways a company could demonstrate its environmental stewardship:

- a) by achieving climate stability through controlling Green House Gas (GHG) emissions associated with both their own operations and the entire value chain;
- b) by minimising their resource burden on the environment, which means consuming limited virgin materials and embracing recycling where possible;
- c) by ensuring healthy ecosystems on either land or in oceans while running their businesses.

For financial institutions, such as banks, held in the Aikya Portfolio, we also actively monitor if they have strict environmental lending considerations.

#### **Example: Japanese Hygiene Products Company (portfolio holding)**

A Japanese personal hygiene products manufacturer has built a successful business in Emerging Markets such as India and Indonesia by providing affordable and functional localised products. However, diapers are extremely impactful from an environmental perspective. They are not biodegradable and present one of the world's fastest-growing waste problems. Within this context, the company stands out globally for its proactive efforts to combat the environmental challenge. Over the last couple of decades, the company has reduced waste in the manufacturing process, procured more sustainable materials, and lowered energy costs. It is taking environmental stewardship to the next level as the first diaper manufacturer globally to commercialise the recycling of diapers, which is expected to reduce GHGs by nearly 90%. This technological breakthrough very clearly demonstrates the family owners are thinking about the long-term risks and opportunities for the business.

#### 3) Social Stewardship

Businesses do not exist in isolation. Their fortunes are inextricably linked to the communities they inhabit and towards whom they are obligated to behave in a fair manner. The first question we ask is, 'What will it take for a business to lose its social license to operate?'. In our experience, companies that create more problems than solutions for local communities often risk losing their social license to operate, which can have disastrous consequences for both the business and shareholder returns. Examples of poor social stewardship include unfair treatment of customers, abuse of local communities, negligent safety culture in the operations, poor quality control in manufacturing, or a breach of customer data and privacy. We also stay away from companies that could be aiding human rights abuse, not treating their customers or workers fairly, and not paying their fair share of taxes to governments.



## **Example: A water utility in Chile, which was downgraded out of Aikya's list of investable companies.**

The Chilean government privatised water utilities in 1999, under a Pinochet-era Water Code, which classified water as a private good. One of the beneficiaries was a privately operated water utility in Chile. In the decades that followed, the company enjoyed its privileged position as a lightly regulated monopoly, generating excellent returns and very attractive dividends for shareholders. It has proven to be a good investment for its shareholders, but has it been good for the community it is supposed to serve? Chilean consumers pay one of the highest prices for water in the region. It is alleged that the company failed to invest enough capital back into the infrastructure to ensure water security for the city residents. As Chile goes through a mega-drought due to Climate Change, water issues add to the frustration felt by the middle- and lower-income Chileans. While pursuing profitability for its shareholders, has this company increased the risk of losing its social license to operate? Water deprivatization has ranked as a top 10 issue to be addressed in Chile's new constitution.

#### 4) Good Governance

Good governance is central to the delivery of sustainable development. It requires long-term alignment of shareholder and management interests, a well-functioning Board, robust internal controls, and an executive remuneration structure which is fair and aligned with the long-term interests of all stakeholders.

Our portfolio is invested mainly in businesses majority-owned by an entrepreneur or business family. We believe that most companies listed on public stock exchanges suffer from a 'principal-agent' conflict. The interests of company management teams as 'agents' are rarely aligned with those of the shareholders because management compensation is typically linked to short-term measures. Therefore, it is quite rare for us to find the true qualities of 'stewardship' in companies where the government is a large shareholder or where there is no dominant shareholder at all. In contrast, we often find the governance qualities that we desire in family-owned businesses or businesses where top management have a significant economic stake. However, even most family-owned businesses fail our governance tests because they are either not honest or conservative enough. We diligently avoid companies with weak listing structures, opaque accounting, frequent related party transactions, and overly aggressive majority shareholders.

## Example: How we avoided a major corporate fraud in South Africa

It takes a long time for us to develop 'trust' in an entrepreneur or business family we choose to back. The challenge for analysts researching successful business families in developing countries is the general lack of free media and the incestuous nature of business elites. If you are rich, it is likely that you are extremely well-connected and have influenced the media. It is, therefore, harder for outsiders to obtain a true and unadulterated version of history. We navigate this situation through our network of trusted contacts that have been developed over the years. There are a few clean families in Emerging Market countries, and we make it our mission to develop close relationships with them. This is how we avoided investing in one of the worst corporate scandals in South Africa. Its founder/CEO was never really accepted by traditional and honest business families in Cape Town, where he was based. He was typically described as a brash deal-maker with far too much aggression. We decided against owning shares in this company for the best part of two decades because we could not get a sense of their accounts or find a positive reference from our network of trusted contacts. We watched on the side-lines as the shares went up until one day in early 2018 when its auditor refused to sign off the accounts, and the fraud was exposed.



#### 5) Organisational Culture

We believe a healthy organisational culture, when aligned with the long-term purpose of a business, is a source of sustainable competitive advantage. For our portfolio companies, we would like to see a high level of diversity, a culture of healthy debate and mutual respect, and a leadership team that cares about its employees.

## **Example: Indian IT Services Company (portfolio holding)**

An Indian IT services provider is a global leader within its industry. The company's success is in part a reflection of management's proven ability to manage the burden of scale and a work force that now exceeds 450,000 people. Without the foresight of the controlling stakeholder and its management team, this company would never have become the business it is today. Their critical insight was to recognise the importance of creating an organisational culture that would sustain for decades; this meant continuous de-centralisation through the creation of smaller industry-specific business units. These business units sub-divided further when they reached critical scale, which has provided both autonomy and career growth for ambitious employees. At the same time, the company has consistently avoided the temptation to cut headcount to manage profitability during difficult times. This has earned the company a reputation for being the best employer in the industry and allowed the business to emerge stronger from every economic downturn. This ability to resist short-term pressures is only made possible by the ethics and multi-decade time horizon of the controlling stakeholder. Due to the high-quality and global nature of the firm's client, stability of its earnings potential, alongside its strong management capabilities and stewardship quality, it is a company we would class as a Sustainable Leader, thus making it a position which we are happy to hold at higher weights and for a longer period of time than other quality businesses in the portfolio.

# Sustainability Impact Goals

We believe that in order to have impact through stewardship activities, you need to incorporate both the 'art' and 'science' of sustainable thinking into the investment process. 'Art' means asking the right high-level questions linked to sustainability issues, as driven by the framework laid out above, while the 'Science' is the means to back up this high-level thinking with hard data analysis.

## Aikya Portfolio level

The Aikya Sustainability Framework has allowed us to set clear sustainability impact goals for the portfolio, which then translate to specific long-term goals for each of our investee companies. These impact goals sharpen our focus on sustainability issues when thinking about potential investment ideas. The goals also help us define engagement agendas with our investee companies and, in general, help to make our judgements on the quality of stewardship more robust.

The Aikya Portfolio level Sustainability Impact Goals outlined under Principle 1 are as follows:

- 1. The portfolio should only be invested in companies that make a significant contribution to at least one UN Sustainable Development Goal (SDG) by 2030.
- Carbon intensity, i.e., GHG (Scope 1 and 2) emissions to sales, for the portfolio should halve by 2030, with 2019 as the baseline year. Aikya Portfolio companies should achieve net zero carbon emissions by 2040.
- 3. The environmental resource intensity for the portfolio should halve by 2030 (with 2019 as baseline year). This is an Aikya defined metric that is customised for each industry. It refers to the amount



- of virgin natural resources (per unit of sales) that a business consumes, as well as its ability to recycle waste.
- 4. None of the portfolio companies should have displayed more than one incident of poor social stewardship over the preceding three years by 2030.
- 5. Aikya Portfolio companies should either have a dominant shareholder whom we trust or a truly independent Board by 2025.
- 6. Aikya Portfolio companies should have a healthy gender balance in their organisation by 2040.

We are committed to providing transparency on how our portfolio companies contribute towards (or detract from) achieving each of these goals. This enables our investors to hold us accountable to our own sustainability performance over time. These goals will also act as rallying point for us to collaborate with other like-minded investors to achieve a greater impact on our investee companies.

#### Company level analysis

We have developed our own proprietary sustainability models, which combine various sustainability reporting standards and are as detailed as our financial models. Through these detailed models we can compare multiple companies within an industry and across the entire industry value chain; it allows us to analyse specific issues and determine whether a company might be underperforming its peers, which subsequently becomes an agenda item with the management team.

For company-level analysis, we mainly rely upon our own datasets, fundamental research, and do not use external vendors.

# Use of service providers in stewardship activities

Analysing sustainability topics and engaging with companies on the most material ones is integral to our investment process. Therefore, every Aikya analyst is involved with stewardship and engagement activities. Our analysis of sustainability topics at a company level is as detailed and rigorous as traditional financial metrics.

We think it is <u>not possible</u> to have a genuinely long-term focused investment approach if stewardship activities are outsourced to a separate team (be it an internal or external team). Sustainability analysis is a key component when assessing the quality of a company and, therefore, should be performed by the investment team itself. Having a separate team perform sustainability assessments and conducting engagement activities usually means these functions are a few steps removed from portfolio management; so, whilst their analysis might be excellent, there is often a lack of impact on the final portfolio. Moreover when investment analysts drive the engagement, company management can more clearly appreciate the relevance and urgency of these issues.



# **Principle 8: Monitoring Service Providers**

Signatories should explain how they have monitored service providers to ensure services have been delivered to meet their needs.

#### **Proxy Voting and External Research**

As described before, we believe that ESG analysis, proxy voting, and high-quality peer-reviewed research are all fundamental and inseparable components of our investment process. We manage concentrated portfolios, perform deep fundamental research on the companies we cover, and our investment analysts are ultimately responsible for the stewardship activities we undertake. This means that the analysts are able to execute proxy voting and engage with the companies based on their own detailed understanding of the companies rather than rely on proxy advisors. All votes are discussed within the team prior to execution in order to ensure consistency in our approach to voting.

Wherever we feel we have an important insight concerning a specific company's governance structure, environmental impact, or social stewardship, we are open to sharing our insight with major proxy advisors and other significant investors in the business.

We consume very little from external data providers and have limited engagement with research providers. However, we remain open-minded to any products or services that will enhance our investment process in the future or "sense check" something that we already do ourselves.

## **Evaluating ESG rating providers**

We have looked at various providers of ESG-related ratings and data and evaluated one leading ESG rating provider in detail. We have outlined our detailed finding below, having studied the ratings and analysis on each of the companies in Aikya Portfolio.

- 1. Aikya's approach to sustainability is holistic. Our starting point is to understand the true purpose of a business. If the business is aligned with one of the UN Sustainable Development Goals (UN SDG), we then assess how that business achieves its purpose in the most resource-efficient way, with low carbon intensity, and with best-in-class governance. This is an entirely bottom-up process that leverages our long-held relationships and experience in Emerging Markets and is consistent with the rest of our investment approach. An assessment of both risks and opportunities related to ESG issues is key part of this approach.
- 2. This specific ESG rating provider follows a narrower, 'risk-based' approach to ESG. Using a centralised quantitative model, industry sub-sectors are adjudged to have certain 'exposures' based on the perceptions of ESG risks. Company-specific 'betas' are overlaid to arrive at a company-level 'exposure'. This company-level 'exposure' is then multiplied with a score ascribed to management quality in relation to ESG risks (again based on certain quantitative metrices), in order to assess the extent to which ESG risk is left 'un-managed'. Unmanaged ESG risk then drives the ESG risk score on a company. We find that due to the nascency of ESG metric reporting across various emerging markets (a topic we regularly engage with our investee companies on), we find that ESG rating-provider assessments tend to under-report on the quality of emerging market businesses within our investment universe.
- 3. A pure risk-based approach to ESG assessment leads to wrong conclusions and systematic biases in our view. For example, as part of this particular ESG rating provider's framework, companies operating in the Software & Services sector score very well on ESG risks as this industry does not produce any physical goods. In contrast, food producers score poorly because they not only need to manufacture what they sell but they also require plastic packaging in order to deliver their



goods to consumers. Does this mean all food producers are necessarily bad for the sustainable development of the countries we are investing in? We do not believe so, as many of the food producers Aikya is invested alongside deliver reasonably priced nutrition to millions of consumers at the base of the pyramid in The Philippines, Vietnam, and Indonesia. In the process, such companies fulfil two key UN SDGs of Zero Hunger (UN SDG #2) and Good Health & Well Being (UN SDG #3).

- 4. As sustainability-focused investors, our own purpose is <u>not to</u> turn away from companies who are fulfilling a sustainable development goal. Instead, we look to support companies in their journey, so long as they have the intention to move towards a more resource-efficient way to deliver on their purpose, and are able evidence progress on an ongoing basis. Our extensive engagement agenda with the company, which is based on detailed modelling of the company's sustainability track record plays a crucial role here. We believe our forward-looking approach to ESG information will also unlock greater value for our clients over the long-term compared to relying purely on a backward-looking approach of ESG risk measurement based purely on publicly available quantitative data.
- 5. A pure quant-based approach to assessing ESG also makes ESG ratings more susceptible to 'greenwashing', as large companies with significant sustainability budgets can afford 'ESG consultants' who can help with reporting and potentially game the system. The problem of 'greenwashing' is highlighted in the way this ESG rating provider scores management quality, which is a largely quantitative approach. This is especially misguided within Emerging Markets, and we sense a systematic bias, where the management teams of large well-known companies are rated higher than their counterparts at lesser-known small and mid-cap companies.

## Have Providers met our needs?

- 1. As described above, we do not rely upon third-party advisory services for proxy voting purposes. However, we do utilise Proxy Edge as a vote coordination and lodging platform. Throughout the year, this has assisted us in ensuring that we vote all eligible proxies in full, and on time.
- 2. Over the last 12 months, we trialled various external sell-side research providers to assess whether they can support the Aikya investment research process. After a thorough investigation, we found that most research providers' investment horizon is too short, and therefore they are not very useful for the work we do to assess the long-term quality of companies. Only one sell-side research firm could help in augmenting our own investment research. This firm is particularly insightful when it comes to structural changes within industries, and how this impacts certain business models. We have now engaged this sell-side research firm as a supplier of research to Aikya. An annual review for all service providers is led by the Chair of Stewardship Committee where we review analyst feedback and monitor the usage/downloads of reports from various analysts to evaluate whether or not the provider is adding value to our research. Being an Emerging Markets-focused research team, we find the global context provided by this research provider to be value-additive in our franchise assessments.



# Principle 9: Engagement

Signatories engage with issuers to maintain or enhance the value of assets.

At Aikya we manage a sustainability-focused Emerging Markets equity strategy.

Engagement forms a crucial part of our long-term investing approach. We engage for two primary reasons:

- 1. We believe that the purchase of a share in a business comes with both rights and responsibilities. Therefore, as part owners of the business, we have a responsibility to engage with senior management to nudge them towards better behaviour, rather than divesting our holding when difficult situations arise.
- 2. We see sustainability issues as investment issues. Positive engagement on these issues becomes a powerful tool in driving shareholder value and enhancing the value of our client portfolios. How management teams respond to our engagement requests also give us a good read on their quality and helps us better refine our investment case.

We think it is not possible to have a truly sustainability-focused investment approach if the stewardship analysis is outsourced to a separate team (be it an internal or external team). Stewardship analysis is a key component when assessing the quality of a company, and therefore should be performed by the investment team. Having a separate team perform sustainability assessments and conducting engagement activities usually means these functions are a few steps removed from portfolio management; so, whilst their analysis might be excellent, there is often a lack of impact on the portfolio. Moreover, when investment analysts drive the engagement, company management can more clearly appreciate the relevance and urgency of these issues.

Our long holding periods and deep relationships we have cultivated with management teams in Emerging Markets are a source of advantage for us. We are able to build a sense of partnership with portfolio companies, which, over time, become increasingly open to engagement. Our relationships allow us to discuss critical sustainability issues with top management; positive engagement on such issues becomes a powerful tool for enhancing shareholder value.

# **Setting of Engagement Objectives**

As described in Principle 2, investment analysts are the primary drivers of stewardship activities at Aikya. Given the close integration of sustainability issues into our investment process, an analyst is the best person to define the engagement agenda for a company and then prioritise various issues within that agenda. There is a two-step process through which an analyst designs an engagement agenda for an investee company:

- At an Aikya Portfolio level, we have set clear sustainability impact goals as described under Principle 1, which then translate to specific long-term goals for each of our investee companies. These impact goals sharpen our focus on sustainability issues when thinking about potential investment ideas. The goals also help us define engagement agendas with our investee companies and, in general, will make our judgement on the quality of stewardship of a company more robust.
- 2. At the company level, we have developed our own proprietary sustainability models, which combine various sustainability reporting standards that are as detailed as our financial models. Through these detailed models, we can compare various companies within an industry and across the entire industry value chain; we then identify specific issues where a company might be



underperforming its peers, which could then become an agenda item for engaging with the management team. This will include engaging for the purposes of improving public disclosure of ESG metrics.

# Activity and Outcomes during the year ending September 30th, 2023

As a team, we have deep relationships with the management teams of our portfolio companies and a long history of engaging with them on stewardship-related issues. The table below shows the number of engagements we have undertaken in the past 12 months:

Companies Engaged	Portfolio Companies	Deep Engagements	Engagement Topics		5
	Engaged <sub>(1)</sub>	(2)	Environmental	Social	Governance
179	32	73	59	80	514

<sup>(1)</sup> Held within 12m to September 2023

Please see below examples of engagement case studies from the reporting period:

## South African Food Manufacturer

## Introduction/Issue

South African government has made relatively limited progress in making the transition from fossil fuels to renewable energy, which means the grid remains almost entirely coal based. For companies accessing the grid, such as food producers, that means high carbon emissions. The South African food manufacturer Aikya owns is one of the highest carbon-emitting companies in the portfolio.

### Aikya's Approach

We met with the management team of the company and presented our data, comparing the carbon footprint of the business to global peers. Whilst we understand the restrictions around the South African grid, we engaged with management to consider a quicker transition towards renewable energy in order to lower their carbon footprint.

#### Outcome

The company is experimenting with renewables. Rooftop solar only covers a fraction of their needs and it is not going to be material in the short-term. To truly switch to renewables, the company will need an abundance of cheap land, which is not really possible given the location of the company's manufacturing plants.

Longer-term, the company can consider private purchasing agreements for renewable energy. This is a topic we plan to continue to discuss with management in the years ahead.

<sup>(2)</sup> Defined as two or more focussed (single-topic) engagements during the period



# Mexican Conglomerate

## Introduction/Issue

We engaged with the company's management for a few years on the topic of capital allocation, and more specifically that the group continued to hold shares in a European brewer, which we felt was non-core and also questionable from a sustainability perspective.

#### Aikya's Approach

During the year, we took the decision to upgrade our engagement efforts to 'severe' category, which meant we wrote a detailed letter to the Chairman of the Board outlining our concerns and expectations as minority investors.

#### Outcome

It was announced in Q1 2023 that the company was divesting its stake in the European brewer. Whilst we cannot claim to have single-handedly persuaded management to divest the beer assets when they did, we take comfort that the Board was open-minded to change and at least considered the opinions of minority shareholders.



## Principle 10: Collaboration

Signatories, where necessary, participate in collaborative engagement to influence issuers.

We have identified and connected with a number of sustainability related initiatives (Please refer to Principle 4 for details) in order to enhance our understanding and stay abreast of key sustainability issues; these initiatives also open the door for future collaborative engagement efforts with likeminded investors.

In addition to the area of broad engagement activities described under Principle 4, we have also identified the following themes for Aikya's future collaborative efforts.

## **Product Nutrition**

We have selected 15 emerging market food/beverage companies and studied the evolution of the nutritional quality of their product portfolios, and how is it linked to better business performance over last 20 years. The following section describes how we leveraged our own research on Nutrition to collaborate with Access to Nutrition Foundation (ATNI) to improve nutrition standards of our investee companies.



### **Collaborative Engagement: Nutrition**

#### Background:

Nutrition is an increasingly important topic for Emerging Markets consumers, regulators, and other stakeholders. We have been engaging with portfolio companies to demonstrate a commitment to nutrition, and then report and set targets accordingly.

We found that our nutrition engagement framework is well-aligned with the work of Access to Nutrition Foundation (ATNI), an NGO focused on addressing global nutrition challenges, which is supported by investors representing US\$ 20 trillion in assets. ATNI takes a multi-stakeholder approach and promotes collaborative engagement.

In this context, we have been working alongside ATNI to improve the nutrition standards of our investee companies. We have made our investee companies aware of ATNI's work and engaged with individual companies on specific topics on ATNI's behalf.

#### **Indian Consumer Goods Company:**

One of Aikya's portfolio companies was part of ATNI's initial India Index a few years ago, and we noted it did not score as well as we might have expected. After speaking to ATNI we realised the company was yet to publish a nutrition policy, which meant its commitment to nutrition had been questioned.

We set about engaging with the company's management team on the topic and shared ATNI's methodology and feedback on how the company could improve. Over the course of the last year, we had a number of conversations with management and we were pleased to note that in September 2022 they produced their first nutrition policy.

Over the course of the last year we have continued to follow the company's progress, and met with management on a recent research trip to India. The company is participating in ATNI's 2023 India Index, and at the same time developing their own product stewardship assessment, which will further cement the importance of health & nutrition in product development.

## Multinational Consumer Goods Company:

Another Aikya portfolio company scored poorly in ATNI's Global Index. This led Share Action, a charity focused on responsible investment, to file a shareholder proposal urging the company to improve its nutrition related disclosure. Share Action has an initiative where Aikya is a signatory called Long-term Investors in People's Health (LIPH), which represents around US\$ 6 trillion of assets.

In conjunction with these third parties, we have engaged with the company on this topic to improve their reporting of nutrition data and set more serious long-term targets around product nutrition. As a result of the collaborative engagement, the company published information identifying the healthiness of its food products, as defined by government-endorsed metrics on nutrition. It also set a target to grow its proportion of healthier sales, using an in-house model.

#### Next Steps:

Our engagement on the topic of nutrition is likely a multi-year process since different companies are at different stages of their evolution. We will continue to adopt a mixed approach of both direct and collaborative engagement with companies, regulators and other stakeholders.



## **Board Governance and Diversity**

We intend to use our work to collaborate with other like-minded shareholders and accelerate the positive changes to the Board composition of Aikya Portfolio companies.

#### **Progress Made**

We have completed desktop research on this topic. Given the presence of multiple variables which drive a company's business and stock price performance over the long-term, it is difficult to link it to a single variable such as better diversity and governance at the Board level. We are now discussing our findings with other likeminded shareholders and thinking about how to better define the scope of this research project so that a conclusive end can be reached.

Meanwhile, we wrote a detailed white paper on minimum standards of good governance which we look for in our investee companies and published it for our client base.

# Workers' Rights at Sea

## **Background:**

We are shareholders in one of the leading food companies in Philippines, which generates a significant portion of its revenues from manufacturing tuna and other canned fish. The fishing industry in Asia is known to have labour problems within opaque supply chains. Whilst we believe our investee company is progressive in the overall context, we undertook a research project to better understand the risks and opportunities. Our research outlined certain steps that companies in the industries can take to promote greater transparency and reporting around workers' rights and conditions at sea.

#### **Progress Made:**

We have shared our findings with the management team of our investee company, who are open and committed to improving their own reporting and communication on the topic.

At the same time, we have met with other large shareholders to educate them on the industry specific challenges, and hope to collaboratively engage with management on the topic.

## **Next Steps:**

This is a multi-year engagement topic. We will continue to remain in dialogue with management and other shareholders to ensure that the company is making the right steps with regard to measures and reporting around workers in the supply chain. This should include certain public commitments.



# Principle 11: Escalation

Signatories, where necessary, escalate stewardship activities to influence issuers.

As described earlier in this report, Aikya only invests in companies that we deem high-quality in terms of their governance, as well as environmental, social, and capital stewardship. Once invested, we prefer long-term productive engagement actions directly with investee companies.

Our long holding period and the deep relationships we have cultivated with management teams in Emerging Markets are key sources of advantage for us. We are able to build a sense of partnership with portfolio companies, which, over time, become increasingly open to engagement. Our relationships allow us to discuss critical sustainability issues with top management; positive engagement on such issues becomes a powerful tool for enhancing shareholder value.

In an Emerging Markets context, long-term relationships with key business leaders are extremely important. If we identify an issue that requires engagement, we always try to resolve it constructively with the management team. We recognise that engagement takes time; we are willing to speak and write to management teams a number of times and work with them to reach a solution. However, in instances where our concerns are not addressed, or the company does not respond to an engagement, we may decide to escalate the engagement as per the process below.

# Stages of Engagement

Please refer to Principle 2 for more details on our governance processes for stewardship activities. Here we describe various stages an engagement goes through:

**Stage 1: Decision to engage/define the scope:** As outlined under Principle 9 (Setting of an Engagement Agenda), Aikya analysts draw the engagement agenda with a company based on specific issues they identify during their fundamental research on the company. These agenda items are logged in the company sustainability model and engagement log, with a clearly defined objective and next steps. We have sustainability models and engagement logs for all Aikya Portfolio companies.

**Stage 2: Discussion with the company management:** We then discuss these issues with a company management team and try to understand what they are doing to assuage our concerns.

- a. If the company provides enough evidence that they are addressing our concerns, an analyst then closes the engagement item and marks the item as resolved in the company engagement log.
- b. If the company responds, but does not provide a satisfactory answer, we continue to engage further. We may try to speak to our other industry contacts, ex-Board members, competitors, etc., in order to better understand company's position in this matter.
- c. If the company does not respond, we try to reach out to other members of the company management or try to establish a contact through the company's advisors (brokers).
- d. Abstain from voting if this item comes up for proxy voting.
- e. Write a formal letter to management and/or to the Board outlining our concerns and why the management should address this issue as soon as possible.

**Stage 3: Escalation to 'severe' category**: If even after multiple discussions an analyst feels that the company is not making much progress on the issue, and the issue is material enough to make a change to our investment case, then the engagement item is escalated to 'severe' category. All engagement



items classified as 'severe' are personally pursued by the Chair of the Aikya Stewardship Committee. We may do the following for 'severe' engagement items:

- a. Vote against the management team if this item comes up for proxy voting.
- b. Seek collaboration with other like-minded shareholders and canvas support for the agenda items we are pursuing.
- c. Collaborate with an industry body to nudge management towards better behaviour.

**Stage 4: Revisit investment case:** How management teams respond to our engagement requests offers an invaluable read on their quality. If they do not respond to our engagement requests around important sustainability issues, we revisit our assumptions on the quality of their stewardship and question our investment case. In certain cases, we may choose to divest shares.

# Activity and Outcomes during the year ending September 30th, 2023

Please see below an example of an escalated engagement case study from the reporting period:

#### Context

We have been engaging with this global business based out of Taiwan on its Net Zero commitments and action plan. While some progress had been made in the previous reporting year – reducing the intensity of GHG emissions by 30% by 2025 and committing to being 100% reliant on renewable energy for their Taiwanese operations by 2032 – we believed that more could be done for the business to establish a clear plan to achieve Net Zero emissions across its global business.

#### **Escalation**

We continued to engage with the company on the issue of Net Zero for last several years and worked through the ranks of the company from Investor Relations person to the founder and CEO of the company.

## Outcome

Following continued engagement and escalation with senior company management, we were pleased to see the firm commit to reducing the intensity of Scope 1 & 2 GHG emissions by 50% by 2025 for its Taiwanese and Chinese operations, and to fully transition to green energy by 2040 across its global operations, while setting out its intent to reach Net Zero by 2050. The firm also became a member of RE100, a global initiative bringing together influential businesses from across the world who are committed to 100% renewable electricity, with a mission to accelerate the transition towards zero carbon electricity grids.



# Principle 12: Exercising Rights and Responsibilities

Signatories actively exercise their rights and responsibilities.

# Our Proxy Voting Policy

As long-term shareholders on behalf of our clients, we consider it important to vote on all proposals at annual and extraordinary general meetings. Prior to casting our votes, the investment team reviews each resolution. Decisions can be taken quickly for non-contentious items, such as the approval of financial statements. More strategic voting decisions, such as the election of Board directors or the issuances of new capital, often require further discussion amongst the team. If we feel the disclosure provided by the company is insufficient, we may seek additional information and clarification from the company before casting our vote. Our ongoing engagement agendas with portfolio companies who tend to have significant founder/family ownership (as outlined under Principle 1) with whom we are building long-term relationships mean we rarely vote against proposals, but will often abstain from votes where we believe the matter to be contentious and in need of further engagement with company management.

We are guided by our Proxy Voting Statement which is provided in the link below: https://aikya.co.uk/wp-content/uploads/2020/09/Engagement-and-Proxy-Voting-Statement.pdf

# **Recording Proxy Voting**

We maintain records of all shareholder proposals and votes, including supporting rationales. We consider these records a useful tool for monitoring the behaviour of company management teams.

# **Proxy Voting Services**

We consider proxy voting a key part of our investment process and part of our responsibility as stewards of client assets. As such, we do not outsource any part of the decision-making process. We do, however, utilise an online voting platform that links directly to the fund's custody platform, ensuring that we receive adequate notice of voting opportunities and that we are voting according to the full entitlements of our clients.

# **Client Requirements**

Currently, all of our clients have proxy voting policies that align with our own policy. This allows us to vote 100% of Aikya's assets under management in the same way, in line with the policy outlined above. As discussed under Principle 3 (Conflicts of Interest), we remain open to discussions with clients about potential future differences in proxy voting approaches and the potential for directed votes within segregated accounts.

# Stock Lending

Aikya does not participate in stock lending.



# Activity and Outcomes during the year ending September 30th, 2023

Aikya voted 100% of proxy votes, except where there was a practical impediment to doing so, for example when the relevant Power of Attorney was not in place in particular markets.

Below are our voting statistics for the 12-month reporting period. For full vote listing please see Appendix 1.

Resolution Category	Total	For	Abstain	Against
Board of Directors	151	146	5	0
Committees & reporting (e.g. auditors, financial statement approval)	71	71	0	0
Corporate structure (including capital changes, M&A etc.)	114	114	0	0
Remuneration	55	55	0	0
General governance (e.g. anti-takeover, auditors, shareholder rights)	66	66	0	0
Climate risk	0	0	0	0
Environmental (excluding climate risk)	0	0	0	0
Social	0	0	0	0
Other	2	2	0	0
	459	454	5	0

During this reporting year there have been no resolutions that have significantly altered operations or senior leadership, and we have not been asked to vote in any shareholder proposals, with the exception being some companies where large external shareholders regularly elect one director as their representative.

There were two companies held within the portfolio in the reporting period where Aikya did not support the voting resolution. We outline the rationale for these voting decisions and implications of these for our portfolio below.

Significant votes	Vote example 1	Vote example 2
Company	South African consumer company	Chinese internet company
Date of resolution	4Q 2022	2Q 2023
Average weight during reporting period	2.9%	4.9%
Summary of Resolution	Vote to support the re-election of Directors to the Board	Vote to support the re-election of Directors to the Board
Vote cast	Abstain	Abstain
Rationale for voting decision	In our view the Board members have been present for too long, and as a result they could no longer be considered independent	In our view the Board members have been present for too long, and as a result they could no longer be considered independent
Outcome of the vote	Pass	Pass
Implications of the outcome	We abstained from voting and have engaged with management on the topic, sharing our views as to why we believe these long-standing Board members may no longer be considered to be independent and why we would like to see a more independent Board to ensure it acts in the interest of minority shareholders	We abstained from voting and have engaged with management on the topic, sharing our views as to why we believe these long-standing Board members may no longer be considered to be independent and why we would like to see a more independent Board to ensure it acts in the interest of minority shareholders
Why is this a significant vote?	We did not support management's proposed resolution	We did not support management's proposed resolution



## Contacts

## **Tom Allen**

Chair of Stewardship Committee

Tom.Allen@aikya.co.uk

## **Amandeep Shihn**

**Investment Specialist** 

Amandeep.Shihn@aikya.co.uk

### **Michael Summers**

Head of Operations and Risk

Michael.Summers@aikya.co.uk

### **AIKYA INVESTMENT MANAGEMENT**

Octagon Point, 5 Cheapside London EC2V 6AA United Kingdom

# Appendix 1

Company	Meeting Type	Proponent	Date	Proposal Text	Management Recommendation	Vote Instruction	Rationale (where applicable)
				TO APPROVE THE APPOINTMENT OF MR. ARUN MADHAVAN KUMAR (DIN: 09665138), AS AN INDEPENDENT			
				DIRECTOR OF THE COMPANY, IN TERMS OF SECTION 149 OF THE COMPANIES ACT, 2013			
DR REDDY'S LABORATORIES LTD	Other Meeting	Management	20-Oct-2022		F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	04-Nov-2022	2022 STOCK OPTION INCENTIVE PLAN (DRAFT) AND ITS SUMMARY  APPRAISAL MANAGEMENT MEASURES FOR THE IMPLEMENTATION OF THE 2022 STOCK OPTION INCENTIVE	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	04-Nov-2022	PIAN	F	F	
MERITARI GREAT ET GRANT SERVICE CON ETS.	extraoranary central meeting	Management	0111012022	AUTHORIZATION TO THE BOARD TO HANDLE MATTERS REGARDING THE 2022 STOCK OPTION INCENTIVE PLAN	· · · · · · · · · · · · · · · · · · ·	·	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	04-Nov-2022		F	F	
l				CHANGE OF THE COMPANY'S BUSINESS SCOPE AND AMENDMENTS TO THE COMPANY'S ARTICLES OF	_	_	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	04-Nov-2022	ASSOCIATION  AMENDMENTS TO THE COMPANY'S RULES OF PROCEDURE GOVERNING SHAREHOLDERS' GENERAL MEETINGS	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	04-Nov-2022	AWENDINENTS TO THE COMPANT STROLES OF PROCEDURE GOVERNING SHAREHOLDERS GENERAL MILETINGS	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting		04-Nov-2022		F	F	
				AMENDMENTS TO THE COMPANY'S RULES OF PROCEDURE GOVERNING MEETINGS OF THE SUPERVISORY			
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD. AVI LTD	ExtraOrdinary General Meeting		04-Nov-2022 09-Nov-2022	COMMITTEE	F F	F F	
AVILID	Annual General Meeting Annual General Meeting	Management Management	09-Nov-2022		F	F	
AVIETO	Annual General Weeting	Wanagement	03 1404 2022	RE-ELECTION OF MR GR TIPPER AS A DIRECTOR		·	Board Diversity
AVI LTD	Annual General Meeting	Management	09-Nov-2022		F	А	Engagement
AVILTD	Annual General Meeting	Management	09-Nov-2022	RE-ELECTION OF MR SL CRUTCHLEY AS A DIRECTOR	F	F	
A.V. 170			2022	RE ELECTION OF MR JR HERSOV AS A DIRECTOR	_		Board Diversity
AVI LTD AVI LTD	Annual General Meeting Annual General Meeting	Management Management	09-Nov-2022 09-Nov-2022	ELECTION OF MR JC O'MEARA AS A DIRECTOR	F	A F	Engagement
AVIED	Annual General Weeting	ivianagement	03-N0V-2022	APPOINTMENT OF MR MJ BOSMAN AS A MEMBER AND CHAIRMAN OF THE AUDIT AND RISK COMMITTEE	<u> </u>	'	
AVI LTD	Annual General Meeting	Management	09-Nov-2022		F	F	
AVI LTD	Annual General Meeting	Management	09-Nov-2022	APPOINTMENT OF MRS A MULLER AS A MEMBER OF THE AUDIT AND RISK COMMITTEE	F	F	
AVI LTD	Annual General Meeting	Management	09-Nov-2022	APPOINTMENT OF MISS BP SILWANYANA AS A MEMBER OF THE AUDIT AND RISK COMMITTEE	F	F	
			00.11. 2022	INCREASE IN FEES PAYABLE TO NON-EXECUTIVE DIRECTORS, EXCLUDING THE CHAIRMAN OF THE BOARD	_	_	
AVI LTD AVI LTD	Annual General Meeting Annual General Meeting	Management	09-Nov-2022 09-Nov-2022	INCREASE IN FEES PAYABLE TO THE CHAIRMAN OF THE BOARD	F	F	
AVIED	Annual General Meeting	Management	09-N0V-2022	INCREASE IN FEES PAYABLE TO THE CHAIRMAN OF THE BOARD  INCREASE IN FEES PAYABLE TO MEMBERS OF THE REMUNERATION, NOMINATION AND APPOINTMENTS	г		
AVI LTD	Annual General Meeting	Management	09-Nov-2022	COMMITTEE	F	F	
AVI LTD	Annual General Meeting	Management	09-Nov-2022		F	F	
AVI LTD	Annual General Meeting	Management	09-Nov-2022		F	F	
AVILLED	Annual Connect Manation		00 Nov. 2022	INCREASE IN FEES PAYABLE TO CHAIRMAN OF THE REMUNERATION, NOMINATION AND APPOINTMENTS	-	-	
AVI LTD AVI LTD	Annual General Meeting Annual General Meeting	Management Management	09-Nov-2022 09-Nov-2022	COMMITTEE INCREASE IN FEES PAYABLE TO CHAIRMAN OF THE AUDIT AND RISK COMMITTEE	F	F c	
AVILTD	Annual General Meeting	Management	09-Nov-2022	INCREASE IN FEES PAYABLE TO CHAIRMAN OF THE SOCIAL AND ETHICS COMMITTEE	F	F	
AVI LTD	Annual General Meeting	Management	09-Nov-2022	GENERAL AUTHORITY TO BUY-BACK SHARES	F	F	
AVI LTD	Annual General Meeting	Management	09-Nov-2022	FINANCIAL ASSISTANCE TO GROUP ENTITIES	F	F	
AVI LTD	Annual General Meeting	Management	09-Nov-2022		F	F	
				RESCINDING THE AUTHORITY PREVIOUSLY GRANTED TO THE COMPANY TO PLACE 5 213 369 ORDINARY SHARES			
				OF RO.05 EACH, IN THE AUTHORISED BUT UNISSUED SHARE CAPITAL OF THE COMPANY, UNDER THE CONTROL			
				OF THE DIRECTORS TO ALLOT AND ISSUE SUCH SHARES IN TERMS OF THE REVISED AVI LIMITED EXECUTIVE SHARE INCENTIVE SCHEME, AND PLACING 1 850 000 ORDINARY SHARES OF RO.05 EACH, IN THE AUTHORISED			
				BUT UNISSUED SHARE CAPITAL OF THE COMPANY, UNDER THE CONTROL OF THE DIRECTORS TO ALLOT AND			
				ISSUE SUCH SHARES IN TERMS OF THE REVISED AVI LIMITED EXECUTIVE SHARE INCENTIVE SCHEME			
AVI LTD	Annual General Meeting	Management	09-Nov-2022		F	F	
				RESCINDING THE AUTHORITY PREVIOUSLY GRANTED TO THE COMPANY TO PLACE 5 213 369 ORDINARY SHARES			
				OF RO.05 CENTS EACH, IN THE AUTHORISED BUT UNISSUED SHARE CAPITAL OF THE COMPANY, UNDER THE			
AVI LTD	Annual General Meeting	Management	09-Nov-2022	CONTROL OF THE DIRECTORS TO ALLOT AND ISSUE SUCH SHARES IN TERMS OF THE AVI LIMITED DEFERRED BONUS SHARE PLAN	F	F	
				PLACING 8 064 048 ORDINARY SHARES OF R0.05 EACH, IN THE AUTHORISED BUT UNISSUED SHARE CAPITAL OF			
				THE COMPANY, UNDER THE CONTROL OF THE DIRECTORS TO ALLOT AND ISSUE SUCH SHARES IN TERMS OF THE			
AVI LTD	Annual General Meeting	Management	09-Nov-2022	AVI LIMITED FORFEITABLE SHARE INCENTIVE SCHEME	F	F	
AVILTD	Annual General Meeting	Management		NON-BINDING ADVISORY VOTE: TO ENDORSE THE REMUNERATION POLICY	F	F	
AVI LTD	Annual General Meeting	Management	09-Nov-2022	NON-BINDING ADVISORY VOTE: TO ENDORSE THE IMPLEMENTATION REPORT  APPOINTMENT OF MR. C S RAJAN (DIN: 00126063) AS A DIRECTOR AND AN INDEPENDENT DIRECTOR OF THE	r	F	
KOTAK MAHINDRA BANK LTD	Other Meeting	Management	07-Dec-2022	BANK	F	F	
				GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE AND CONVERSION INTO A COMPANY LIMITED BY	· · · · · · · · · · · · · · · · · · ·		
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022	SHARES WHICH RAISES FUNDS OVERSEAS	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting		08-Dec-2022		F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting		08-Dec-2022		F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD. MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting ExtraOrdinary General Meeting		08-Dec-2022 08-Dec-2022	PLAN FOR GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE: ISSUING METHOD PLAN FOR GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE: ISSUING VOLUME	F F	F F	-
THE REPORT OF ENGLOSE SOLVER CHAIN SERVICE CO., ETD.	Extraordinary deficial wideting	···unugennent	00 000-2022	PLAN FOR GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE: ISSUING VOLUME  PLAN FOR GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE: GDR SCALE DURING THE DURATION		<u> </u>	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022	1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	F	F	

	1		1				
				PLAN FOR GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE: CONVERSION RATIO OF GDRS AND BASIC	_	_	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting		08-Dec-2022	SECURITIES OF A-SHARES	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting		08-Dec-2022	PLAN FOR GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE: PRICING METHOD	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022	PLAN FOR GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE: ISSUING TARGETS	F	F	
				PLAN FOR GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE: CONVERSION LIMIT PERIOD OF GDRS AND			
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022	BASIC SECURITIES OF A-SHARES	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022	PLAN FOR GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE: UNDERWRITING METHOD	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022	REPORT ON THE USE OF PREVIOUSLY-RAISED FUNDS	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022	PLAN FOR THE USE OF RAISED FUNDS FROM GDR ISSUANCE	F	F	
·	, , , , , , , , , , , , , , , , , , ,			THE VALID PERIOD OF THE RESOLUTION ON THE GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE			
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022		F	F	
ment with different account of the many service conjugation.	Excitor amary deficial infecting	wanagement	00 000 2022	FULL AUTHORIZATION TO THE BOARD AND ITS AUTHORIZED PERSONS TO HANDLE MATTERS REGARDING THE			
MILKAWAY CHEMICAL CLIBBLY CHAIN CEBVICE CO. TED	ExtraOrdinary Conoral Mosting	Managament	00 Dec 2022		-	-	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	ivianagement	08-Dec-2022	GDR ISSUANCE AND LISTING ON THE SIX SWISS EXCHANGE	F	F	
				DISTRIBUTION PLAN FOR ACCUMULATED RETAINED PROFITS BEFORE THE GDR ISSUANCE AND LISTING ON THE		_	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022	SIX SWISS EXCHANGE	F	F	
				FORMULATION OF THE COMPANY'S ARTICLES OF ASSOCIATION (DRAFT) (APPLICABLE AFTER GDR ISSUANCE AND			
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022	LISTING)	F	F	
				FORMULATION OF THE RULES OF PROCEDURE GOVERNING SHAREHOLDERS' GENERAL MEETINGS (DRAFT)			
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022	(APPLICABLE AFTER GDR ISSUANCE AND LISTING)	F	F	
	,			FORMULATION OF THE RULES OF PROCEDURES FOR THE BOARD MEETINGS (DRAFT) (APPLICABLE AFTER GDR	-		
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	Management	08-Dec-2022	ISSUANCE AND LISTING)	F	F	
WHERTWAT CHEWHOAE SOTTET CHAIN SERVICE CO., ETD.	Extraordinary deficial Meeting	ivianagement	00 DCC 2022				
MAIL MANAY CHEMICAL CHIRDLY CHAIN CEDVICE CO. 170	F. tan Oudinana Cananal to		00 0 2022	FORMULATION OF THE RULES OF PROCEDURE GOVERNING MEETINGS OF THE SUPERVISORY COMMITTEE	_	_	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	ExtraOrdinary General Meeting	ıvıanagement	08-Dec-2022	(DRAFT) (APPLICABLE AFTER GDR ISSUANCE AND LISTING)	F	F	
				EXPANSION OF THE COMPANY'S BUSINESS SCOPE AND AMENDMENTS TO THE COMPANY'S ARTICLES OF			
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	ExtraOrdinary General Meeting		09-Dec-2022	ASSOCIATION	F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	ExtraOrdinary General Meeting	Management	09-Dec-2022	ELECTION OF DIRECTOR: PANG KANG	F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	ExtraOrdinary General Meeting	Management	09-Dec-2022	ELECTION OF DIRECTOR: CHENG XUE	F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	ExtraOrdinary General Meeting	Management	09-Dec-2022	ELECTION OF DIRECTOR: GUAN JIANGHUA	F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	ExtraOrdinary General Meeting		09-Dec-2022	ELECTION OF DIRECTOR: CHEN JUNYANG	F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	ExtraOrdinary General Meeting		09-Dec-2022	ELECTION OF DIRECTOR: WEN ZHIZHOU	F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	ExtraOrdinary General Meeting	Management	09-Dec-2022	ELECTION OF DIRECTOR: LIAO ZHANGHUI		-	
					F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD			09-Dec-2022	ELECTION OF INDEPENDENT DIRECTOR: SUN YUANMING	· · · · · · · · · · · · · · · · · · ·		
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	ExtraOrdinary General Meeting		09-Dec-2022	ELECTION OF INDEPENDENT DIRECTOR: XU JIALI	F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD		Management	09-Dec-2022	ELECTION OF INDEPENDENT DIRECTOR: SHEN HONGTAO	F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	ExtraOrdinary General Meeting	Management	09-Dec-2022	ELECTION OF SUPERVISOR: CHEN MIN	F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	ExtraOrdinary General Meeting	Management	09-Dec-2022	ELECTION OF SUPERVISOR: TONG XING	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	20-Dec-2022	2023 ESTIMATED QUOTA OF CONTINUING CONNECTED TRANSACTIONS	F	F	
				CHANGE OF THE COMPANY'S DOMICILE AND AMENDMENTS TO THE COMPANY'S ARTICLES OF ASSOCIATION			
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	20-Dec-2022		F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting		20-Dec-2022	AMENDMENTS TO THE COMPANY'S ARTICLES OF ASSOCIATION AND ITS APPENDIX	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting		20-Dec-2022	ELECTION OF NON-INDEPENDENT DIRECTOR: WANG WEI	F	F	
						F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting		20-Dec-2022	ELECTION OF NON-INDEPENDENT DIRECTOR: HE JIE	F		
S.F. HOLDING CO LTD			20-Dec-2022	ELECTION OF NON-INDEPENDENT DIRECTOR: WANG XIN	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting		20-Dec-2022	ELECTION OF NON-INDEPENDENT DIRECTOR: ZHANG DONG	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	20-Dec-2022	ELECTION OF INDEPENDENT DIRECTOR: CHEN SHANGWEI	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	20-Dec-2022	ELECTION OF INDEPENDENT DIRECTOR: LI JIASHI	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	20-Dec-2022	ELECTION OF INDEPENDENT DIRECTOR: DING YI	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	20-Dec-2022	ELECTION OF NON-EMPLOYEE SUPERVISOR: CEN ZILIANG	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting		20-Dec-2022		F	F	
S.F. HOLDING CO LTD			20-Dec-2022	ELECTION OF NON-EMPLOYEE SUPERVISOR: LIU JILU	F	F	
BIOCON LTD	Other Meeting	Management	21-Jan-2023	TO APPOINT MR. PETER BAINS (DIN: 00430937) AS AN INDEPENDENT DIRECTOR OF THE COMPANY	F	F	
5.000.12.15	oute. Wiceting	anagement	21 7011 2023	TO APPROVE THE PAYMENT OF REMUNERATION TO DIRECTORS IN CASE OF ABSENCE / INADEQUATE PROFITS		'	
RIOCONITO	Other Meeting	Managera	21 12- 2022	TO AFFROYE THE PAINTENT OF REMOVERATION TO DIRECTORS IN CASE OF ABSENCE / INADEQUATE PROFITS	_	_	
BIOCON LTD	Other Meeting	Management	21-Jan-2023		1	r	
	1		1	TO APPROVE SALE, DISPOSAL AND LEASING OF ASSETS EXCEEDING 20% OF THE ASSETS OF MATERIAL			
BIOCON LTD	Other Meeting	Management	21-Jan-2023	SUBSIDIARIES OF THE COMPANY	F	F	
	1		<u> </u>	TO APPROVE MATERIAL RELATED PARTY TRANSACTION(S) BETWEEN THE COMPANY'S SUBSIDIARIES FOR			
			1	ISSUANCE OF GUARANTEES AND/OR CREATION OF SECURITY/ENCUMBRANCE, TO SECURE BORROWINGS IN			
BIOCON LTD	Other Meeting	Management	21-Jan-2023	RELATION TO THE ACQUISITION OF BIOSIMILAR BUSINESS FROM VIATRIS INC	F	F	
	1			TO APPROVE CREATION OF CHARGES, SECURITIES ON THE PROPERTIES / ASSETS OF THE COMPANY, UNDER			
BIOCON LTD	Other Meeting	Management	21-Jan-2023	SECTION 180(1)(A) OF THE COMPANIES ACT, 2013	F	F	
DIOCON EID	Salet Wiccarig	···anagement	21 3011-2023	TO APPROVE INCREASE IN THE LIMITS APPLICABLE FOR MAKING INVESTMENTS / EXTENDING LOANS AND		'	
			1				
DIOCON LTD	laut Marie			GIVING GUARANTEES OR PROVIDING SECURITIES IN CONNECTION WITH LOANS TO PERSONS / BODIES	_	_	
BIOCON LTD	Other Meeting	Management	21-Jan-2023	CORPORATE	ŀ	F	
	1	1	1	APPOINTMENT OF DR PRADEEP KUMAR KHOSLA (DIN 03611983) AS A DIRECTOR AND RE-APPOINTMENT AS AN			
TATA CONSULTANCY SERVICES LTD	Other Meeting	Management	12-Feb-2023	INDEPENDENT DIRECTOR FOR A SECOND CONSECUTIVE TERM OF FIVE YEARS	F	F	
				ELECT AVA COHN AS FISCAL COUNCIL MEMBER AND PAULO HENRIQUE ANDOLHE AS ALTERNATE APPOINTED BY			
BANCO BRADESCO SA	Annual General Meeting	Management	10-Mar-2023		F	F	

	1	1					1
				APPROVAL OF THE ANNUAL REPORT INCLUDING THE COMPANY'S FINANCIAL STATEMENTS AND THE BOARD OF			
				COMMISSIONERS REPORT ON ITS SUPERVISORY DUTIES FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022			
				AND GRANT OF RELEASE AND DISCHARGE OF LIABILITY (ACQUIT ET DECHARGE) TO ALL MEMBERS OF THE			
				BOARD OF DIRECTORS FOR THEIR MANAGEMENT ACTIONS AND TO ALL MEMBERS OF THE BOARD OF			
DT DANIK CENTRAL ACIA TRI			46.142022	COMMISSIONERS OF THE COMPANY FOR THEIR SUPERVISORY ACTIONS DURING THE FINANCIAL YEAR ENDED 31	-	F	
PT BANK CENTRAL ASIA TBK	Annual General Meeting	Management	16-Mar-2023	DECEMBER 2022	ŀ	F	
				APPROPRIATION OF THE COMPANY'S NET PROFIT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022	_	_	
PT BANK CENTRAL ASIA TBK	Annual General Meeting	Management	16-Mar-2023		F	F	
				DETERMINATION OF THE AMOUNT SALARY OR HONORARIUM AND BENEFITS FOR THE FINANCIAL YEAR 2023 AS			
				WELL AS BONUS PAYMENT (TANTIEM) FOR THE FINANCIAL YEAR 2022 PAYABLE TO THE MEMBERS OF THE			
				BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS OF THE COMPANY	_	_	
PT BANK CENTRAL ASIA TBK	Annual General Meeting	Management	16-Mar-2023		ŀ	F	
				APPOINTMENT OF THE REGISTERED PUBLIC ACCOUNTING FIRM (INCLUDING THE REGISTERED PUBLIC			
				ACCOUNTANT PRACTICING THROUGH SUCH REGISTERED PUBLIC ACCOUNTING FIRM) TO AUDIT THE COMPANY'S	F	F	
PT BANK CENTRAL ASIA TBK	Annual General Meeting	Management	16-Mar-2023	BOOKS AND ACCOUNTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023	F .	F	
				GRANT OF POWERS AND AUTHORITY TO THE BOARD OF DIRECTORS TO PAY OUT INTERIM DIVIDENDS FOR THE	_	F	
PT BANK CENTRAL ASIA TBK	Annual General Meeting	Management	16-Mar-2023	FINANCIAL YEAR ENDED 31 DECEMBER 2023	<u> </u>		
PT BANK CENTRAL ASIA TBK	Annual General Meeting	Management			F	F	
PT BANK CENTRAL ASIA TBK	Annual General Meeting	Management	16-Mar-2023	APPROVAL OF THE RESOLUTION PLAN OF THE COMPANY SOURCE, THE JAKARTA POS T 16 FEB 2023	F	F	
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023	APPROVE FINANCIAL STATEMENTS AND STATUTORY REPORTS	<u> </u>	F	
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023	APPROVE ALLOCATION OF INCOME AND DIVIDENDS OF CLP 8.58 PER SHARE	F	F -	ļ
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023	ELECT DIRECTOR: RAUL ANAYA ELIZALDE	- F	F	ļ
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023	ELECT DIRECTOR: HERNAN BUCHI BUC	F	F	ļ
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023	ELECT DIRECTOR: JAIME ESTEVEZ VALENCIA (INDEPENDENT)	<u> </u>	F	1
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023	ELECT DIRECTOR: JULIO SANTIAGO FIGUEROA	<u> </u>	F	
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023	ELECT DIRECTOR: PABLO GRANIFO LAVIN	F	F	
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023	ELECT DIRECTOR: ANDRONICO LUKSIC CRAIG	F	F	
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023	ELECT DIRECTOR: JEAN PAUL LUKSIC FONTBONA	F	F	
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023		F	F	
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023	ELECT DIRECTOR: FRANCISCO PEREZ MACKENNA	F	F	
				PROPOSED BY SHAREHOLDERS IN ACCORDANCE WITH ARTICLE 50 BIS OF THE CORPORATIONS ACT AND			
				ARTICLES 72 AND 73 OF THE CORPORATIONS REGULATIONS: ELECT DIRECTOR: PAUL FURST GWINNER			
BANCO DE CHILE	Annual General Meeting	Shareholder	23-Mar-2023	(INDEPENDENT)	/	F	
				PROPOSED BY SHAREHOLDERS IN ACCORDANCE WITH ARTICLE 50 BIS OF THE CORPORATIONS ACT AND			
				ARTICLES 72 AND 73 OF THE CORPORATIONS REGULATIONS: ELECT DIRECTOR: SANDRA MARTA GUAZZOTTI			
BANCO DE CHILE	Annual General Meeting	Shareholder	23-Mar-2023		/	F	
BANCO DE CHILE	Annual General Meeting	Management		APPROVE REMUNERATION OF DIRECTORS	F	F	
BANCO DE CHILE	Annual General Meeting	Management		APPROVE REMUNERATION AND BUDGET OF DIRECTORS AND AUDIT COMMITTEE	F	F	
BANCO DE CHILE	Annual General Meeting	Management		APPOINT AUDITORS	F	F	
BANCO DE CHILE	Annual General Meeting	Management	23-Mar-2023	DESIGNATE RISK ASSESSMENT COMPANIES	F	F	
BANCO DE CHILE	Annual General Meeting	Management		PRESENT DIRECTORS AND AUDIT COMMITTEE'S REPORT	F	F	
BANCO DE CHILE	Annual General Meeting	Management		RECEIVE REPORT REGARDING RELATED-PARTY TRANSACTIONS	F	F	
UNICHARM CORPORATION	Annual General Meeting	Management		Appoint a Director who is not Audit and Supervisory Committee Member Takahara, Takahisa	F	F	
UNICHARM CORPORATION	Annual General Meeting	Management			F	F	
UNICHARM CORPORATION	Annual General Meeting	Management			F	F	
UNICHARM CORPORATION	Annual General Meeting	Management		, , , , , , , , , , , , , , , , , , , ,	F	F	
UNICHARM CORPORATION	Annual General Meeting	Management			F	F	
UNICHARM CORPORATION	Annual General Meeting	Management		Appoint a Director who is Audit and Supervisory Committee Member Asada, Shigeru	F	F	ļ
UNICHARM CORPORATION	Annual General Meeting	Management		Appoint Accounting Auditors	- F	F	ļ
LG CORP	Annual General Meeting	Management		APPROVAL OF FINANCIAL STATEMENT	F	F	ļ
LG CORP	Annual General Meeting	Management	29-Mar-2023	ELECTION OF OUTSIDE DIRECTOR CANDIDATE: CHO SEONG WOOK	<u>+</u>	F	
LG CORP	Annual General Meeting	Management	29-Mar-2023	ELECTION OF OUTSIDE DIRECTOR CANDIDATE: PARK JONG SOO	F	F	ļ
LG CORP	Annual General Meeting	Management	29-Mar-2023	ELECTION OF AUDIT COMMITTEE MEMBER CANDIDATE: CHO SEONG WOOK	<u> </u>	F	1
LG CORP	Annual General Meeting	Management	29-Mar-2023	ELECTION OF AUDIT COMMITTEE MEMBER CANDIDATE: PARK JONG SOO	<u> </u>	F	ļ
LG CORP	Annual General Meeting	Management		APPROVAL OF REMUNERATION FOR DIRECTOR	<u> </u>	F	1
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management			F	F	ļ
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management			<u> </u>	F	1
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	SET MAXIMUM AMOUNT OF SHARE REPURCHASE RESERVE	F	F	1
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES B DIRECTOR: ELECT JOSE ANTONIO FERNANDEZ CARBAJAL AS DIRECTOR	F	F	1
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES B DIRECTOR: ELECT EVA MARIA GARZA LAGUERA GONDA AS DIRECTOR	<u> </u>	F	ļ
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES B DIRECTOR: ELECT PAULINA GARZA LAGUERA GONDA AS DIRECTOR	<u>+</u>	F	1
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES B DIRECTOR: ELECT FRANCISCO JOSE CALDERON ROJAS AS DIRECTOR	<u> </u>	F	ļ
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES B DIRECTOR: ELECT ALFONSO GARZA GARZA AS DIRECTOR	<u>+</u>	F F	<del> </del>
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES B DIRECTOR: ELECT BERTHA PAULA MICHEL GONZALEZ AS DIRECTOR	<u>+</u>		1
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES B DIRECTOR: ELECT ALEJANDRO BAILLERES GUAL AS DIRECTOR	F	F	
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES B DIRECTOR: ELECT BARBARA GARZA LAGUERA GONDA AS DIRECTOR	- F	F	ļ
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES B DIRECTOR: ELECT ENRIQUE F. SENIOR HERNANDEZ AS DIRECTOR	F	F	ļ
	Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES B DIRECTOR: ELECT MICHAEL LARSON AS DIRECTOR	F	F	ļ
FOMENTO ECONOMICO MEXICANO SAB DE CV		·					
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES D DIRECTOR: ELECT RICARDO E. SALDIVAR ESCAJADILLO AS DIRECTOR	F	F	
FOMENTO ECONOMICO MEXICANO SAB DE CV FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting Annual General Meeting	Management	31-Mar-2023	ELECTION OF SERIES D DIRECTOR: ELECT ALFONSO GONZALEZ MIGOYA AS DIRECTOR	F F	F	
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting		31-Mar-2023 31-Mar-2023		F F		

FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Managament	31-Mar-2023	ELECTION OF SERIES D DIRECTOR: ELECT GIBU THOMAS AS DIRECTOR	-	-	
FOMENTO ECONOMICO MEXICANO SAB DE CV		Management Management	31-Mar-2023	ELECTION OF SERIES D DIRECTOR: ELECT GIBO THOMAS AS DIRECTOR  ELECTION OF SERIES D ALTERNATE DIRECTOR: ELECT MICHAEL KAHN AS ALTERNATE DIRECTOR			
TOWENTO ECONOMICO MEXICANO SAB DE CV	Allitual General Weeting	ivialiagement	31-IVId1-2023	ELECTION OF SERIES D'ALTERNATE DIRECTOR: ELECT MICHAEL RAHIN AS ALTERNATE DIRECTOR  ELECTION OF SERIES D'ALTERNATE DIRECTOR: ELECT FRANCISCO ZAMBRANO RODRIGUEZ AS ALTERNATE	'	'	
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	DIRECTOR	F	F	
FOMENTO ECONOMICO MEXICANO SAB DE CV		Management	31-Mar-2023		F	F	
				APPROVE REMUNERATION OF DIRECTORS. VERIFY DIRECTOR'S INDEPENDENCE CLASSIFICATION, AND APPROVE	·		
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	REMUNERATION OF CHAIRMAN AND SECRETARIES	F	F	
				ELECT MEMBERS AND CHAIRMEN OF OPERATION AND STRATEGY, AUDIT, AND CORPORATE PRACTICES AND			
FOMENTO ECONOMICO MEXICANO SAB DE CV	Annual General Meeting	Management	31-Mar-2023	NOMINATIONS COMMITTEES. APPROVE THEIR REMUNERATION	F	F	
FOMENTO ECONOMICO MEXICANO SAB DE CV		Management	31-Mar-2023	AUTHORIZE BOARD TO RATIFY AND EXECUTE APPROVED RESOLUTIONS	F	F	
FOMENTO ECONOMICO MEXICANO SAB DE CV		Management	31-Mar-2023	APPROVE MINUTES OF MEETING	F	F	
FOMENTO ECONOMICO MEXICANO SAB DE CV	ExtraOrdinary General Meeting	Management	31-Mar-2023	AMEND ARTICLE 25 RE: DECREASE IN BOARD SIZE	F	F	
FOMENTO ECONOMICO MEXICANO SAB DE CV	ExtraOrdinary General Meeting	Management	31-Mar-2023	AUTHORIZE BOARD TO RATIFY AND EXECUTE APPROVED RESOLUTIONS	F	F	
FOMENTO ECONOMICO MEXICANO SAB DE CV	ExtraOrdinary General Meeting	Management	31-Mar-2023	APPROVE MINUTES OF MEETING	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management	11-Apr-2023	2022 ANNUAL REPORT AND ITS SUMMARY	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management	11-Apr-2023	2022 WORK REPORT OF THE BOARD OF DIRECTORS	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management		2022 WORK REPORT OF THE SUPERVISORY COMMITTEE	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.		Management		2022 ANNUAL ACCOUNTS	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management	11-Apr-2023		F	F	
				2022 PROFIT DISTRIBUTION PLAN: THE DETAILED PROFIT DISTRIBUTION PLAN ARE AS FOLLOWS: 1) CASH			
				DIVIDEND/10 SHARES (TAX INCLUDED):CNY5.50000000 2) BONUS ISSUE FROM PROFIT (SHARE/10			
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management	11-Apr-2023	SHARES):NONE 3) BONUS ISSUE FROM CAPITAL RESERVE (SHARE/10 SHARES):NONE	F	F	
	1		l	EXTENSION OF SOME PROJECTS FINANCED WITH RAISED FUNDS FROM THE NON-PUBLIC SHARE OFFERING	_		
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management	11-Apr-2023		F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management	11-Apr-2023	2023 APPOINTMENT OF FINANCIAL AUDIT FIRM AND INTERNAL CONTROL AUDIT FIRM	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management	11-Apr-2023	2023 REMUNERATION FOR DIRECTORS AND SENIOR MANAGEMENT	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management	11-Apr-2023	2023 ANNUAL REMUNERATION FOR SUPERVISORS	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD. MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management	11-Apr-2023	2023 APPLICATION FOR COMPREHENSIVE CREDIT LINE TO BANKS	F	F	
	Annual General Meeting	Management	11-Apr-2023	2023 ESTIMATED GUARANTEE QUOTA	r r	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD. MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting Annual General Meeting	Management	11-Apr-2023 11-Apr-2023	BY-ELECTION OF SUPERVISORS	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting  Annual General Meeting	Management Management	11-Apr-2023	AMENDMENTS TO THE CONNECTED TRANSACTIONS CONTROL AND DECISION-MAKING SYSTEM  AMENDMENTS TO THE EXTERNAL GUARANTEE DECISION-MAKING SYSTEM	r	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management	11-Apr-2023	AMENDMENTS TO THE EXTERNAL GOARANTEE DECISION-MAKING STSTEM  AMENDMENTS TO THE MANAGEMENT SYSTEM ON EXTERNAL INVESTMENT AND ASSETS DISPOSAL	F	F	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.	Annual General Meeting	Management	11-Apr-2023	AMENDMENTS TO THE MIANAGEMENT STSTEM ON EXTERIOR INVESTMENT AND ASSETS DISPOSAL  AMENDMENTS TO THE RAISED FUNDS MANAGEMENT SYSTEM	F	Ė	
MILKYWAY CHEMICAL SUPPLY CHAIN SERVICE CO., LTD.		Management	11-Apr-2023	AMENDMENTS TO THE RAISED FONDS MAINAGEMENT STSTEM  AMENDMENTS TO THE IMPLEMENTING RULES FOR CUMULATIVE VOTING SYSTEM	F	F	
WILKT WAT CHEWICAE SOTTET CHAIN SERVICE CO., ETD.	Aimual General Meeting	wanagement	11 Apr 2025	ISSUANCE OF UNSECURED, REDEEMABLE, NON-CONVERTIBLE DEBENTURES / BONDS / OTHER DEBT SECURITIES	'	· ·	
KOTAK MAHINDRA BANK LTD	Other Meeting	Management	20-Δnr-2023	ON A DRIVATE DI ACEMENT DACIS	F	F	
KOTAK MAHINDRA BANK LTD	Other Meeting	Management	20-Apr-2023	ON A PRIVATE PLACEMENT BASIS  APPOINTMENT OF MR. LIDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT	F	F	
				APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT	F	F	
KOTAK MAHINDRA BANK LTD	Other Meeting	Management	20-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO	F F	F F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD	Other Meeting Other Meeting	Management Management	20-Apr-2023 20-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24			
KOTAK MAHINDRA BANK LTD	Other Meeting Other Meeting	Management	20-Apr-2023 20-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INK. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INK.	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD	Other Meeting Other Meeting	Management Management	20-Apr-2023 20-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD	Other Meeting Other Meeting	Management Management	20-Apr-2023 20-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD	Other Meeting Other Meeting	Management Management	20-Apr-2023 20-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24 MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24 PATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24 EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD	Other Meeting Other Meeting	Management Management	20-Apr-2023 20-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD	Other Meeting Other Meeting	Management Management Management	20-Apr-2023 20-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24 MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24 PATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24 EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD	Other Meeting Other Meeting Other Meeting	Management Management Management	20-Apr-2023 20-Apr-2023 20-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD	Other Meeting Other Meeting Other Meeting	Management Management Management Management	20-Apr-2023 20-Apr-2023 20-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA	Other Meeting Other Meeting Other Meeting ExtraOrdinary General Meeting	Management Management Management Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDATION FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDATION FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA	Other Meeting Other Meeting Other Meeting ExtraOrdinary General Meeting	Management Management Management Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA	Other Meeting Other Meeting Other Meeting ExtraOrdinary General Meeting	Management Management Management Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4.0 FARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS,	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA WEG SA	Other Meeting Other Meeting Other Meeting ExtraOrdinary General Meeting	Management Management Management Management Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR AND THE CAPITAL BUDGET FOR	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA WEG SA	Other Meeting Other Meeting Other Meeting ExtraOrdinary General Meeting	Management Management Management Management Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR ENDED ON DECEMBER 31, 2022  APPROVAL ON THE ALLOCATION OF THE NET EARNINGS OF THE FISCAL YEAR AND THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATIFICATION OF THE DISTRIBUTION OF	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA  WEG SA	Other Meeting Other Meeting Other Meeting ExtraOrdinary General Meeting ExtraOrdinary General Meeting Annual General Meeting	Management Management Management Management Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR AND THE CAPITAL BUDGET FOR	F	F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA  WEG SA  WEG SA	Other Meeting Other Meeting Other Meeting ExtraOrdinary General Meeting ExtraOrdinary General Meeting Annual General Meeting	Management Management Management Management Management Management Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR ENDED ON DECEMBER 31, 2022  APPROVAL ON THE ALLOCATION OF THE NET EARNINGS OF THE FISCAL YEAR AND THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATHICATION OF THE DISTRIBUTION OF DIVIDENDS AND INTEREST ON STOCKHOLDERS EQUITY IN ACCORDANCE WITH RESOLUTIONS ALREADY TAKEN AT THE BOARD OF DIRECTORS MEETINGS.	F F F	F F F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA  WEG SA	Other Meeting Other Meeting Other Meeting ExtraOrdinary General Meeting ExtraOrdinary General Meeting Annual General Meeting	Management Management Management Management Management Management Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR ENDED ON DECEMBER 31, 2022  APPROVAL ON THE ALLOCATION OF THE NET EARNINGS OF THE FISCAL YEAR AND THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATIFICATION OF THE DISTRIBUTION OF DIVIDENDS AND INTEREST ON STOCKHOLDERS EQUITY IN ACCORDANCE WITH RESOLUTIONS ALREADY TAKEN AT THE BOARD OF DIRECTORS MEETINGS  DECIDE UPON MANAGEMENTS ANNUAL GLOBAL REMUNERATION	F	F	
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KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA  WEG SA  WEG SA  WEG SA  WEG SA  WEG SA	Other Meeting Other Meeting Other Meeting  ExtraOrdinary General Meeting  ExtraOrdinary General Meeting  Annual General Meeting  Annual General Meeting  Annual General Meeting	Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY KOTAK FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR ENDED ON DECEMBER 31, 2022  APPROVAL ON THE ALLOCATION OF THE NET EARNINGS OF THE FISCAL YEAR AND THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATIFICATION OF THE DISTRIBUTION OF DIVIDENDS AND INTEREST ON STOCKHOLDERS EQUITY IN ACCORDANCE WITH RESOLUTIONS ALREADY TAKEN AT THE BOARD OF DIRECTORS MEETINGS  DECIDE UPON MANAGEMENTS ANNUAL GLOBAL REMUNERATION  ELECTION OF THE FISCAL BOARD BY SINGLE GROUP OF CANDIDATES. NOMINATION OF ALL THE NAMES THAT	F F F	F F F	
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KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA  WEG SA  WEG SA  WEG SA  WEG SA  WEG SA	Other Meeting Other Meeting Other Meeting  ExtraOrdinary General Meeting  ExtraOrdinary General Meeting  Annual General Meeting  Annual General Meeting  Annual General Meeting	Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4, 0F ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR ENDED ON DECEMBER 31, 2022  APPROVAL ON THE ALLOCATION OF THE NET EARNINGS OF THE FISCAL YEAR AND THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATIFICATION OF THE DISTRIBUTION OF DIVIDENDS AND INTEREST ON STOCKHOLDERS EQUITY IN ACCORDANCE WITH RESOLUTIONS ALREADY TAKEN AT THE BOARD OF DIRECTORS MEETINGS  DECIDE UPON MANAGEMENTS ANNUAL GLOBAL REMUNERATION ELECTION OF THE FISCAL BOARD BY SINGLE GROUP OF CANDIDATES. NOMINATION OF ALL THE NAMES THAT COMPOSE THE SLATE. PATRICLA VALENTE STIERLI, EFFECTIVE, GIULIAND BARBATO WOLF, SUBSTITUTE.  IF ONE OF THE CANDIDATES OF THE SLATE LEAVES IT, TO ACCOMMODATE THE SEPARATE ELECTION REFERRED.	F F F	F F F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA	Other Meeting Other Meeting Other Meeting  ExtraOrdinary General Meeting  ExtraOrdinary General Meeting  Annual General Meeting  Annual General Meeting  Annual General Meeting  Annual General Meeting	Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVIDAY KOTAK FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR ENDED ON DECEMBER 31, 2022  APPROVAL ON THE ALLOCATION OF THE NET EARNINGS OF THE FISCAL YEAR AND THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATIFICATION OF THE DISTRIBUTION OF DIVIDENDS AND INTEREST ON STOCKHOLDERS EQUITY IN ACCORDANCE WITH RESOLUTIONS ALREADY TAKEN AT THE BOARD OF DIRECTORS MEETINGS  DECIDE UPON MANAGEMENTS ANNUAL GLOBAL REMUNERATION  ELECTION OF THE FISCAL BOARD BY SINGLE GROUP OF CANDIDATES. NOMINATION OF ALL THE NAMES THAT COMPOSE THE SLATE. PATRICIA VALENTES STIERL, EFFECTIVE, GUILLAND BARBATO WOLF, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESCHI, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESCHI, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESCHI, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESC	F F F F	F F F F	
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KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA	Other Meeting Other Meeting Other Meeting  ExtraOrdinary General Meeting  ExtraOrdinary General Meeting  Annual General Meeting  Annual General Meeting  Annual General Meeting  Annual General Meeting	Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4, OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR ENDED ON DECEMBER 13, 2022  APPROVAL ON THE ALLOCATION OF THE NET EARNINGS OF THE FISCAL YEAR AND THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATIFICATION OF THE DISTRIBUTION OF DIVIDENDES AND INTEREST ON STOCKHOLDERS EQUITY IN ACCORDANCE WITH RESOLUTIONS ALREADY TAKEN AT THE BOARD OF DIRECTORS MEETINGS  DECIDE UPON MANAGEMENTS ANNUAL GLOBAL REMUNERATION  ELECTION OF THE FISCAL BOARD BY SINGLE GROUP OF CANDIDATES. NOMINATION OF ALL THE NAMES THAT COMPOSE THE SLATE. PATRICLA VALENTE STIERL, EFFECTIVE, GIULIAND BARBATO WOLF, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESCHI, SUBSTITUTE  IF ONE OF THE CANDIDATES OF THE SLATE LEAVES IT, TO ACCOMMODATE THE SEPARATE ELECTION OR THE FISCAL COUNCIL, COMMON SHARES. NOMINATION OF CANDIDATES TO THE FISCAL SUPPORTED TO THE FISCAL ELECTION OF THE FISCAL COUNCIL, COMMON SHARES. NOMINATION OF CANDIDATES TO THE FISCAL SU	F F F F	F F F F	
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WEG SA	Other Meeting Other Meeting Other Meeting Other Meeting  ExtraOrdinary General Meeting ExtraOrdinary General Meeting Annual General Meeting	Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH IN UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH IN UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH IN UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITIES OF PROHIBITING THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR RNDED ON DECEMBER 31, 2022  APPROVAL ON THE ALLOCATION OF THE NET EARNINGS OF THE FISCAL YEAR AND THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATIFICATION OF THE DISTRIBUTION OF DIVIDENDS AND INTEREST ON STOCKHOLDERS EQUITY IN ACCORDANCE WITH RESOLUTIONS ALREADY TAKEN AT THE BOARD OF DIRECTORS MEETINGS  DECIDE UPON MANAGEMENTS ANNUAL GLOBAL REMUNERATION  ELECTION OF THE FISCAL BOARD BY SINGLE GROUP OF CANDIDATES. NOMINATION OF ALL THE NAMES THAT COMPOSE THE SLATE. PATRICIA VALENTE STIERLI, EFFECTIVE, GIULIANO BARBATO WOLF, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESCHI, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESCHI, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, WITH VOTING GROUP OF THE SEP	F F F F	F F F F	
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KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA	Other Meeting Other Meeting Other Meeting Other Meeting ExtraOrdinary General Meeting ExtraOrdinary General Meeting Annual General Meeting	Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH MISHINA FINANCE PRIVATE LIMITED FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH MISHINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE SYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 27 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR AND THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATIFICATION OF THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATIFICATION OF THE LOCATION OF THE NET EARNINGS OF THE FISCAL YEAR AND THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATIFICATION OF THE LOCATION OF THE DAY TAKEN AT THE BOARD OF DIRECTORS MEETINGS.  DECIDE UPON MANAGEMENTS ANNUAL GLOBAL REMUNERATION  ELECTION OF THE FISCAL BOARD BY SINGLE GROUP OF CANDIDATES. NOMINATION OF ALL THE NAMES THAT COMPOSE THE SLATE. PATRICIA VALENTE STIERLI, EFFECTIVE, GIULIANO BARBATO WOLF, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESCHI, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESCHI, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESCHI, SUBSTITUTE.  VANDERLEI FISCAL COUNCIL MEMBERS REMUNERSTION  APPROVAL OF THE	F F F F	F F F F F F F F F	
KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD KOTAK MAHINDRA BANK LTD  WEG SA  WEG SA	Other Meeting Other Meeting Other Meeting Other Meeting  ExtraOrdinary General Meeting ExtraOrdinary General Meeting Annual General Meeting	Management	20-Apr-2023 20-Apr-2023 20-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023 25-Apr-2023	APPOINTMENT OF MR. UDAY SURESH KOTAK (DIN: 00007467) AS A NON-EXECUTIVE NON-INDEPENDENT DIRECTOR OF THE BANK UPON HIS CEASING TO BE THE MANAGING DIRECTOR & CEO MATERIAL RELATED PARTY TRANSACTION WITH MR. UDAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVAL DAY KOTAK FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVAL FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INIVAL FOR FY 2023-24  MATERIAL RELATED PARTY TRANSACTION WITH INFINA FINANCE PRIVATE LIMITED FOR FY 2023-24  EXAMINATION, DISCUSSION AND VOTING ON THE PROPOSAL OF THE BOARD OF DIRECTORS DEALING WITH AMENDMENTS TO THE BYLAWS, PARAGRAPHS 2, 6 AND 7 OF ARTICLE 17 AND PARAGRAPH 4 OF ARTICLE 36, TO ACCOMMODATE ADJUSTMENTS RELATED TO THE NOVO MERCADO RULES, AS WELL AS, TO EXPAND THE POSSIBILITY OF ACCUMULATION OF POSITIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS AND OTHER MEMBERS OF THE COMPANYS MANAGEMENT  CONSOLIDATION OF THE BYLAWS TO INCLUDE THE RESOLUTIONS APPROVED BY THE MEETING IN RELATION TO THE PREVIOUS TOPICS  EXAMINATION, DISCUSSION AND VOTING ON THE MANAGEMENT REPORT, FINANCIAL STATEMENTS, INDEPENDENT AUDIT REPORT, FISCAL COUNCIL OPINION AND OTHER DOCUMENTS RELATED TO THE FISCAL YEAR ENDED ON DECEMBER 31, 2022  APPROVAL ON THE ALLOCATION OF THE NET EARNINGS OF THE FISCAL YEAR AND THE CAPITAL BUDGET FOR 2023 AS PROPOSED BY THE BOARD OF DIRECTORS, AS WELL AS RATIFICATION OF THE DISTRIBUTION OF DIVIDENDS AND INTEREST ON STOCKHOLDERS EQUITY IN ACCORDANCE WITH RESOLUTIONS ALREADY TAKEN AT THE BOARD OF DIRECTORS MEETINGS  DECIDE UPON MANAGEMENTS ANNUAL GLOBAL REMUNERATION  ELECTION OF THE FISCAL BOARD BY SINGLE GROUP OF CANDIDATES. NOMINATION OF ALL THE NAMES THAT COMPOSE THE SLATE. PATRICIA VALENTES STIERL, EFFECTIVE, GUILIAND BARBATO WOLF, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESCHI, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, PAULO ROBERTO FRANCESCHI, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA ROSA, EFFECTIVE, DALOR GADA OR PARCASCHI, SUBSTITUTE.  VANDERLEI DOMINGUEZ DA	F F F F F F F F F F F F F F F F F F F	F F F F F F F F F	

	1			TO DESCRIPTION THE SECRETARY AND DESCRIPTION OF THE SHOPLE		1	ı
				TO RESOLVE ON THE RECTIFICATION AND RATIFICATION OF THE GLOBAL COMPENSATION OF THE COMPANY'S MANAGERS RELATING TO THE PERIOD FROM MAY 2022 TO APRIL 2023, FIXED AT THE COMPANY'S ANNUAL			
NATURA & CO HOLDING SA	ExtraOrdinary Conoral Macting	Managamant	26-Apr-2023		-	F	
NATURA & CO HOLDING 3A	ExtraOrdinary General Meeting	ivialiagement	26-Apr-2023	GENERAL MEETING HELD ON APRIL 20, 2022 TO RESOLVE ON THE INDEPENDENCE OF MR. BRUNO DE ARAUJO LIMA ROCHA AND OF MRS. MARIA EDUARDA	Г	Г	
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023	MASCARENHAS KERTESZ, CANDIDATES TO ACT AS MEMBERS OF THE COMPANY'S BOARD OF DIRECTORS	_	E	
NATONA & CO HOLDING SA	Extraorumary General Meeting	ividilagement	20 Apr 2025	TO RESOLVE ON THE REDUCTION OF THE NUMBER OF MEMBERS OF THE BOARD OF DIRECTORS IN THE	· ·	· '	
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023	CURRENT TERM OF OFFICE FROM 13 TO NINE 9	F	F	
INTERIOR CONTROL SITE	Extraorantary deficial meeting	Management	207101 2025	TO RESOLVE ON THE ELECTION OF MR. BRUNO DE ARAUJO LIMA ROCHA AND OF MRS. MARIA EDUARDA		i i	
				MASCARENHAS KERTESZ TO HOLD THE VACANT POSITIONS OF THE COMPANY'S BOARD OF DIRECTORS, FOR A			
				TERM OF OFFICE UNIFIED WITH THE OTHER MEMBERS OF THE BOARD OF DIRECTORS, WHICH WILL END ON THE			
				DATE OF THE ANNUAL GENERAL MEETING AT WHICH THE COMPANY'S SHAREHOLDERS SHALL VOTE ON THE			
				FINANCIAL STATEMENTS FOR THE FISCAL YEAR ENDING ON DECEMBER 31, 2023			
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023		F	F	
				TO RESOLVE ON THE AMENDMENT TO ARTICLE 5 OF THE COMPANY'S BYLAWS, SO AS TO REFLECT THE AMOUNT			
				OF THE CAPITAL STOCK CONFIRMED AT THE BOARD OF DIRECTORS MEETING HELD ON FEBRUARY 6, 2023			
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023		F	F	
				TO RESOLVE ON THE INCLUSION OF PARAGRAPH 3 OF ARTICLE 10 OF THE COMPANY'S BYLAWS, IN ORDER TO			
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023	BETTER ORGANIZE THE REGISTRATION AND VOTING PROCEDURE IN GENERAL MEETINGS	F	F	
				TO RESOLVE ON THE AMENDMENT TO ARTICLE 11, THE AMENDMENT TO THE MAIN SECTION AND PARAGRAPH			
				2 OF ARTICLE 16, THE AMENDMENT TO ARTICLE 18 AND ITS PARAGRAPHS, THE AMENDMENT TO ARTICLE 19			
				AND ITS PARAGRAPHS AND THE AMENDMENT TO PARAGRAPH 2 OF ARTICLE 21, OF THE COMPANY'S BYLAWS,			
		I		TO MODIFY THE COMPOSITION AND STRUCTURE OF THE BOARD OF DIRECTORS, SO AS TO REDUCE THE			
				MINIMUM AND MAXIMUM NUMBER OF MEMBERS TO SEVEN 7 AND NINE 9, RESPECTIVELY, AND EXCLUDE THE			
		I		POSITIONS OF EXECUTIVE CHAIRMAN OF THE BOARD OF DIRECTORS AND GROUP CEO AND TO CREATE THE			
				POSITION OF CHIEF EXECUTIVE OFFICER			
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023		F	F	
				TO RESOLVE ON THE AMENDMENT TO PARAGRAPH 1 OF ARTICLE 15 OF THE COMPANY'S BYLAWS, TO GRANT A			
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023	CASTING VOTE TO THE CHAIRMAN OF THE MANAGEMENT BODIES MEETINGS	F	F	
				TO RESOLVE ON THE AMENDMENT TO PARAGRAPHS 2 AND 4 OF ARTICLE 15, PARAGRAPH 2 OF ARTICLE 16,			
				PARAGRAPH 7 OF ARTICLE 18, ITEMS XI, XII, XXI, XXII AND XXVIII OF ARTICLE 20, ITEM VI OF ARTICLE 22, AND			
				PARAGRAPH 4 OF ARTICLE 24, OF THE COMPANY'S BYLAWS, TO ADJUST THE WORDING AND MAKE IT CLEARER	_	_	
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023		ŀ	F	
				TO RESOLVE ON THE AMENDMENT TO PARAGRAPH 3 OF ARTICLE 15, OF THE COMPANY'S BYLAWS, TO ALLOW			
NATURA 9 CO HOLDING CA	Francoidinan Caranal Manatina		20 4 2022	THE MEETINGS OF THE COMPANY'S MANAGEMENT BODIES TO BE HELD REMOTELY, WITHOUT SUCH MEETINGS	-	_	
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	ivianagement	26-Apr-2023	BEING ALLOWED TO TAKE PLACE ONLY ON EXCEPTIONAL OCCASIONS	F	F	
				TO RESOLVE ON THE AMENDMENT TO ARTICLE 19 OF THE COMPANY'S BYLAWS AND ITS PARAGRAPHS, TO			
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023	ALIGN THE COMPANY'S PRACTICES WITH ITEM 2.9.1 OF THE BRAZILIAN CORPORATE GOVERNANCE CODE	_	F	
NATORA & CO HOLDING SA	Extraordinary deficial Meeting	ivianagement	20-Apr-2023	TO RESOLVE ON THE AMENDMENT TO ARTICLE 21 AND ITS PARAGRAPHS AND THE AMENDMENT TO ARTICLE 23	'	· '	
				AND ITS PARAGRAPHS, OF THE COMPANY'S BYLAWS, TO MODIFY THE COMPOSITION AND STRUCTURE OF THE			
				POSITIONS OF THE COMPANY'S BOARD OF OFFICERS, IN ORDER TO, I INSTITUTE THE POSITION OF CHIEF			
				EXECUTIVE OFFICER, II EXCLUDE THE POSITION OF GLOBAL CHIEF OPERATING AND PROCUREMENT OFFICER, III			
				ASSIGN SPECIFIC FUNCTIONS TO THE POSITIONS OF THE BOARD OF OFFICERS, AND IV CHANGE THE			
				COMPOSITION OF THE BOARD OF OFFICERS TO BE COMPOSED OF AT LEAST TWO 2 MEMBERS AND AT MOST			
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023	FIGHT 8 MEMBERS	F	F	
				TO RESOLVE ON THE AMENDMENT TO ITEM II OF ARTICLE 22 AND THE REMOVAL OF ARTICLES 25 AND 26 OF			
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023	THE COMPANY'S BYLAWS, TO EXCLUDE THE GROUPS OPERATIONAL COMMITTEE	F	F	
	, , , , , , , , , , , , , , , , , , , ,		,	TO RESOLVE ON THE RESTATEMENT OF THE COMPANY'S BYLAWS, INCLUDING THE RENUMBERING OF ARTICLES			
NATURA & CO HOLDING SA	ExtraOrdinary General Meeting	Management	26-Apr-2023	TO REFLECT THE CHANGES SET FORTH IN THE ITEMS ABOVE	F	F	
	,			TO REIEW THE MANAGERS ACCOUNTS, EXAMINE, DISCUSS AND VOTE ON THE FINANCIAL STATEMENTS,			
		I		TOGETHER WITH THE INDEPENDENT AUDITORS REPORT, FOR THE FISCAL YEAR ENDED ON DECEMBER 31, 2022			
NATURA & CO HOLDING SA	Annual General Meeting	Management	26-Apr-2023		F	F	<u></u>
				TO DEFINE THE GLOBAL COMPENSATION OF THE COMPANY'S MANAGERS, TO BE PAID BY THE DATE OF THE			
		I		ANNUAL GENERAL MEETING AT WHICH THE COMPANY'S SHAREHOLDERS SHALL DELIBERATE ON THE FINANCIAL			
NATURA & CO HOLDING SA	Annual General Meeting	Management	26-Apr-2023	STATEMENTS FOR THE FISCAL YEAR ENDING ON DECEMBER 31, 2023	F	F	
			1	DO YOU WISH TO REQUEST THE ESTABLISHMENT OF A FISCAL COUNCIL, UNDER THE TERMS OF ARTICLE 161 OF			
		I		LAW 6,404, OF 1976. IF THE SHAREHOLDER CHOOSES NO OR ABSTAIN, HIS, HER SHARES WILL NOT BE			
		1		COMPUTED FOR THE REQUEST OF THE ESTABLISHMENT OF THE FISCAL COUNCIL			
NATURA & CO HOLDING SA	Annual General Meeting	Management	26-Apr-2023		F	F	
				NOMINATION OF CANDIDATES TO THE FISCAL COUNCIL BY MINORITY SHAREHOLDERS WITH VOTING RIGHTS.			
		1		THE SHAREHOLDER MUST FILL THIS FIELD IF THE GENERAL ELECTION FIELD WAS LEFT IN BLANK. CYNTHIA MEY			
		L.		HOBBS PINHO, ANDREA MARIA RAMOS LEONEL. CYNTHIA MEY HOBBS PINHO, ANDREA MARIA RAMOS	-	_	
NATURA & CO HOLDING SA	Annual General Meeting	Management	26-Apr-2023		F	F	
S.F. HOLDING CO LTD		Management		2022 ANNUAL REPORT AND ITS SUMMARY	F	F	
S.F. HOLDING CO LTD		Management	27-Apr-2023	2022 WORK REPORT OF THE BOARD OF DIRECTORS	F	F	
S.F. HOLDING CO LTD	Annual General Meeting	Management	27-Apr-2023	2022 WORK REPORT OF THE SUPERVISORY COMMITTEE	F	F	
S.F. HOLDING CO LTD	Annual General Meeting	Management	27-Apr-2023	2022 ANNUAL ACCOUNTS	r	F	
		I		2022 PROFIT DISTRIBUTION PLAN: THE DETAILED PROFIT DISTRIBUTION PLAN ARE AS FOLLOWS:1) CASH			
S.F. HOLDING CO LTD	Annual Conoral Montin-	Managamant	27 Apr 2022	DIVIDEND/10 SHARES (TAX INCLUDED): CNY2.50000000 2) BONUS ISSUE FROM PROFIT (SHARE/10 SHARES):	-	_	
S.F. HOLDING CO LTD S.F. HOLDING CO LTD	Annual General Meeting Annual General Meeting	Management	27-Apr-2023	NONE 3) BONUS ISSUE FROM CAPITAL RESERVE (SHARE/10 SHARES): NONE	r	-	
3.F. HULDING CU LID	Annual General Meeting	Management	27-Apr-2023	REAPPOINTMENT OF 2023 AUDIT FIRM	r	F	

F. SCHOLDING COLOTS	S.F. HOLDING CO LTD	Annual General Meeting	Management	27-Apr-2022	2023 ESTIMATED EXTERNAL GUARANTEE QUOTA	Е		
25 FLOOR OF COTO   April 60 (200 Method)   April 60						-		
Address   Addr								
F								
Manual Canada Manual George Medics   Manual Canada Manua								
			Management				F	
## NEADER OF A LOTTO COMMENTE AT THE COLOMOSTIC OF COMMENT AND ADDRESS OF A RECEIVED AND ADDRESS OF A RECEIVE AND ADDRESS OF ADDRESS OF A RECEIVE AND ADDRESS OF A RECEI	TAIWAN SEMICONDUCTOR MANUFACTURING CO LTD	Annual General Meeting	Management	06-Jun-2023	TO REVISE THE PROCEDURES FOR ENDORSEMENT AND GUARANTEE.	F	F	
DOPPOSE OF MANUFACTURES (CD)   DOPPOSE OF MANUFACTURES FOR MANUFACTURES (CD)   DOPPOSE OF M					IN ORDER TO REFLECT THE AUDIT COMMITTEE NAME CHANGE TO THE AUDIT AND RISK COMMITTEE, TO REVISE			
DOPPOSE OF MANUFACTURES (CD)   DOPPOSE OF MANUFACTURES FOR MANUFACTURES (CD)   DOPPOSE OF M					THE NAME OF AUDIT COMMITTEE IN THE FOLLOWING TSMC POLICIES.(II). PROCEDURES FOR ACQUISITION OR			
Management   Section   S								
Total State								
PRILED   PRINCE   Annual General Meeting   A	TAIWAN SEMICONDUCTOR MANUEACTURING COUTD	Annual Conoral Meeting	Management	06-lun-2022	LENDING FUNDS TO OTHER PARTIES. (IV). PROCEDURES FOR ENDORSEIVIENT AND GUARANTEE.	Е		
Manual Comman American					ADODTION OF THE 2022 ANNUAL PHENICS PERORT AND FINANCIAL CTATEMENTS	-		
SELECTION   Amena   General Meeting   Meeting								
PRINTALE FROM   Print   Second Meeting   December   Print								
BITCH A LECTORIUS DIC.			Management			F	F	
PRIVATE IN C	DELTA ELECTRONICS INC	Annual General Meeting	Management	13-Jun-2023	DISCUSSION OF THE AMENDMENTS TO THE SHAREHOLDERS' MEETING RULES AND PROCEDURES.	F	F	
	DELTA ELECTRONICS INC	Annual General Meeting	Management	13-Jun-2023	DISCUSSION OF THE AMENDMENTS TO THE DIRECTOR ELECTION REGULATIONS.	F	F	
	DELTA ELECTRONICS INC	Annual General Meeting	Management	13-Jun-2023	DISCUSSION OF THE RELEASE FROM NON COMPETITION RESTRICTIONS ON DIRECTORS.	F	F	
Manual General Meeting   Manual General Meet		Annual General Meeting		15-Jun-2023		F	F	
MITTAGE IN						F	F	
Name   Secret Meeting   Management   13-ba-2021	THE TO BE INC	7 amada General Meeting	Management	15 3411 2025			•	Roard Diversity
Manual General Meeting   Manual General Meeting   Manuagement   15-10-120   To RE-LECT JOSEPH TZE LATY TORK AS A DIRECTION   P. A. Geogramment   15-10-120   To RE-LECT JOSEPH TZE LATY TORK AS A DIRECTION   P. A. Geogramment   15-10-120   To RE-LECT JOSEPH TZE LATY TORK AS A DIRECTION   P. A. GEOGRAPH TZE LATY TORK AS A DIRECTION   P. A. GEO	NETEASE INC	Annual General Masting	Managamant	15-lun 2022	TO THE ELECT ALCE TO THE GIENG AS A DIRECTOR	r	^	
METAST INC	INETEMBE INC	Annual General Meeting	ivialiagement	13-Jul1-2023	TO DE SUSCE LOSSON THE MAY TONG AS A DIFFEREN	г	A	
Manual General Meeting		I	L		TO RE-ELECT JUSEPH TZE KAY TUNG AS A DIRECTUR	_		
No.   Process	NETEASE INC	Annual General Meeting	Management	15-Jun-2023		F	A	
NETTASE INC  Annual General Meeting  Management  Annual General Me		1	1		TO RE-ELECT MICHAEL MAN KIT LEUNG AS A DIRECTOR			Board Diversity
NETEASE INC  Annual General Meeting  Management  Annual General Me	NETEASE INC	Annual General Meeting	Management	15-Jun-2023	<u> </u>	F	Α	Engagement
METASE INC  Annual General Meeting  Annual General Mee					RATIFY THE APPOINTMENT OF PRICEWATERHOUSECOOPERS ZHONG TIAN LLP AND			
Management   15-jun-2025   Management   15-jun-2025   Management   15-jun-2026   Management   15-jun		1	1					
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NETEASE INC  Annual General Meeting  Management  Annual General Meeting  Annua					THEIR ENTIRETY AND BY THE SUBSTITUTION IN THEIR PLACE OF THE SECOND AMENDED AND RESTATED			
INTERAGE INC  Annual General Meeting  Annual General M					MEMORANDUM AND ARTICLES OF ASSOCIATION WHICH ARE ANNEXED TO THE ACCOMPANYING PROXY			
INTERAGE INC  Annual General Meeting  Annual General M					STATEMENT FOR THE PURPOSES OF AMONG OTHERS (I) BRINGING THE EXISTING ARTICLES OF ASSOCIATION IN			
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Annual General Meeting	NETEASE INC	Annual General Meeting	Management	15-lun-2023	MAKING OTHER MODIFICATIONS AND OPDATES, AS SET FORTH IN THE PROXY STATEMENT	F	F	
NETEAS INC Annual General Meeting Annual General Meeting INI-PRESIDENT ENTERPRISES CORP INI-PRESIDENT ENTE	NETEASEING	Annual General Meeting	widilagement	15 Juli 2025	ADDROVE THE COMPANIES AMENDED AND DESTATED 2010 CHARE INCENTIVE DI AN WHICH IS ANNEVED TO THE			
Numpersignet enterprises Corpe	NETEACE INC	Annual Conneal Manting		15 1 2022		-	-	
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Numpersident enterprises CORP   Annual General Meeting   Annual Gener	UNI-PRESIDENT ENTERPRISES CORP	Annual General Meeting	Management	28-Jun-2023		F	- F	
Management   28-Jun-2023   THE ELECTION OF THE INDEPENDENT DIRECTORILEE-Fing Chien, SHAREHOLDER NO.G120041XXX   F   F					Adoption of the proposal for distribution of 2022 profits. PROPOSED CASH DIVIDEND: TWD 3.15 PER SHARE			
Releasing of the noncompetition restriction for the Companys current directors, representative of juristic person directors, additional independent director elected during their term according to the Article 299 of the Company F F F CONSULTANCY SERVICES LTD Annual General Meeting Management 29-Jun-2023 ACT TO RECEIVE, CONSIDER AND ADOPT A. THE AUDITED STANDALONE FINANCIAL STATEMENTS OF THE COMPANY FOR THE FINANCIAL YEAR ENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE BOARD OF DIRECTORS AND THE FINANCIAL YEAR ENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE BOARD OF DIRECTORS AND THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF THE COMPANY FOR THE FINANCIAL YEAR ENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE BOARD OF DIRECTORS AND THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE BOARD OF DIRECTORS AND THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE BOARD OF DIRECTORS AND THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE GOMPANY OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE GOMPANY OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE MARCH YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE GOMPANY OF THE FINANCIAL YEAR RENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE C							F	
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Annual General Meeting Management 29-Jun-2023 APPOINTMENT OF K KRITHIVASAN AS DIRECTOR OF THE COMPANY F F F F APPOINTMENT OF K KRITHIVASAN AS CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR OF THE COMPANY F F F F T APPOINTMENT OF K KRITHIVASAN AS CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR OF THE COMPANY F F F F T T O APPROVE EXISTING AS WELL AS NEW MATERIAL RELATED PARTY TRANSACTIONS WITH I. TATA SONS PRIVATE LIMITED AND/OR ITS SUBSIDIARIES) II. JOINT VENTURES, ASSOCIATE COMPANIES OF TATA SONS PRIVATE LIMITED AND THEIR SUBSIDIARIES OF TATA SONS PRIVATE LIMITED AND/OR THEIR SUBSIDIARIES OF THE COMPANY (OTHER THAN WHOLLY OWNED SUBSIDIARIES)  F F F  TO RECEIVE AND ADOPT THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF THE COMPANY FOR THE YEAR ENDED DECEMBER 31, 2022 AND THE REPORTS OF THE DIRECTORS AND INDEPENDENT AUDITOR OF THE YEAR ENDED DECEMBER 31, 2022 AND THE REPORTS OF THE DIRECTORS AND INDEPENDENT AUDITOR OF THE MEITUAN  Annual General Meeting Management 30-Jun-2023 TO ELECT MS. MARIJORIE MUN TAK YANG AS AN INDEPENDENT NON-EXECUTIVE DIRECTOR F F	TATA CONSULTANCY SERVICES LTD	Annual General Meeting	Management	29-Jun-2023	AND, BEING ELIGIBLE, OFFERS HERSELF FOR RE-APPOINTMENT	F	F	]
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TO RECEIVE AND ADOPT THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF THE COMPANY FOR THE YEAR ENDED DECEMBER 31, 2022 AND THE REPORTS OF THE DIRECTORS AND INDEPENDENT AUDITOR OF THE MEITUAN Annual General Meeting Management 30-Jun-2023 COMPANY THEREON Annual General Meeting Management 30-Jun-2023 TO ELECT MS. MARIORIE MUN TAK YANG AS AN INDEPENDENT NON-EXECUTIVE DIRECTOR F F F	TATA CONSULTANCY SERVICES LTD	Annual General Meeting	Management	29-Jun-2023	SUBSIDIANTES V. SUBSIDIANTES OF THE CONFERNIT (OTHER THAN WHOLET OWNED SUBSIDIANTES)	F	F	
MEITUAN Annual General Meeting Management 30-Jun-2023 TO ELECT MS. MARJORIE MUN TAK YANG AS AN INDEPENDENT AUDITOR OF THE MANAGEMENT AUDITOR OF THE					TO RECEIVE AND ADOPT THE ALIDITED CONSOLIDATED FINANCIAL STATEMENTS OF THE COMPANY FOR THE			
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MEITUAN Annual General Meeting Management 30-Jun-2023 TO ELECT MS. MARJORIE MUN TAK YANG AS AN INDEPENDENT NON-EXECUTIVE DIRECTOR F F	MEITHAN	Appual Coporal Maratina	Managarara	20 10- 2022		-	-	
						1	<u> </u>	ļ
METIUAN ANNUAL General Meeting Management 30-Jun-2023 TO RE-ELECT MR. WANG HUIWEN AS A NON-EXECUTIVE DIRECTOR F F						ŀ	<u> </u>	
	MEHUAN	Annual General Meeting	Management	30-Jun-2023	TO RE-ELECT MR. WANG HUIWEN AS A NON-EXECUTIVE DIRECTOR	F	F	

				TO RE-ELECT MR. ORR GORDON ROBERT HALYBURTON AS AN INDEPENDENT NON-EXECUTIVE DIRECTOR		T	1
MEITUAN	Annual General Meeting	Management	30-Jun-2023	TO BE ELECT WIN. ON CONDON ROBERT THE FOUNDATION AS AN INDEPENDENT NON EXECUTIVE DIRECTOR	F	F	
MEITUAN	Annual General Meeting	Management	30-Jun-2023		F	F	
MEITUAN	Annual General Meeting	Management	30-Jun-2023	TO AUTHORIZE THE BOARD TO FIX THE REMUNERATION OF THE DIRECTORS	F	F	
				TO GRANT A GENERAL MANDATE TO THE DIRECTORS, EXERCISABLE ON THEIR BEHALF BY MR. WANG XING, TO			
				ISSUE, ALLOT AND DEAL WITH ADDITIONAL CLASS B SHARES OF THE COMPANY NOT EXCEEDING 10% OF THE TOTAL NUMBER OF ISSUED SHARES OF THE COMPANY AS AT THE DATE OF PASSING OF THIS RESOLUTION			
MEITUAN	Annual General Meeting	Management	30-Jun-2023	TOTAL NUMBER OF ISSUED SHARES OF THE COMPANY AS AT THE DATE OF PASSING OF THIS RESOLUTION	F	F	
				TO GRANT A GENERAL MANDATE TO THE DIRECTORS, EXERCISABLE ON THEIR BEHALF BY MR. WANG XING, TO	·		
				REPURCHASE SHARES OF THE COMPANY NOT EXCEEDING 10% OF THE TOTAL NUMBER OF ISSUED SHARES OF			
MEITUAN	Annual General Meeting	Management	30-Jun-2023	THE COMPANY AS AT THE DATE OF PASSING OF THIS RESOLUTION	F	F	
				TO RE-APPOINT PRICEWATERHOUSECOOPERS AS AUDITOR OF THE COMPANY TO HOLD OFFICE UNTIL THE			
MEITUAN	Annual General Meeting	Management	30-Jun-2023	CONCLUSION OF THE NEXT ANNUAL GENERAL MEETING OF THE COMPANY AND TO AUTHORIZE THE BOARD TO	F	F	
METIOAN	Almual General Weeting	ivialiagement	30-Juli-2023	FIX THEIR REMUNERATION FOR THE YEAR ENDING DECEMBER 31, 2023  TO APPROVE THE PROPOSED AMENDMENTS TO THE POST-IPO SHARE OPTION SCHEME AND THE ANCILLARY			
MEITUAN	Annual General Meeting	Management	30-Jun-2023	AUTHORIZATION TO THE BOARD	F	F	
	_			TO APPROVE THE PROPOSED AMENDMENTS TO THE POST-IPO SHARE AWARD SCHEME AND THE ANCILLARY			
MEITUAN	Annual General Meeting	Management	30-Jun-2023	AUTHORIZATION TO THE BOARD	F	F	
MEITUAN	Annual General Meeting	Management	30-Jun-2023	TO APPROVE THE SCHEME LIMIT	F F	F	
MEITUAN	Annual General Meeting	Management	30-Jun-2023	TO APPROVE THE SERVICE PROVIDER SUBLIMIT  TO APPROVE THE ISSUE OF 9,686 CLASS B SHARES TO MR. ORR GORDON ROBERT HALYBURTON UPON VESTING	ŀ	F	
			I	OF HIS RSUS PURSUANT TO THE TERMS OF THE POST-IPO SHARE AWARD SCHEME AND TO AUTHORISE ANY ONE		l	
			I	DIRECTOR TO ALLOT AND ISSUE SUCH CLASS B SHARES AND DO ALL THINGS AND SIGN ALL DOCUMENTS, WHICH		l	
			1	IN HIS OPINION MAY BE NECESSARY, DESIRABLE OR EXPEDIENT FOR THE PURPOSE OF GIVING EFFECT TO		l	
			I	AND/OR TO IMPLEMENT THE TRANSACTIONS CONTEMPLATED IN THIS RESOLUTION		l	
MEITUAN	Annual General Meeting	Management	30-Jun-2023		F	F	
				TO APPROVE THE ISSUE OF 9,686 CLASS B SHARES TO MR. LENG XUESONG UPON VESTING OF HIS RSUS			
				PURSUANT TO THE TERMS OF THE POST-IPO SHARE AWARD SCHEME AND TO AUTHORISE ANY ONE DIRECTOR TO ALLOT AND ISSUE SUCH CLASS B SHARES AND DO ALL THINGS AND SIGN ALL DOCUMENTS, WHICH IN HIS			
				OPINION MAY BE NECESSARY, DESIRABLE OR EXPEDIENT FOR THE PURPOSE OF GIVING EFFECT TO AND/OR TO			
				IMPLEMENT THE TRANSACTIONS CONTEMPLATED IN THIS RESOLUTION			
MEITUAN	Annual General Meeting	Management	30-Jun-2023		F	F	
				TO APPROVE THE ISSUE OF 9,686 CLASS B SHARES TO DR. SHUM HEUNG YEUNG HARRY UPON VESTING OF HIS			
				RSUS PURSUANT TO THE POST-IPO SHARE AWARD SCHEME AND TO AUTHORISE ANY ONE DIRECTOR TO ALLOT			
				AND ISSUE SUCH CLASS B SHARES AND DO ALL THINGS AND SIGN ALL DOCUMENTS, WHICH IN HIS OPINION MAY			
				BE NECESSARY, DESIRABLE OR EXPEDIENT FOR THE PURPOSE OF GIVING EFFECT TO AND/OR TO IMPLEMENT THE			
MEITUAN	Annual General Meeting	Management	30-Jun-2023	TRANSACTIONS CONTEMPLATED IN THIS RESOLUTION	F	F	
	•			TO APPROVE THE PROPOSED AMENDMENTS TO THE EXISTING ARTICLES OF ASSOCIATION OF THE COMPANY			
				AND TO ADOPT THE SEVENTH AMENDED AND RESTATED MEMORANDUM OF ASSOCIATION AND ARTICLES OF			
				ASSOCIATION OF THE COMPANY AND THE ANCILLARY AUTHORIZATION TO THE DIRECTORS AND COMPANY			
MEITUAN UNILEVER PLC	Annual General Meeting Annual General Meeting	Management Management	30-Jun-2023 03-May-2023	SECRETARY OF THE COMPANY TO RECEIVE THE REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2022	F F	F	
UNILEVER PLC	Annual General Meeting	Management	03-May-2023		F	F	
UNILEVER PLC	Annual General Meeting	Management	03-May-2023		F	F	
UNILEVER PLC	Annual General Meeting	Management	03-May-2023	TO RE-ELECT JUDITH HARTMANN AS A DIRECTOR	F	F	
UNILEVER PLC	Annual General Meeting	Management	03-May-2023	TO RE-ELECT ADRIAN HENNAH AS A DIRECTOR	F	F	
UNILEVER PLC	Annual General Meeting	Management		TO RE-ELECT ALAN JOPE AS A DIRECTOR	F	F	
UNILEVER PLC	Annual General Meeting	Management		TO RE-ELECT ANDREA JUNG AS A DIRECTOR	F	F F	
UNILEVER PLC UNILEVER PLC	Annual General Meeting Annual General Meeting	Management Management		TO RE-ELECT SUSAN KILSBY AS A DIRECTOR TO RE-ELECT RUBY LU AS A DIRECTOR	F	F	
UNILEVER PLC	Annual General Meeting	Management	03-May-2023		F	F	
UNILEVER PLC	Annual General Meeting	Management	03-May-2023		F	F	
UNILEVER PLC	Annual General Meeting	Management	03-May-2023	TO RE-ELECT GRAEME PITKETHLY AS A DIRECTOR	F	F	
UNILEVER PLC	Annual General Meeting	Management	03-May-2023		F	F	
UNILEVER PLC	Annual General Meeting	Management	03-May-2023	TO ELECT NELSON PELTZ AS A DIRECTOR	F F	F F	
UNILEVER PLC UNILEVER PLC	Annual General Meeting Annual General Meeting	Management Management	03-May-2023 03-May-2023	TO ELECT HEIN SCHUMACHER AS A DIRECTOR TO REAPPOINT KPMG LLP AS AUDITOR OF THE COMPANY	F F	F F	
UNILEVER PLC UNILEVER PLC	Annual General Meeting  Annual General Meeting	Management	03-May-2023		F	F	
UNILEVER PLC	Annual General Meeting	Management		TO AUTHORISE POLITICAL DONATIONS AND EXPENDITURE	F	F	
UNILEVER PLC	Annual General Meeting	Management		TO RENEW THE AUTHORITY TO DIRECTORS TO ISSUE SHARES	F	F	
UNILEVER PLC	Annual General Meeting	Management	03-May-2023	TO RENEW THE AUTHORITY TO DIRECTORS TO DISAPPLY PRE-EMPTION RIGHTS	F	F	
l				TO RENEW THE AUTHORITY TO DIRECTORS TO DISAPPLY PRE-EMPTION RIGHTS FOR THE PURPOSES OF	_	_ 1	
UNILEVER PLC UNILEVER PLC	Annual General Meeting Annual General Meeting	Management Management	03-May-2023 03-May-2023	ACQUISITIONS OR CAPITAL INVESTMENTS  TO RENEW THE AUTHORITY TO THE COMPANY TO PURCHASE ITS OWN SHARES	F F	F	
UNILEVER PLC UNILEVER PLC	Annual General Meeting  Annual General Meeting	Management	03-May-2023	TO SHORTEN THE NOTICE PERIOD FOR GENERAL MEETINGS TO 14 CLEAR DAYS' NOTICE	F	F	
0.1122.20.1.20	,aar General Weeting	anagement	03 IVIUY 2023	REPRICING OF STOCK OPTIONS GRANTED UNDER EQUITY STOCK OPTION PLAN FOR EMPLOYEES-2020		•	
AAVAS FINANCIERS LTD	Other Meeting	Management	08-May-2023	2020	F	F	
				REPRICING OF STOCK OPTIONS GRANTED UNDER EQUITY STOCK OPTION PLAN FOR EMPLOYEES - 2021			
AAVAS FINANCIERS LTD	Other Meeting	Management	08-May-2023		F	F	
AAVAS FINANCIERS LTD	Other Meeting	Management	08-May-2023	REPRICING OF STOCK OPTIONS GRANTED UNDER EQUITY STOCK OTPION PLAN FOR EMPLOYEES - 2022	F	F	

PUBLIC BANK BHD	Annual General Meeting	Management	15-May-2023	RE-ELECTION OF MR LAI WAN AS DIRECTOR	F	F	
PUBLIC BANK BHD	Annual General Meeting	Management	15-May-2023		F	F	
PUBLIC BANK BHD	Annual General Meeting	Management	15-May-2023		F	F	
			, , , , , ,	APPROVAL OF PAYMENT OF DIRECTORS' FEES, BOARD COMMITTEES MEMBERS' FEES, AND ALLOWANCES TO			
PUBLIC BANK BHD	Annual General Meeting	Management	15-May-2023		F	F	
			, , , , , ,	APPROVAL OF PAYMENT OF REMUNERATION AND BENEFITS-IN-KIND (EXCLUDING DIRECTOR'S FEE AND BOARD			
				MEETING ALLOWANCE) FOR FINANCIAL YEAR ENDED 31 DECEMBER 2022 TO THE LATE CHAIRMAN EMERITUS,			
PUBLIC BANK BHD	Annual General Meeting	Management	15-May-2023		F	F	
		Ĭ		RE-APPOINTMENT OF MESSRS ERNST & YOUNG PLT AS AUDITORS OF THE COMPANY FOR THE FINANCIAL YEAR			
				ENDING 31 DECEMBER 2023 AND AUTHORITY TO THE DIRECTORS TO FIX THE AUDITORS' REMUNERATION			
PUBLIC BANK BHD	Annual General Meeting	Management	15-May-2023		F	F	
				TO RECEIVE, CONSIDER AND ADOPT THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS AND THE REPORTS			
				OF THE DIRECTORS OF THE COMPANY (THE "DIRECTOR(S)") AND THE INDEPENDENT AUDITORS OF THE			
CHINA MEIDONG AUTO HOLDINGS LTD	Annual General Meeting	Management	16-May-2023	COMPANY FOR THE YEAR ENDED 31 DECEMBER 2022	F	F	
CHINA MEIDONG AUTO HOLDINGS LTD	Annual General Meeting	Management	16-May-2023	TO RE-ELECT MR. YE TAO AS AN EXECUTIVE DIRECTOR	F	F	
CHINA MEIDONG AUTO HOLDINGS LTD	Annual General Meeting	Management	16-May-2023	TO RE-ELECT MR. CHEN GUIYI AS AN INDEPENDENT NON-EXECUTIVE DIRECTOR	F	F	
CHINA MEIDONG AUTO HOLDINGS LTD	Annual General Meeting	Management	16-May-2023	TO RE-ELECT MR. TO SIU LUN AS AN INDEPENDENT NON-EXECUTIVE DIRECTOR	F	F	
				TO AUTHORIZE THE BOARD OF DIRECTORS (THE "BOARD") TO FIX THE REMUNERATION OF THE DIRECTORS			
CHINA MEIDONG AUTO HOLDINGS LTD	Annual General Meeting	Management	16-May-2023		F	F	
				TO RE-APPOINT KPMG AS THE AUDITORS OF THE COMPANY AND AUTHORIZE THE BOARD TO FIX THE			
CHINA MEIDONG AUTO HOLDINGS LTD	Annual General Meeting	Management	16-May-2023	REMUNERATION OF THE AUDITOR OF THE COMPANY	F	F	
				TO GRANT A GENERAL MANDATE TO THE DIRECTORS TO ALLOT, ISSUE AND DEAL WITH ADDITIONAL SHARES OF			
	1			THE COMPANY NOT EXCEEDING 20% OF THE ISSUED SHARES OF THE COMPANY AS AT THE DATE OF PASSING			
CHINA MEIDONG AUTO HOLDINGS LTD	Annual General Meeting	Management	16-May-2023	THIS RESOLUTION NO. 4	F	F	
				TO GRANT A GENERAL MANDATE TO THE DIRECTORS TO REPURCHASE SHARES OF THE COMPANY NOT			
	1			EXCEEDING 10% OF THE ISSUED SHARES OF THE COMPANY AS AT THE DATE OF PASSING THIS RESOLUTION NO. 5			
CHINA MEIDONG AUTO HOLDINGS LTD	Annual General Meeting	Management	16-May-2023		F	F	
				TO EXTEND THE GENERAL MANDATE TO THE DIRECTORS PURSUANT TO ORDINARY RESOLUTION NO. 4 TO			
				ALLOT, ISSUE AND DEAL WITH ADDITIONAL SHARES OF THE COMPANY BY ADDITION THERETO THE NUMBER OF			
CHINA MEIDONG AUTO HOLDINGS LTD	Annual General Meeting	Management	16-May-2023	SHARES REPURCHASED UNDER RESOLUTION NO. 5	F	F	
				TO APPROVE THE PAYMENT OF A FINAL DIVIDEND OF RMB0.1170 PER ORDINARY SHARE OF THE COMPANY FOR			
CHINA MEIDONG AUTO HOLDINGS LTD	Annual General Meeting	Management	16-May-2023		F	F	
				TO APPROVE THE PROPOSED AMENDMENTS TO THE EXISTING MEMORANDUM AND ARTICLES OF ASSOCIATION			
				OF THE COMPANY AND TO ADOPT THE AMENDED AND RESTATED MEMORANDUM AND ARTICLES OF			
CHINA MEIDONG AUTO HOLDINGS LTD	Annual General Meeting	Management	16-May-2023		F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management	16-May-2023		F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management	16-May-2023		F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management	16-May-2023		F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management		2022 ANNUAL ACCOUNTS	F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management	16-May-2023	2023 FINANCIAL BUDGET REPORT	F	F	
				2022 PROFIT DISTRIBUTION PLAN: THE DETAILED PROFIT DISTRIBUTION PLAN ARE AS FOLLOWS: 1) CASH			
				DIVIDEND/10 SHARES (TAX INCLUDED):CNY7.00000000 2) BONUS ISSUE FROM PROFIT (SHARE/10		_	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management	16-May-2023		<u> </u>	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management	16-May-2023		F F	F F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management	16-May-2023		F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management	16-May-2023		F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management	16-May-2023		F F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management	16-May-2023		F	F	
FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD	Annual General Meeting	Management	16-May-2023		r	F	
	1			TO RECEIVE THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF THE COMPANY, THE REPORT OF THE			
ALA CROUPLED	Annual Consent March		10 14 2022	DIRECTORS AND THE INDEPENDENT AUDITORS REPORT FOR THE YEAR ENDED 31 DECEMBER 2022	-	_	
AIA GROUP LTD	Annual General Meeting	Management	18-May-2023	TO DECLADE A FINAL DIVIDEND OF 442 40 HONG WONG CENTS SED SHARE FOR THE VEAR FUREY STATES	ŀ	F	
ALA CROUPLED	Annual Consent March		10 14 2022	TO DECLARE A FINAL DIVIDEND OF 113.40 HONG KONG CENTS PER SHARE FOR THE YEAR ENDED 31 DECEMBER	-	F	
AIA GROUP LTD	Annual General Meeting	Management	18-May-2023		ŀ	F	
ALA CROUPLED	Annual Consent March		10 14 2022	TO RE-ELECT MR. EDMUND SZE-WING TSE AS INDEPENDENT NON-EXECUTIVE DIRECTOR OF THE COMPANY	-	F	
AIA GROUP LTD	Annual General Meeting	Management	18-May-2023	TO DE FLECT AND LACY CHAP WAY ON CO. AS INDEPENDENT NON EVECUTIVE DIDECTOR OF THE CO.	r	F	
ALA CROUPLED	A		10.14: 2022	TO RE-ELECT MR. JACK CHAK-KWONG SO AS INDEPENDENT NON-EXECUTIVE DIRECTOR OF THE COMPANY	E	F	
AIA GROUP LTD	Annual General Meeting	Management	18-May-2023	TO DE SUSCE DEGREES ON A MUREN OF LANGE MUST AND AS IMPERSANDENT MONERAGE SUSCESSION OF THE	r	F	
ALA CROUPLED	Annual Consent March		10 14 2022	TO RE-ELECT PROFESSOR LAWRENCE JUEN-YEE LAU AS INDEPENDENT NON-EXECUTIVE DIRECTOR OF THE	-	F	
AIA GROUP LTD	Annual General Meeting	Management	18-May-2023		F	F	
ALA CROUDUTO	A		10.14: 2022	TO RE-APPOINT PRICEWATERHOUSECOOPERS AS AUDITOR OF THE COMPANY AND TO AUTHORISE THE BOARD	-		
AIA GROUP LTD	Annual General Meeting	Management	18-May-2023		ŀ	F	
	1			TO GRANT A GENERAL MANDATE TO THE DIRECTORS TO ALLOT, ISSUE AND DEAL WITH ADDITIONAL SHARES OF			
	1			THE COMPANY, NOT EXCEEDING 10 PER CENT OF THE NUMBER OF SHARES OF THE COMPANY IN ISSUE AS AT			
ALL CROUPLES			40.44	THE DATE OF THIS RESOLUTION, AND THE DISCOUNT FOR ANY SHARES TO BE ISSUED SHALL NOT EXCEED 10 PER	-	_	
AIA GROUP LTD	Annual General Meeting	Management	18-May-2023		f	F	
	1			TO GRANT A GENERAL MANDATE TO THE DIRECTORS TO BUY BACK SHARES OF THE COMPANY, NOT EXCEEDING			
ALA CROUPLED	A		10.14: 2022	10 PER CENT OF THE NUMBER OF SHARES OF THE COMPANY IN ISSUE AS AT THE DATE OF THIS RESOLUTION	-		
AIA GROUP LTD	Annual General Meeting	Management	18-May-2023	TO ADULET THE HAIT OF THE ANNUAL CHAIN OF THE DIDECTOR OF THE	<u>+</u>	F	
AIA GROUP LTD	Annual General Meeting	Management	18-Iviay-2023	TO ADJUST THE LIMIT OF THE ANNUAL SUM OF THE DIRECTORS FEE TO USD 3,800,000	F	F	
1	Annual General Meeting	Management	18-May-2023	TO APPROVE AND ADOPT THE PROPOSED AMENDMENTS TO THE SHARE OPTION SCHEME OF THE COMPANY	-	_	
AIA GROUP LTD							

AIA GROUP LTD	Annual General Meeting	Management	18-May-2023	TO APPROVE AND ADOPT THE RESTRICTED SHARE UNIT SCHEME OF THE COMPANY WITH THE AMENDED TERMS	E	F	
AIA GROUP LID	Allitual General Meeting	ivianagement	10-IVIAY-2025	TO APPROVE AND ADOPT THE EMPLOYEE SHARE PURCHASE PLAN OF THE COMPANY WITH THE AMENDED	г	F	
AIA GROUP LTD	Annual General Meeting	Management	18-May-2023	TERMS	F	F	
				TO APPROVE AND ADOPT THE AGENCY SHARE PURCHASE PLAN OF THE COMPANY WITH THE AMENDED TERMS			
AIA GROUP LTD	Annual General Meeting	Management	18-May-2023		F	F	
ADVANTECH CO LTD	Annual General Meeting	Management	25-May-2023	ADOPTION OF THE 2022 BUSINESS REPORT AND FINANCIAL STATEMENTS  ADOPTION OF THE PROPOSAL FOR DISTRIBUTION OF 2022 PROFITS . PROPOSED CASH DIVIDEND: TWD 10 PER	ŀ	F	
ADVANTECH CO LTD	Annual General Meeting	Management	25-May-2023	SHARE	F	F	
ADVANTECTICO ETO	Annual General Miceting	ividilagement	25 IVIUY 2025	ISSUANCE OF NEW SHARES FROM CAPITAL INCREASE BY EARNINGS. PROPOSED STOCK DIVIDEND: 100 FOR 1000			
ADVANTECH CO LTD	Annual General Meeting	Management	25-May-2023	SHS HELD.	F	F	
	_			THE COMPANY PLANS TO ISSUE EMPLOYEE SHARE OPTIONS WITH PRICE LOWER THAN FAIR MARKET VALUE.			
ADVANTECH CO LTD	Annual General Meeting	Management	25-May-2023		F	F	
ADVANTECH CO LTD	Annual General Meeting	Management	25-May-2023	THE ELECTION OF THE DIRECTOR.: K.C. LIU, SHAREHOLDER NO.0000001	F	F	
ADVANTES! SO LTD			25.44. 2022	THE ELECTION OF THE DIRECTOR.: K AND M INVESTMENT CO LTD, SHAREHOLDER NO.00000039, WESLEY LIU AS	-	-	
ADVANTECH CO LTD	Annual General Meeting	Management	25-May-2023	REPRESENTATIVE THE ELECTION OF THE DIRECTOR.: ADVANTECH FOUNDATION, SHAREHOLDER NO.00000163, CHANEY HO AS	F	F	
ADVANTECH CO LTD	Annual General Meeting	Management	25-May-2023	REPRESENTATIVE	E	F	
ADVANTECTICO ETO	Annual General Meeting	ividilagement	25 Ividy 2025	THE ELECTION OF THE DIRECTOR.: AIDC INVESTMENT CORP, SHAREHOLDER NO.00000040, TONY LIU AS			
ADVANTECH CO LTD	Annual General Meeting	Management	25-May-2023	REPRESENTATIVE	F	F	
ADVANTECH CO LTD	Annual General Meeting	Management		THE ELECTION OF THE DIRECTOR.: JEFF CHEN, SHAREHOLDER NO.B100630XXX	F	F	
ADVANTECH CO LTD	Annual General Meeting	Management	25-May-2023		F	F	
ADVANTECH CO LTD	Annual General Meeting	Management		THE ELECTION OF THE INDEPENDENT DIRECTOR.: BENSON LIU, SHAREHOLDER NO.P100215XXX	F	F	
ADVANTECH CO LTD	Annual General Meeting	Management		THE ELECTION OF THE INDEPENDENT DIRECTOR.: CHAN-JANE LIN, SHAREHOLDER NO.R203128XXX	F	F F	-
ADVANTECH CO LTD ADVANTECH CO LTD	Annual General Meeting	Management		THE ELECTION OF THE INDEPENDENT DIRECTOR.: MING-HUI CHANG, SHAREHOLDER NO.N120041XXX  EXEMPTION OF THE LIMITATION OF NON-COMPETITION ON THE DIRECTORS OF THE COMPANY.	F	F	
GUANGZHOU KINGMED DIAGNOSTICS GROUP CO., LTD.	Annual General Meeting Annual General Meeting	Management Management		2022 WORK REPORT OF THE BOARD OF DIRECTORS	F	F	
GUANGZHOU KINGMED DIAGNOSTICS GROUP CO., LTD.	Annual General Meeting	Management		2022 WORK REPORT OF THE BOARD OF DIRECTORS  2022 WORK REPORT OF THE SUPERVISORY COMMITTEE	F	F	
GUANGZHOU KINGMED DIAGNOSTICS GROUP CO., LTD.	Annual General Meeting	Management		2022 ANNUAL ACCOUNTS	F	F	
·	Ţ.	Ĭ		2022 PROFIT DISTRIBUTION PLAN: THE DETAILED PROFIT DISTRIBUTION PLAN ARE AS FOLLOWS: 1) CASH			
				DIVIDEND/10 SHARES (TAX INCLUDED):CNY17.80000000 2) BONUS ISSUE FROM PROFIT (SHARE/10			
GUANGZHOU KINGMED DIAGNOSTICS GROUP CO., LTD.	Annual General Meeting	Management	26-May-2023	SHARES):NONE 3) BONUS ISSUE FROM CAPITAL RESERVE (SHARE/10 SHARES):NONE	F	F	
GUANGZHOU KINGMED DIAGNOSTICS GROUP CO., LTD.	Annual General Meeting	Management	26-May-2023		F	F	
GUANGZHOU KINGMED DIAGNOSTICS GROUP CO., LTD.	Annual General Meeting	Management	26-May-2023		ŀ	F	-
GUANGZHOU KINGMED DIAGNOSTICS GROUP CO., LTD.	Annual General Meeting	Management	26-May-2023	CONFIRMATION OF 2022 REMUNERATION FOR DIRECTORS AND SENIOR MANAGEMENT, AND 2023 REMUNERATION PLAN	E	F	
GUANGZHOU KINGMED DIAGNOSTICS GROUP CO., LTD.	Annual General Meeting	Management	26-May-2023	CONFIRMATION OF 2022 REMUNERATION FOR SUPERVISORS, AND 2023 REMUNERATION PLAN	F	F	
				CHANGE OF THE COMPANY'S REGISTERED CAPITAL AND AMENDMENTS TO THE COMPANY'S ARTICLES OF	·		
GUANGZHOU KINGMED DIAGNOSTICS GROUP CO., LTD.	Annual General Meeting	Management	26-May-2023	ASSOCIATION	F	F	
CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting	Management		RE-ELECTION OF MS CH FERNANDEZ AS A DIRECTOR	F	F	
CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting	Management		RE-ELECTION OF MR SA DU PLESSIS AS A DIRECTOR	F	F	
CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting	Management		RE-ELECTION OF MR PJ MOUTON AS A DIRECTOR	F	F E	
CAPITEC BANK HOLDINGS LIMITED CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting  Annual General Meeting	Management Management		RE-APPOINTMENT OF PRICEWATERHOUSECOOPERS INC. AS AUDITOR RE-APPOINTMENT OF DELOITTE TOUCHE AS AUDITOR	r	F	
CAPITEC BANK HOLDINGS LIMITED	Allitual General Meeting	ividilageillelli	20-1VIAY-2023	APPROVAL TO ISSUE (I) THE RELEVANT LOSS ABSORBENT CAPITAL SECURITIES AND (II) ORDINARY SHARES UPON	г	г	
				THE OCCURRENCE OF A TRIGGER EVENT IN RESPECT OF THE RELEVANT LOSS ABSORBENT CAPITAL SECURITIES			
CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting	Management	26-May-2023	THE OCCUMENCE OF A MIGGENETICAL MARKET ENGINEER OF THE RELEVANT ESSENTIAL MARKET CONTINUES ESSENTIAL M	F	F	
CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting	Management	26-May-2023	GENERAL AUTHORITY TO ISSUE ORDINARY SHARES FOR CASH	F	F	
CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting	Management	26-May-2023		F	F	
CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting	Management	26-May-2023	NON-BINDING ENDORSEMENT OF THE IMPLEMENTATION REPORT ON THE REMUNERATION POLICY	F	F	ļ
CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting	Management	26-May-2023	APPROVAL OF THE NON-EXECUTIVE DIRECTORS REMUNERATION	F	F	<b>!</b>
CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting	Management	26-May-2023	GENERAL AUTHORITY FOR THE COMPANY TO REPURCHASE AND FOR SUBSIDIARIES TO PURCHASE ORDINARY SHARES	E	F	ĺ
CALITEC DANK HOLDINGS LIMITED	Annual General Meeting	Management	20-1V10Y-2023	AUTHORITY FOR THE BOARD TO AUTHORISE THE COMPANY TO PROVIDE FINANCIAL ASSISTANCE TO RELATED	1"	Г	<b>+</b>
CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting	Management	26-May-2023	COMPANIES AND CORPORATIONS	F	F	1
			,	AUTHORITY FOR THE BOARD TO AUTHORISE THE COMPANY TO PROVIDE FINANCIAL ASSISTANCE FOR THE			
				ACQUISITION OF ORDINARY SHARES FOR PURPOSES OF THE RESTRICTED SHARE PLAN FOR SENIOR MANAGERS			I
				REFER TO THE NOTICE OF AGM FOR MORE INFORMATION ON ELECTRONIC PARTICIPATION			1
CAPITEC BANK HOLDINGS LIMITED	Annual General Meeting	Management	26-May-2023		F	F	
				RESOLVED THAT THE AUDITED STANDALONE FINANCIAL STATEMENTS OF THE COMPANY FOR THE FINANCIAL			I
MAHINDRA & MAHINDRA LTD	Annual General Meeting	Management	04-Aug-2023	YEAR ENDED 31ST MARCH, 2023 AND THE REPORTS OF THE BOARD OF DIRECTORS AND AUDITORS THEREON, AS CIRCULATED TO THE MEMBERS, BE CONSIDERED AND ADOPTED	F	F	1
MANAGER & MANAGER	, amoun denotal Meeting	renagement	04 Aug-2023	RESOLVED THAT THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF THE COMPANY FOR THE FINANCIAL	'	'	<b> </b>
				YEAR ENDED 31ST MARCH, 2023 AND THE REPORT OF THE AUDITORS THEREON, AS CIRCULATED TO THE			I
MAHINDRA & MAHINDRA LTD	Annual General Meeting	Management	04-Aug-2023	MEMBERS, BE CONSIDERED AND ADOPTED	F	F	I
			_	RESOLVED THAT A DIVIDEND OF RS. 16.25 (325%) PER ORDINARY (EQUITY) SHARE OF THE FACE VALUE OF RS. 5			
				EACH FOR THE YEAR ENDED 31ST MARCH, 2023 ON 124,35,28,831 ORDINARY (EQUITY) SHARES OF THE			I
				COMPANY AGGREGATING RS. 2,020.73 CRORES AS RECOMMENDED BY THE BOARD OF DIRECTORS BE DECLARED			I
		l		AND THAT THE SAID DIVIDEND BE DISTRIBUTED OUT OF THE PROFITS FOR THE YEAR ENDED ON 31ST MARCH,	_	_	I
MAHINDRA & MAHINDRA LTD	Annual General Meeting	Management	04-Aug-2023	12023	F	F	
				DECOLVED THAT ARD AND AND KHAND CHARDAA (DIN), COMMODON MAND DETIDES BY DOTATION AND DESING SUCCESS			
MAHINDRA & MAHINDRA LTD	Annual General Meeting	Management	04-Aug-2023	RESOLVED THAT MR. VIJAY KUMAR SHARMA (DIN: 02449088), WHO RETIRES BY ROTATION AND BEING ELIGIBLE FOR RE-APPOINTMENT, BE RE-APPOINTED AS A DIRECTOR OF THE COMPANY	F	F	

MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  Manag	
MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  Manag	
MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  Manag	
RESOLVED THAT PURSUANT TO THE PROVISIONS OF SECTION 148 AND OTHER APPLICABLE PROVISIONS, IF ANY, OF THE COMPANIES ACT, 2013 AND THE COMPANIES ACT, 2014 AND AUDITORS, RULES, 2014 (INCLUDING ANY STATUTORY MODIFICATIONS) OR AMENOMENT(S) THEREOF, FOR THE TIME BEING IN FORCE) AND PURSUANT TO THE RECOMMENDATION OF THE AUDIT COMMITTEE, THE REMURERATION PAYABLE TO MESSER D. C. DOWN & CO., COST AUTHOR FROM REGISTATION NUMBER 000611, APPOINTED BY THE BOARD OF DIRECTORS OF THE COMPANY AS COST AUDITORS TO CONDUCT THE AUDIT OF THE COST RECOMPANY OF THE COMPANY AS COST AUDITORS TO CONDUCT THE AUDIT OF THE COST RECOMPANY OF THE COMPANY AS COST AUDITORS TO CONDUCT THE AUDIT OF THE COST RECORDS OF THE COMPANY (BULES GOODS AND SERVICES TAX, AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY (BULL GOODS AND SERVICES TAX, AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY (BULL GOODS AND SERVICES TAX, AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY (BULL GOODS AND SERVICES TAX, AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY (BULL GOODS AND SERVICES TAX, AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY (BULL GOODS AND SERVICES TAX, AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THE COMPANY (BULL GOODS AND SERVICES TAX, AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THE COMPANY (BULL GOODS AND SERVICES TAX, AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THE COMPANY (BULL GOODS AND SERVICES TAX, AND REIMBURSEMENT OF OUT OF POCKET EXPENSES TO THE COMPANY AUDITOR AND TO SETTLE ANY QUESTIONS, DIFFICILITIES OR SECONDATION OF THE COMPANY FOR THE	
OF THE COMPANIES ACT, 2013 AND THE COMPANIES (AUDIT AND AUDITORS) RULES, 2014 (INCLUDING ANY STATUTORY MODIFICATION(S) OR AMENDMENT(S) THERETO OR RE-ENACTMENT(S) THEREOF, FOR THE TIME BEING IN FORCE) AND PURSUANT TO THE RECOMMENDATION OF THE AUDIT COMMITTEE, THE REMUNERATION PAYABLE TO MESSRS D. C. DAVE & CO., COST ACCOUNTANTS HAVING FIRM REGISTRATION NUMBER 0006511, APPOINTED BY THE BOARD OF DIRECTORS OF THE COMPANY AS COST AUDITORS TO CONDUCT THE AUDIT OF THE COST RECORDS OF THE COMPANY FOR THE FINANCIAL YEAR ENDING 31ST MARCH, 2024, AMOUNTING TO RS. 9,00,000 (RUPEES NINE LAKHS ONLY) (PLUS GOODS AND SERVICES TAX AND REIMBURSEMENT OF DUT OF POCKET EXPENSES) BE RAITIFED. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY BE ACCORDED TO THE BOARD OF DIRECTORS OF THE COMPANY (INCLUDING ANY COMMITTEE THEREOF) TO DO ALL SUCH ACTS, DEEDS, MATTERS AND THINKS AND TO TAKE ALL SUCH STEPS AS MAY BE REQUIRED IN THIS CONNECTION INCLUDING SEEKING ALL NECESSARY APPROVALS TO GIVE EFFECT TO THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION AND TO SETTLE ANY QUESTIONS. DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION AND TO SETTLE ANY QUESTIONS. DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS RESOLUTION OF THE COMPAN	
STATUTORY MODIFICATION(S) OR AMENDMENT(S) THERETO OR RE-ENACTMENT(S) THEREOF, FOR THE TIME BEING IN FORCE) AND PURSUANT TO THE RECOMMENDATION OF THE AUDIT COMMITTEE, THE REMUNERATION PAYABLE TO MESSRS D. C. DAVE & CO., COST ACCOUNTANTS HAVING FRIM REGISTRATION NUMBER 000611, APPOINTED BY THE BOARD OF DIRECTORS OF THE COMPANY AS COST AUDITORS TO CONDUCT THE AUDIT OF THE COST RECORDS OF THE COMPANY AS COST AUDITORS TO CONDUCT THE AUDIT OF THE COST RECORDS OF THE COMPANY AS COST AUDITORS TO CONDUCT THE AUDIT OF THE COST RECORDS OF THE COMPANY (PLUS GODDS AND SERVICES TAX AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE ARTHER RESOLVED THAT APPROVAL OF THE COMPANY BE ACCORDED TO THE BOARD OF DIRECTORS OF THE COMPANY (INCLUDING ANY COMMITTEE THEREOF) TO DO ALL SUCH ACTS, DEEDS, MATTERS AND THINKS AND TO TAKE ALL SUCH STEPS AND THE REQUITON AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS REGURD TO THE SOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS REGARD  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  Management	
BEING IN FORCE) AND PURSUANT TO THE RECOMMENDATION OF THE AUDIT COMMITTEE, THE REMUNERATION PAYABLE TO MESSES D. C. DAVE & CO., COST ACCOUNTANTS HAVING FIRM REGISTRATION NUMBER 000611, APPOINTED BY THE BOARD OF DIRECTORS OF THE COMPANY AS COST AUDITORS TO CONDUCT THE AUDIT OF THE COST RECORDS OF THE COMPANY FOR THE FINANCIAL YEAR ENDING 31ST MARCH, 2024, AMOUNTING TO RS. 9,0,000 (RUPER SINE LAKHS DOUBLE STAN AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY BE ACCORDED TO THE BOARD OF DIRECTORS OF THE COMPANY BE REQUIRED IN THIS CONNECTION INCLUDING SERING ALL NECESSARY APPROVALS TO GIVE EFFECT TO THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS REGARD  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  Ann	
PAYABLE TO MESSRS D. C. DAYE & CO., COST ACCOUNTANTS HAVING FIRM REGISTRATION NUMBER 000611, APPOINTED BY THE BOARD OF DIRECTORS OF THE COMPANY AS COST AUDITORS TO CONDUCT THE AUDIT OF THE COST RECORDS OF THE COMPANY FOR THE FINANCIAL YEAR ENDING 31ST MARCH, 2024, AMOUNTING TO RS. 9,00,000 (RUPEES NINE LAKHS ONLY) (PLUS GOODS AND SERVICES TAX AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY BE ACCORDED TO THE BOARD OF DIRECTORS OF THE COMPANY (INCLUDING ANY COMMITTEE THEREOF) TO DO ALL SUCH ACTS, DEEDS, MATTERS AND THINGS AND TO TAKE ALL SUCH STEPS AS MAY BE REQUIRED IN THIS CONNECTION INCLUDING SEKING ALL NECESSARY APPROVALS TO GIVE BEFET TO THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS REGARD  MAHINDRA & MAHINDRA LTD Annual General Meeting Management Annual General Meeting Mana	
APPOINTED BY THE BOARD OF DIRECTORS OF THE COMPANY AS COST AUDITORS TO CONDUCT THE AUDIT OF THE COST RECORDS OF THE COMPANY FOR THE FINANCIAL YEAR ENDING 31ST MARCH, 2024, AMOUNTING TO RS. 9,00,000 (RUPEES NINE LAKES ONLY) (PLUS GOODS AND SERVICES TAX AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATHERD. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY BE ACCORDED TO THE BOARD OF DIRECTORS OF THE COMPANY (INCLUDING AND COMMITTEE THEREOF) TO DO ALL SUCH ACTS, DEEDS, MATTERS AND THINGS AND TO TAKE ALL SUCH STEPS AS MAY BE REQUIRED IN THIS CONNECTION INCLUDING SEEKING ALL NECESSARY APPROVALS TO GIVE EFFECT TO THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS REGARD  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  Annual General Meeting  Management  O4-Aug-2023  O4-Aug-2023  APPOINTED BY THE BOARD OF THE COMPANY OF THE COMPANY AND REVISION OF THE COMPANY  F F F  AMHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AMENDMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY  APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE COMPANY  F F F  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AMENDMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY  APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE COMPANY  F F  APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS DETWEEN THE  MATERIAL MODIFICATION OF BEALIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE	
THE COST RECORDS OF THE COMPANY FOR THE FINANCIAL YEAR ENDING 31ST MARCH, 2024, AMOUNTING TO RS. 9,0,0,000 (RIPPES NINE LAKES ONLY) (PLUS GOODS AND SERVICES TAX AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY BE ACCORDED TO THE BOARD OF DIRECTORS OF THE COMPANY (INCLUDING ANY COMMITTEE THEREOF) TO DO ALL SUCH ACTS, DEEDS, MATTERS AND TO TAKE ALL SUCH STEPS AS MAY BE REQUIRED IN THIS CONNECTION INCLUDING SERKING ALL NECESSARY APPROVALS TO GIVE EFFECT TO THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS REGARD  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  Management  O4-Aug-2023  F F  REVISION IN THE TERMS OF REMUNERATION OF DR. ANISH SHAH, MANAGING DIRECTOR AND CHIEF EXECUTIVE F F  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AND FARM SECTOR) OF THE COMPANY F F  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AMENDMENT TO THE RATICLES OF ASSOCIATION OF THE COMPANY F F  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AMENDMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY F F  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AMENDMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY F F  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  MAPPOWAL FOR MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE COMPANY F F  MAHINDRA & MAHINDRA LTD  Annual General Meeting  MANAGEMENT  O4-Aug-2023  MAPPOWAL FOR MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE COMPANY F F  MAHINDRA & MAHINDRA LTD  AND ARTICLES OF ASSOCIATION OF FARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE  MAHINDRA & MAHINDRA LTD  AND ARTICLES OF ASSOCIATION OF FARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE  MAHINDRA & MAHINDRA LTD  AND ARTICLES OF ASSOCIATION OF FARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE  MAHINDRA & MAHINDRA LTD  AND ARTICLES OF ASSOCIATION OF FARLIER A	
RS. 9,00,000 (RUPEES NINE LAKHS ONLY) (PLUS GOODS AND SERVICES TAX AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY BE ACCORDED TO THE BOARD OF DIRECTORS OF THE COMPANY (BLUCHDING ANY COMMITTEE THEREOF) TO DO ALL SUCH ACTS, DEEDS, MATTERS AND THINGS AND TO TAKE ALL SUCH STEPS AS MAY BE REQUIRED IN THIS CONNECTION INCLUDING SEEKING ALL NECESSARY APPROVALS TO GIVE EFFECT TO THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS REGARD  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  Management  O4-Aug-2023  AND FARM SECTOR) OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AND FARM SECTOR) OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AND FARM SECTOR) OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AND FARM SECTOR OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AND FARM SECTOR OF DRAWN SECTOR OF DRAWN SECTOR OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AMERINAL RELATED PARTY TRANSACTIONS BETWEEN THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS DETWEEN THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  MAERINAL MODIFICATION OF EARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE  MAHINDRA & MAHINDRA LTD  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  MERCONDA THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  AND A REGION OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  AND A REGION OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  AND A REGION OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  AND A REGION OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  AND A REGION OF THE COMPANY  F F F F MAHINDRA & MAHIN	
POCKET EXPENSES) BE RATIFIED. FURTHER RESOLVED THAT APPROVAL OF THE COMPANY BE ACCORDED TO THE BOARD OF DIRECTORS OF THE COMPANY (INCLUDING ANY COMMITTEE THEREOF) TO DO ALL SUCH ACTS, DEEDS, MATTERS AND THINGS AND TO TAKE ALL SUCH STEPS AS MAY BE REQUIRED IN THIS CONNECTION INCLUDING SEEKING ALL INCESSARY APPROVALS TO GIVE EFFECT TO THIS RESOLUTION AND TO SETTLE ANY QUESTIONS, DIFFICULTIES OR DOUBTS THAT MAY ARISE IN THIS REGARD  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  F F F REVISION IN THE TERMS OF REMUNERATION OF DR. ANISH SHAH, MANAGING DIRECTOR AND CHIEF EXECUTIVE F F F F MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AND FARM SECTOR) OF THE COMPANY F F F MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AMENDMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS PETAINING TO A SUBSIDIARY OF THE COMPANY F F F MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  MARAGEMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS PETAINING TO A SUBSIDIARY OF THE COMPANY F F F MAHINDRA & MAHINDRA LTD  AND ARRAGEMENT TO THE ARTICLES OF ASSOCIATION OF FREMINING TO A SUBSIDIARY OF THE COMPANY F F F MAHINDRA & MAHINDRA LTD  AND ARRAGEMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY F F F F MAHINDRA & MAHINDRA LTD  AND ARRAGEMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY F F F F MAHINDRA & MAHINDRA LTD  AND ARRAGEMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY F F F F MAHINDRA & MAHINDRA LTD  AND ARRAGEMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY F F F F MAHINDRA & MAHINDRA LTD  AND ARRAGEMENT TRANSACTIONS DETWENT THE COMPANY F F F F MAHINDRA & MAHINDRA LTD  AND ARRAGEMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY F F F F MAHINDRA & MAHINDRA LTD  AND ARRAGEMENT TO THE ARTICLES	
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MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  F F F  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  Management  O4-Aug-2023  OFFICER OF THE COMPANY  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  O4-Aug-2023  AMENDMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY AND ITS SUBSIDIARIES/  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  AMENDMENT TO THE ARTICLES OF ASSOCIATION SETWEEN THE COMPANY AND ITS SUBSIDIARIES/  APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS PERTAINING TO A SUBSIDIARY OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  MAHINDRA & MAHINDRA LTD  AND FRAM SECTOR) OF THE COMPANY  F F F MAPPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS PERTAINING TO A SUBSIDIARY OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  AND FRAM SECTOR) OF THE COMPANY  F F F MAHINDRA & MAHINDRA LTD  APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS DETWEEN THE  MATERIAL MODIFICATION OF EARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS DETWEEN THE	
MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  Manag	
MAHINDRA & MAHINDRA LTD Annual General Meeting Management O4-Aug-2023 OFFICER OF THE COMPANY F REVISION IN THE TERMS OF REMUNERATION OF MR. RAJESH JEJURIKAR, EXECUTIVE DIRECTOR AND CEO (AUTO Annual General Meeting Management O4-Aug-2023 AMD FARM SECTOR) OF THE COMPANY F F F MAHINDRA & MAHINDRA LTD Annual General Meeting Management O4-Aug-2023 AMENDMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY F F F APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE COMPANY APROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS PERTAINING TO A SUBSIDIARY OF THE COMPANY F F F MAHINDRA & MAHINDRA LTD Annual General Meeting Management O4-Aug-2023 MARADEMENT O4-Aug-2023 ASSOCIATE APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS PERTAINING TO A SUBSIDIARY OF THE COMPANY F F F MAHINDRA & MAHINDRA LTD Annual General Meeting Management O4-Aug-2023 MARADEMENT O4-Aug-2023 MARADEMENT O4-Aug-2023 ASSOCIATE APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS PERTAINING TO A SUBSIDIARY OF THE COMPANY F F F MATERIAL MODIFICATION OF EARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE  MATERIAL MODIFICATION OF EARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE	
REVISION IN THE TERMS OF REMUNERATION OF MR. RAJESH JEJURIKAR, EXECUTIVE DIRECTOR AND CEO (AUTO MAHINDRA & MAHINDRA LTD Annual General Meeting Management Annual General Meeting Annual General Meeting Management Annual General Meeting	
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MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  MENDMENT TO THE ARTICLES OF ASSOCIATION OF THE COMPANY  APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE COMPANY AND ITS SUBSIDIARIES/  F  APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS PERTAINING TO A SUBSIDIARY OF THE COMPANY  ANNUAL General Meeting  Management  O4-Aug-2023  MANUAL FOR MATERIAL RELATED PARTY TRANSACTIONS PERTAINING TO A SUBSIDIARY OF THE COMPANY  F  F  F  MATERIAL MODIFICATION OF EARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE	
APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE COMPANY AND ITS SUBSIDIARIES/  MAHINDRA & MAHINDRA LTD  Annual General Meeting  Management  O4-Aug-2023  APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS PERTAINING TO A SUBSIDIARY OF THE COMPANY  F F F  MATERIAL MODIFICATION OF EARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS DETWEEN THE	
MAHINDRA & MAHINDRA LTD Annual General Meeting Management Manageme	
APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS PERTAINING TO A SUBSIDIARY OF THE COMPANY  MAHINDRA & MAHINDRA LTD  APPROVAL FOR MATERIAL RELATED PARTY TRANSACTIONS PERTAINING TO A SUBSIDIARY OF THE COMPANY  F F MATERIAL MODIFICATION OF EARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE	
MAHINDRA & MAHINDRA LTD Annual General Meeting Management 04-Aug-2023 F F F MATERIAL MODIFICATION OF EARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE	
MATERIAL MODIFICATION OF EARLIER APPROVED MATERIAL RELATED PARTY TRANSACTIONS BETWEEN THE	
MAHINDRA & MAHINDRA LTD Annual General Meeting Management 04-Aug-2023 COMPANY AND ITS SUBSIDIARIES/ASSOCIATE F F	
TO RECEIVE, CONSIDER AND ADOPT THE AUDITED FINANCIAL STATEMENTS (STANDALONE & CONSOLIDATED) OF	
THE COMPANY FOR THE FINANCIAL YEAR ENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE	
MARICO LTD Annual General Meeting Management 11-Aug-2023 BOARD OF DIRECTORS AND STATUTORY AUDITORS THEREON F F	
TO CONFIRM THE INTERIM DIVIDEND AGGREGATING TO INR 4.50 PER EQUITY SHARE OF INR 1 EACH, PAID	
MARICO LTD Annual General Meeting Management 11-Aug-2023 DURING THE FINANCIAL YEAR ENDED MARCH 31, 2023 F F	
TO APPOINT A DIRECTOR IN PLACE OF MR. RISHABH MARIWALA (DIN: 03072284), WHO RETIRES BY ROTATION	
MARICO LTD Annual General Meeting Management 11-Aug-2023 AND BEING ELIGIBLE, OFFERS HINSELF FOR RE-APPOINTMENT F F	
RESOLVED THAT PURSUANT TO THE PROVISIONS OF SECTION 148 AND OTHER APPLICABLE PROVISIONS, IF ANY,	
OF THE COMPANIES ACT, 2013 AND THE RELEVANT RULES FRAMED THEREUNDER, AS AMENDED FROM TIME TO	
TIME, THE MEMBERS OF THE COMPANY DO HEREBY RATIFY THE REMUNERATION OF INS 10,00,000/- (RUPEES	
TEN LAKHS ONLY), PLUS APPLICABLE TAXES AND REIMBURSEMENT OF OUT-OF-POCKET EXPENSES, IF ANY, TO	
M/S. ASHWIN SOLANKI & ASSOCIATES, COST ACCOUNTANTS (FIRM REGISTRATION NO. 100392), AS APPROVED	
BY THE BOARD OF DIRECTORS, FOR CONDUCTING AUDIT OF THE COST RECORDS OF THE COMPANY FOR THE	
MARICO LTD Annual General Meeting Management 11-Aug-2023 FINANCIAL YEAR ENDING MARCH 31, 2024 F F F	
RE-APPOINTMENT OF MR. SAUGATA GUPTA (DIN: 05251806) AS THE MANAGING DIRECTOR & CHIEF EXECUTIVE	
MARICO LTD Annual General Meeting Management 11-Aug-2023 OFFICER OF THE COMPANY F	
APPOINTMENT OF MR. RAJAN BHARTI MITTAL (DIN: 00028016) AS AN INDEPENDENT DIRECTOR OF THE	
MARICO LTD Annual General Meeting Management 11-Aug-2023 COMPANY F F	
RESOLVED THAT THE AUDITED FINANCIAL STATEMENTS (STANDALONE AND CONSOLIDATED) OF THE COMPANY	
FOR THE FINANCIAL YEAR ENDED MARCH 31, 2023 AND THE REPORTS OF THE BOARD OF DIRECTORS AND	
AUDITORS THEREON, AS CIRCULATED TO THE MEMBERS, BE AND ARE HEREBY CONSIDERED AND ADOPTED	
BIOCON LTD Annual General Meeting Management 11-Aug-2023 F F	
RESOLVED THAT PURSUANT TO THE PROVISIONS OF SECTION 152 OF THE COMPANIES ACT, 2013, PROF. RAVI	
MAZUMDAR (DIN: 00109213), WHO RETIRES BY ROTATION AT THIS MEETING AND BEING ELIGIBLE HAS OFFERED	
HIMSELF FOR RE-APPOINTMENT, BE AND IS HEREBY APPOINTED AS A DIRECTOR OF THE COMPANY	
BIOCON LTD Annual General Meeting Management 11-Aug-2023 F F	
RESOLVED THAT THE FINAL DIVIDEND AT THE RATE OF 30% I.E. INR 1.50/- PER EQUITY SHARE OF FACE VALUE OF	
INR 5/- EACH FULLY-PAID UP OF THE COMPANY, AS RECOMMENDED BY THE BOARD OF DIRECTORS FOR THE	
FINANCIAL YEAR ENDED MARCH 31, 2023, BE AND IS HEREBY DECLARED AND THAT SUCH DIVIDEND BE PAID TO	
THOSE EQUITY SHAREHOLDERS WHOSE NAMES APPEAR IN THE REGISTER OF MEMBERS AS ON THE RECORD	
BIOCON LTD Annual General Meeting Management 11-Aug-2023 DATE FIXED FOR THE PURPOSE F F	

				RESOLVED THAT PURSUANT TO THE PROVISIONS OF SECTION 148 AND OTHER APPLICABLE PROVISIONS, IF ANY,			1
				OF THE COMPANIES ACT, 2013 READ WITH THE COMPANIES (AUDIT AND AUDITORS) RULES, 2014 (INCLUDING			
				ANY STATUTORY MODIFICATION(S) OR AMENDMENT(S) THERETO OR RE-ENACTMENT(S) THEREOF, FOR THE			
				TIME BEING IN FORCE), THE REMUNERATION PAYABLE TO M/S. RAO MURTHY & ASSOCIATES, COST			
				ACCOUNTANTS HAVING FIRM REGISTRATION NUMBER 000065, APPOINTED BY THE BOARD OF DIRECTORS OF			
				THE COMPANY AS THE COST AUDITORS TO CONDUCT THE AUDIT OF THE COST RECORDS OF THE COMPANY FOR			
				THE FINANCIAL YEAR ENDING MARCH 31, 2024, AMOUNTING TO INR 4,40,000 (RUPEES FOUR LAKHS FORTY			
				THOUSAND ONLY) (EXCLUDING ALL TAXES AND REIMBURSEMENT OF OUT OF POCKET EXPENSES) BE AND IS			
				HEREBY RATIFIED AND CONFIRMED; RESOLVED FURTHER THAT ANY DIRECTOR OR KEY MANAGERIAL PERSONNEL			
				OF THE COMPANY BE AND ARE HEREBY SEVERALLY AUTHORISED FOR AND ON BEHALF OF THE COMPANY TO DO			
				ALL SUCH ACTS, DEEDS, MATTERS AND THINGS AND TAKE ALL SUCH STEPS AS MAY BE NECESSARY, PROPER OR			
BIOCON LTD	Annual General Meeting	Management	11-11-2022	EXPEDIENT TO GIVE EFFECT TO THIS RESOLUTION	F	F	
BIOCON LTD	Annual General Meeting	Management	11-Aug-2023	RESOLVED THAT PURSUANT TO THE PROVISIONS OF SECTIONS 149, 152, 160 READ WITH SCHEDULE IV AND ANY	r	r	
				OTHER APPLICABLE PROVISIONS, IF ANY, OF THE COMPANIES ACT, 2013 AND THE RULES MADE THERE UNDER,			
				THE APPLICABLE PROVISIONS OF SECURITIES AND EXCHANGE BOARD OF INDIA (LISTING OBLIGATIONS AND			
				DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 (INCLUDING ANY STATUTORY MODIFICATION(S) OR RE-			
				ENACTMENT THEREOF FOR THE TIME BEING IN FORCE), IN ACCORDANCE WITH THE PROVISIONS OF ARTICLES OF			
				ASSOCIATION OF THE COMPANY AND BASED ON THE RECOMMENDATION OF THE NOMINATION AND			
				REMUNERATION COMMITTEE, MS. REKHA MEHROTRA MENON (DIN: 02768316), WHO WAS APPOINTED AS AN			
				ADDITIONAL DIRECTOR (CATEGORY: NON-EXECUTIVE INDEPENDENT) OF THE COMPANY BY THE BOARD OF			
			l	DIRECTORS WITH EFFECT FROM JULY 26, 2023 AND WHO HOLDS OFFICE TILL THE CONCLUSION OF THIS 45TH			
			l	ANNUAL GENERAL MEETING (AGM) IN TERMS OF SECTION 161 OF THE COMPANIES ACT, 2013, BE AND IS			
			l	HEREBY APPOINTED AS AN INDEPENDENT DIRECTOR OF THE COMPANY, NOT LIABLE TO RETIRE BY ROTATION,			
			l	FOR A TERM COMMENCING FROM DATE OF BOARD'S APPROVAL I.E. JULY 26, 2023 TILL THE CONCLUSION OF			
			l	48TH ANNUAL GENERAL MEETING TO BE HELD IN THE YEAR 2026; RESOLVED FURTHER THAT ANY DIRECTOR OR			
			l	THE KEY MANAGERIAL PERSONNEL OF THE COMPANY BE AND ARE HEREBY SEVERALLY AUTHORISED TO DO ALL			
				SUCH ACTS, DEEDS, MATTERS AND THINGS AND TAKE ALL SUCH STEPS AS MAY BE NECESSARY, PROPER OR			
				EXPEDIENT FOR APPOINTMENT OF MS. REKHA MEHROTRA MENON (DIN: 02768316), AS A NON-EXECUTIVE			
				INDEPENDENT DIRECTOR OF THE COMPANY			
				INDEPENDENT DIRECTOR OF THE CONFAINT	_	_	
BIOCON LTD S.F. HOLDING CO LTD	Annual General Meeting	Management	11-Aug-2023	H-SHARE OFFERING AND LISTING ON THE STOCK EXCHANGE OF HONG KONG	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	ivianagement	17-Aug-2023	PLAN FOR H-SHARE OFFERING AND LISTING ON THE STOCK EXCHANGE OF HONG KONG: STOCK TYPE AND PAR	r	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	17-Aug-2023	VALUE	E	Е	
3.1. HOLDING CO ETD	Extraordinary General Weeting	ivianagement	17-Aug-2023	PLAN FOR H-SHARE OFFERING AND LISTING ON THE STOCK EXCHANGE OF HONG KONG: ISSUING METHOD		'	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	17-Aug-2023	TE WY ON THE STREET CHEST ON THE STOCK EXCHANGE OF THOSE KONG. ISSUITE WELLTON	F	F	
	,			PLAN FOR H-SHARE OFFERING AND LISTING ON THE STOCK EXCHANGE OF HONG KONG: ISSUING SCALE			
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	17-Aug-2023		F	F	
				PLAN FOR H-SHARE OFFERING AND LISTING ON THE STOCK EXCHANGE OF HONG KONG: ISSUING TARGETS			
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	17-Aug-2023		F	F	
				PLAN FOR H-SHARE OFFERING AND LISTING ON THE STOCK EXCHANGE OF HONG KONG: PRICING METHOD	_	_	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	17-Aug-2023		F	F	
S E LIQUEING COLTE	Fisher Ordinary Consent Manatina		17 4 2022	PLAN FOR H-SHARE OFFERING AND LISTING ON THE STOCK EXCHANGE OF HONG KONG: ISSUING DATE	-	-	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	17-Aug-2023		F	F	
S E HOLDING COLTD	ExtraOrdinary Conoral Monting	Managamant	17 Aug 2022	PLAN FOR H-SHARE OFFERING AND LISTING ON THE STOCK EXCHANGE OF HONG KONG: ISSUING PRINCIPLES	-	-	
S.F. HOLDING CO LTD S.F. HOLDING CO LTD	ExtraOrdinary General Meeting ExtraOrdinary General Meeting		17-Aug-2023 17-Aug-2023	CONVERSION INTO A COMPANY LIMITED BY SHARES WHICH RAISES FUNDS OVERSEAS	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting		17-Aug-2023 17-Aug-2023	THE VALID PERIOD OF THE RESOLUTION ON THE H-SHARE OFFERING AND LISTING	F	F	
S.T.T. SEDING CO ETD	excaordinary deficial wiceting	anagement	1/ Aug-2023	AUTHORIZATION TO THE BOARD AND ITS AUTHORIZED PERSONS TO HANDLE MATTERS REGARDING THE H-	-		
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	17-Aug-2023	SHARE OFFERING AND LISTING	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting		17-Aug-2023	REPORT ON THE USE OF PREVIOUSLY-RAISED FUNDS	F	F F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting		17-Aug-2023		F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting			DISTRIBUTION PLAN FOR ACCUMULATED RETAINED PROFITS BEFORE THE H-SHARE OFFERING	F	F	
		_		AMENDMENTS TO THE COMPANY'S ARTICLES OF ASSOCIATION (DRAFT) AND RULES OF PROCEDURES			
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	17-Aug-2023	(APPLICABLE AFTER H-SHARE OFFERING)	F	F	
S.F. HOLDING CO LTD	ExtraOrdinary General Meeting	Management	17-Aug-2023	APPOINTMENT OF AUDIT FIRM FOR THE H-SHARE OFFERING AND LISTING	F	F	
		1		TO RECEIVE, CONSIDER AND ADOPT THE STANDALONE AUDITED FINANCIAL STATEMENT OF THE BANK FOR THE	-		
			l	FINANCIAL YEAR ENDED 31ST MARCH, 2023 TOGETHER WITH THE REPORTS OF THE BOARD OF DIRECTORS AND			
KOTAK MAHINDRA BANK LTD	Annual General Meeting	Management	19-Aug-2023	THE AUDITORS THEREON	F	F	
			l	TO RECEIVE, CONSIDER AND ADOPT THE CONSOLIDATED AUDITED FINANCIAL STATEMENT OF THE BANK FOR			
				FINANCIAL YEAR ENDED 31ST MARCH, 2023 TOGETHER WITH THE REPORT OF THE AUDITORS THEREON	_	_	
KOTAK MAHINDRA BANK LTD	Annual General Meeting	Management	19-Aug-2023		F	F	
KOTAK MALUMDDA DANK LTD	Annual Consul Maratin		10 4 2022	TO CONFIRM PAYMENT OF INTERIM DIVIDEND ON 8.10% NON-CONVERTIBLE PERPETUAL NON-CUMULATIVE	_	-	
KOTAK MAHINDRA BANK LTD	Annual General Meeting	Management	19-Aug-2023	PREFERENCE SHARES FOR FINANCIAL YEAR 2022-23	F F	F	
KOTAK MAHINDRA BANK LTD	Annual General Meeting	Management	19-Aug-2023	TO DECLARE DIVIDEND ON EQUITY SHARES FOR FINANCIAL YEAR 2022-23	F	F	
KOTAK MAHINDRA BANK LTD	Annual General Meeting	Management	10-10-2022	TO RE-APPOINT MR. DIPAK GUPTA (DIN: 00004771), WHO RETIRES BY ROTATION AND, BEING ELIGIBLE, HAS	c	E	
KOTAK MAHINDRA BANK LTD	Annual General Meeting	Management	19-Aug-2023	OFFERED HIMSELF FOR RE-APPOINTMENT TO RE-APPOINT MR. C. JAYARAM (DIN: 00012214), WHO RETIRES BY ROTATION AND, BEING ELIGIBLE, HAS	Г	г	
KOTAK MAHINDRA BANK LTD	Annual General Meeting	Management	19-Aug-2023	OFFERED HIMSELF FOR RE-APPOINTMENT	F	F	
	uar General Miceting	anagement	23 7.05 2023	FIXING OF REMUNERATION OF JOINT STATUTORY AUDITORS FOR THE AUDIT OF THE BANK'S STANDALONE AND	•		
KOTAK MAHINDRA BANK LTD	Annual General Meeting	Management	19-Aug-2023	CONSOLIDATED FINANCIAL STATEMENTS FOR FINANCIAL YEAR 2023-24	F	F	
1							

				TO RECEIVE AND ADOPT THE AUDITED FINANCIAL STATEMENTS AND THE REPORTS OF THE DIRECTORS AND	_	_	
VITASOY INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023	AUDITORS FOR THE YEAR ENDED 31ST MARCH, 2023  TO APPROVE THE PAYMENT OF A FINAL DIVIDEND IN RESPECT OF THE YEAR ENDED 31ST MARCH, 2023	F	F	
VITASOY INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023	TO APPROVE THE PAYMENT OF A FINAL DIVIDEND IN RESPECT OF THE YEAR ENDED 31ST MARCH, 2023	c	<b>E</b>	
VITASOY INTERNATIONAL HOLDINGS LTD		Management	28-Aug-2023	TO RE-ELECT DR. ROY CHI-PING CHUNG AS AN INDEPENDENT NON- EXECUTIVE DIRECTOR	F	F	
VITASOY INTERNATIONAL HOLDINGS LTD		Management	28-Aug-2023	TO RE-ELECT MS. YVONNE MO-LING LO AS AN NON-EXECUTIVE DIRECTOR	F	F	
VITASOY INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023	TO RE-ELECT MR. PETER TAK-SHING LO AS A NON-EXECUTIVE DIRECTOR	F	F	
VITASOY INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023		F	F	
VITASOY INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023	TO RE-ELECT MR. EUGENE LYE AS AN EXECUTIVE DIRECTOR	F	F	
VITASOY INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023	TO DETERMINE THE REMUNERATION OF THE DIRECTORS	F	F	
VITASOY INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023	TO APPOINT AUDITORS AND AUTHORISE THE DIRECTORS TO FIX THEIR REMUNERATION	F	F	
				TO GRANT A GENERAL MANDATE TO THE DIRECTORS TO ISSUE, ALLOT AND DEAL WITH ADDITIONAL SHARES OF			
				THE COMPANY, NOT EXCEEDING 10% OF THE NUMBER OF ISSUED SHARES OF THE COMPANY AS AT THE DATE	_	_	
VITASOY INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023	OF THIS RESOLUTION	F	F	
				TO GRANT A GENERAL MANDATE TO THE DIRECTORS TO BUY-BACK SHARES OF THE COMPANY, NOT EXCEEDING			
VITASOY INTERNATIONAL HOLDINGS LTD	Appual Coporal Mosting	Managamant	20 100 2022	10% OF THE NUMBER OF ISSUED SHARES OF THE COMPANY AS AT THE DATE OF THIS RESOLUTION	-	-	
VITASOT INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023	TO ADD THE NUMBER OF SHARES BOUGHT-BACK PURSUANT TO RESOLUTION 5B TO THE NUMBER OF SHARES	г	г	
VITASOY INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023	AVAILABLE PURSUANT TO RESOLUTION 5A	F	F	
VITASOY INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023	TO APPROVE THE AMENDMENTS TO THE SHARE AWARD SCHEME	F	F	
VITASOY INTERNATIONAL HOLDINGS LTD		Management	28-Aug-2023	TO APPROVE THE AMENDMENTS TO THE SHARE OPTION SCHEME	F	F	
				TO APPROVE THE AMENDMENTS TO THE ARTICLES OF ASSOCIATION OF THE COMPANY AND THE ADOPTION OF			
VITASOY INTERNATIONAL HOLDINGS LTD	Annual General Meeting	Management	28-Aug-2023	THE AMENDED AND RESTATED ARTICLES OF ASSOCIATION	F	F	
				CONNECTED TRANSACTIONS REGARDING THE SALE OF SOME EQUITIES IN A WHOLLY-OWNED SUBSIDIARY AND			
GUANGZHOU KINGMED DIAGNOSTICS GROUP CO., LTD.		Management	28-Aug-2023	THE WAIVER OF THE PREEMPTIVE RIGHTS FOR EQUITIES THEREIN	F	F	
CENTURY PACIFIC FOOD INC		Management	06-Jul-2023	CALL TO ORDER	F	F	
CENTURY PACIFIC FOOD INC		Management	06-Jul-2023	SECRETARYS PROOF OF DUE NOTICE OF THE MEETING AND DETERMINATION OF QUORUM	F	F	
CENTURY PACIFIC FOOD INC	Annual General Meeting	Management	06-Jul-2023	APPROVAL OF THE MINUTES OF THE STOCKHOLDERS MEETING HELD ON JUNE 30, 2022	F	F	
CENTURY PACIFIC FOOD INC	Annual General Meeting	Management	06-Jul-2023	MANAGEMENTS REPORT	F	F	
CENTURY DA CIFIC FOOD INC	Annual Cananal Manatina		00 1 2022	RATIFICATION OF ACTS OF THE BOARD OF DIRECTORS AND MANAGEMENT DURING THE PREVIOUS YEAR	F	-	
CENTURY PACIFIC FOOD INC CENTURY PACIFIC FOOD INC	Annual General Meeting Annual General Meeting	Management Management	06-Jul-2023 06-Jul-2023	ELECTION OF DIRECTOR: CHRISTOPHER T. PO	F	F	
CENTURY PACIFIC FOOD INC		Management	06-Jul-2023	ELECTION OF DIRECTOR: CHRISTOPHER 1. PO  ELECTION OF DIRECTOR: RICARDO GABRIEL T. PO	F	F	
CENTURY PACIFIC FOOD INC		Management	06-Jul-2023	ELECTION OF DIRECTOR: TEODORO ALEXANDER T. PO	F	F	
CENTURY PACIFIC FOOD INC		Management	06-Jul-2023	ELECTION OF DIRECTOR: LEONARDO ARTHUR T. PO	F	F	
CENTURY PACIFIC FOOD INC	Annual General Meeting	Management	06-Jul-2023	ELECTION OF DIRECTOR: REGINA JACINTO-BARRIENTOS	F	F	
CENTURY PACIFIC FOOD INC	Annual General Meeting	Management	06-Jul-2023	ELECTION OF DIRECTOR: STEPHEN ANTHONY T. CUUNJIENG (INDEPENDENT DIRECTOR)	F	F	
CENTURY PACIFIC FOOD INC	Annual General Meeting	Management	06-Jul-2023	ELECTION OF DIRECTOR: REGINA ROBERTA L. LORENZANA (INDEPENDENT DIRECTOR)	F	F	
CENTURY PACIFIC FOOD INC	Annual General Meeting	Management	06-Jul-2023	ELECTION OF DIRECTOR: PHILIP G. SOLIVEN (INDEPENDENT DIRECTOR)	F	F	
CENTURY PACIFIC FOOD INC	Annual General Meeting	Management	06-Jul-2023	ELECTION OF DIRECTOR: FRANCES J. YU (INDEPENDENT DIRECTOR)	F	F	
CENTURY PACIFIC FOOD INC		Management	06-Jul-2023	APPOINTMENT OF EXTERNAL AUDITOR: SGV AND CO	F	F	
CENTURY PACIFIC FOOD INC	Annual General Meeting	Management	06-Jul-2023	OTHER MATTERS	A F	F	
CENTURY PACIFIC FOOD INC	Annual General Meeting	Management	06-Jul-2023	ADJOURNMENT	ŀ	ŀ	
RIOCONILED	Other Martine		24 1 2022	TO APPROVE MATERIAL RELATED PARTY TRANSACTION(S) BETWEEN BIOCON BIOLOGICS LIMITED AND BIOCON	F	-	
BIOCON LTD	Other Meeting	Management	21-Jul-2023	BIOLOGICS UK LIMITED, BEING DIRECT AND INDIRECT SUBSIDIARIES OF THE COMPANY	r	r	
				TO APPROVE MATERIAL RELATED PARTY TRANSACTION(S) BETWEEN BIOSIMILAR COLLABORATIONS IRELAND LIMITED AND BIOCON BIOLOGICS INC USA, BEING INDIRECT SUBSIDIARIES OF THE COMPANY			
BIOCON LTD	Other Meeting	Management	21-Jul-2023	LIMITED AND BIOCON BIOLOGICS INC USA, BEING INDIRECT SUBSIDIARIES OF THE COMPANY	F	F	
SIGGOVE IS	other meeting	management	22 30: 2023	TO APPROVE MATERIAL RELATED PARTY TRANSACTION(S) BETWEEN BIOCON BIOLOGICS INC. USA AND		·	
BIOCON LTD	Other Meeting	Management	21-Jul-2023	BIOSIMILARS NEWCO LIMITED, BEING INDIRECT SUBSIDIARIES OF THE COMPANY	F	F	
	Ĭ			TO APPROVE MATERIAL RELATED PARTY TRANSACTION(S) BETWEEN BIOCON BIOLOGICS UK LIMITED AND			
BIOCON LTD	Other Meeting	Management	21-Jul-2023	BIOSIMILARS NEWCO LIMITED, BEING INDIRECT SUBSIDIARIES OF THE COMPANY	F	F	
				TO APPROVE MATERIAL RELATED PARTY TRANSACTION(S) BETWEEN BIOCON SDN BHD, MALAYSIA AND			
BIOCON LTD	Other Meeting	Management	21-Jul-2023	BIOSIMILARS NEWCO LIMITED, BEING INDIRECT SUBSIDIARIES OF THE COMPANY	F	F	
			1	TO APPROVE MATERIAL RELATED PARTY TRANSACTION(S) BETWEEN BIOSIMILAR COLLABORATIONS IRELAND			
				LIMITED AND BIOCON BIOLOGICS GERMANY GMBH, BEING INDIRECT SUBSIDIARIES OF THE COMPANY	_	_	
BIOCON LTD	Other Meeting	Management	21-Jul-2023		F	F	
			1	TO APPROVE MATERIAL RELATED PARTY TRANSACTION(S) BETWEEN BIOSIMILAR COLLABORATIONS IRELAND			
RIOCONITO	Other Meeting	Managamart	21 101 2022	LIMITED AND BIOSIMILARS NEWCO LIMITED, BEING INDIRECT SUBSIDIARIES OF THE COMPANY	F	F	
BIOCON LTD	Other Meeting	Management	21-Jul-2023	TO APPROVE MATERIAL RELATED PARTY TRANSACTION(S) BETWEEN BIOSIMILAR COLLABORATIONS IRELAND	г	r	
BIOCON LTD	Other Meeting	Management	21-Jul-2023	LIMITED AND MYLAN INC. (VIATRIS)	F	F	
5.555.1.215	outer meeting	anagement	21 341-2023	TO APPROVE MATERIAL RELATED PARTY TRANSACTION(S) BETWEEN THE COMPANY AND BIOCON BIOLOGICS	'		
BIOCON LTD	Other Meeting	Management	21-Jul-2023	IIMITED (BBI)	F	F	
				TO RECEIVE, CONSIDER AND ADOPT THE AUDITED FINANCIAL STATEMENTS (STANDALONE AND CONSOLIDATED)			
			I	OF THE COMPANY FOR THE FINANCIAL YEAR ENDED MARCH 31, 2023, TOGETHER WITH THE REPORTS OF THE			
DR REDDY'S LABORATORIES LTD	Annual General Meeting	Management	27-Jul-2023	BOARD OF DIRECTORS AND AUDITORS THEREON	F	F	
				TO DECLARE DIVIDEND OF INR 40 PER EQUITY SHARE FOR THE FINANCIAL YEAR ENDED MARCH 31, 2023			
DR REDDY'S LABORATORIES LTD	Annual General Meeting	Management	27-Jul-2023		F	F	
				TO RE-APPOINT MR. G V PRASAD (DIN: 00057433), AS A DIRECTOR, WHO RETIRES BY ROTATION, AND BEING	_		
DR REDDY'S LABORATORIES LTD	Annual General Meeting	Management	27-Jul-2023	ELIGIBLE OFFERS HIMSELF FOR RE-APPOINTMENT	F	F	

				APPOINTMENT OF DR. CLAUDIO ALBRECHT (DIN: 10109819), AS AN INDEPENDENT DIRECTOR OF THE COMPANY,			
DR REDDY'S LABORATORIES LTD	Annual General Meeting	Management	27-Jul-2023	IN TERMS OF SECTION 149 OF THE COMPANIES ACT, 2013	F	F	
				RE-APPOINTMENT OF MR. LEO PURI (DIN: 01764813) AS AN INDEPENDENT DIRECTOR FOR A SECOND TERM OF			
DR REDDY'S LABORATORIES LTD	Annual General Meeting	Management	27-Jul-2023	FIVE YEARS, IN TERMS OF SECTION 149 OF THE COMPANIES ACT, 2013	F	F	
				RE-APPOINTMENT OF MS. SHIKHA SHARMA (DIN: 00043265) AS AN INDEPENDENT DIRECTOR FOR A SECOND			
DR REDDY'S LABORATORIES LTD	Annual General Meeting	Management	27-Jul-2023	TERM OF FIVE YEARS, IN TERMS OF SECTION 149 OF THE COMPANIES ACT, 2013	F	F	
				REMUNERATION PAYABLE TO COST AUDITORS, M/S. SAGAR & ASSOCIATES, COST ACCOUNTANTS, FOR THE			
DR REDDY'S LABORATORIES LTD	Annual General Meeting	Management	27-Jul-2023	FINANCIAL YEAR ENDING MARCH 31, 2024	F	F	