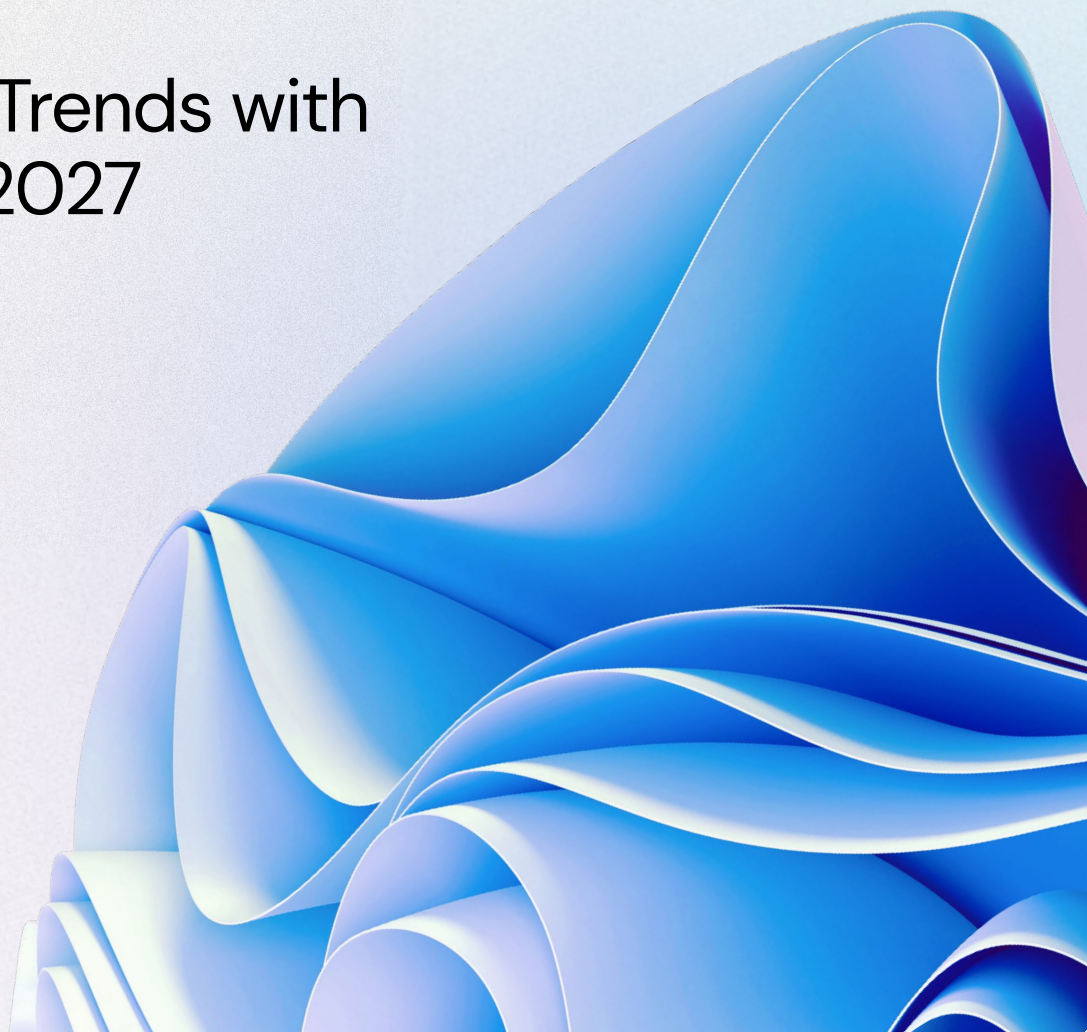
Labrador Transparency

The Continued Importance of Clear Board Diversity Disclosure

2026 Proxy Trends with Insights for 2027

November 2026

By Laura Ann Smith



The proxy trends series is prepared by Labrador's Lead Advisors and explores emerging trends in proxy statements in 2026 and offers insights and actionable elements for your teams to consider as you prepare your 2027 Proxy Statement.

Introduction

U.S. board diversity disclosure continues to evolve in response to investor expectations and proxy advisor policies. Despite the current administration's anti-DEI initiatives, some major investors expressed clear expectations for continued disclosure on board diversity. Companies are moving beyond standardized matrices to provide more tailored, skills- and strategy-linked narratives. Clear, consistent disclosure remains critical, particularly as investors assess diversity in the context of board effectiveness and long-term value creation.

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State of Play

Investor Voting Policies

Major institutional investors and the proxy advisory firms generally softened their quantitative demographic-based board diversity targets for the 2026 proxy season, moving instead to broader definitions of diversity and approaches to evaluating board effectiveness. Notably, Glass Lewis maintained its gender diversity requirements for Russell 3000 companies though it softened its responses for enforcement to flag concerns instead of universally recommending votes against directors.

Shareholder Proposals

The 2026 proxy season amplified the trends that began to emerge in 2025 and reflect the ongoing caution created by the current anti-DEI legal and political environment. Overall, pro-DEI proposals declined sharply and were significantly outpaced by anti-DEI proposals in 2026. Conversely, anti-DEI proposals generally received minimal support (on average 1.5%) while the pro-DEI proposals averaged over 10%[1], demonstrating that shareholder support for board diversity and related disclosures remain relevant and that companies should continue to focus on how to best present the information on their directors, individually and in the aggregate, so that shareholders understand how the slate of directors presented at the annual meeting can support the company's operations and strategic initiatives.

Changes to Company Disclosures

In reviewing board related disclosures included in proxy statements for the 2026 season, companies have generally responded to the changing landscape by modifying their disclosures from a primary focus on gender and racial/ethnic diversity to return to a focus on the depth of skills, backgrounds, and representative viewpoints brought to the board by the directors as a whole, through an increased variety of demographic, life, or work experience.

More specifically, a review of the S&P100 demonstrates that most companies continue to discuss the diversity of directors, though the presentation of that information may have changed:

- Proxy summaries typically focus on independence, age, and tenure – though many still include gender and racial/ethnic diversity statistics. Where the latter is included, it may not be at an equal presentation to the other characteristics and instead included within a less prominent infographic or included narratively in a table among a host of other discussion points.
- Even if not mentioned in the proxy summary, a significantly higher percentage of companies continue to provide aggregate statistics on gender and racial/ethnic diversity, either narratively or visually, in the discussion of board composition (typically located within the Election of Directors or Corporate Governance section).
- There are still a meaningful number of companies that include individual characteristics by director, including gender and race/ethnicity, within the skills matrix presentation.

[1] How DEI Shareholder Proposals Are Fairing in 2026, Harvard Law School Forum on Corporate Governance, June 5, 2026, https://corpgov.law.harvard.edu/2026/06/05/how-dei-shareholder-proposals-are-faring-in-2026/#more-181643

- Simultaneously, companies are again speaking of diversity of experience more broadly, particularly in discussions of board diversity policies, and also expanding the identified diversity categories to include such things as birthplace or country of residence of directors, international experience, veteran status, sexual orientation, and other company-specific key differentiators.
- Also, some companies are beginning to move away from the traditional skills matrix table with an expanded discussion of key skills for directors and how they support company strategy and business operations and then include the list of applicable skills in the director biographies only. Some companies are also now including a list of key skills in the overview of director nominees (either in the proxy summary or at the outset of the Election of Directors discussion).

Takeaways for 2027

We would anticipate the 2027 proxy season to see a continuation of the trends in 2026, with companies focused on navigating the divide between the current anti-DEI political environment and the broader desire of shareholders to understand how the composition of the board of directors supports the needs of the company now and into the future. The emphasis should remain on disclosure that allows readers to ascertain the appropriate representation of those personal and professional experiences necessary to understand and oversee key risks for the company. Those needs and approaches to disclosure will remain heavily influenced by industry and governmental relationships as well as shareholder base, while all companies should continue to lean into tailored, skills- and strategy-linked narratives with clear, consistent disclosure that allows investors to assess diversity in the context of board effectiveness and long-term value creation for the company.

Benchmarking

Location of Board Diversity disclosures

In Proxy Summary	In Election of Directors	In Corporate Governance
15%	39%	30%

Terminology Used

"Diversity"	Other Diversity-related Terms	Alternate Terminology	Avoids Diversity Terminology
30%	1%	17%	13%

Section Headings

Dedication Section (regardless of wording)	Uses "Diversity" in the Section Heading
29%	12%

Visual vs. Narrative Disclosures

Includes Graphics	Narrative Only
21%	31%

Presentation of Demographic Information

In the Aggregate	By Director	Includes Matrix or Table	Includes Additional Categories
26%	16%	19%	9%

Disclosure Examples

The following examples are intended to provide guidance on the various approaches companies are using in the current environment to present the diversity of the company's board of directors and how it supports their ability to oversee the company, its operations, and strategic priorities.

ADM – *Includes board characteristics in a table in the proxy summary with infographics later in the document with the skills matrix; also includes key skills for each director in the nominee overview in the proxy summary.*

Board of Directors Highlights

Our Board is comprised of directors with a broad array of perspectives who have a variety of skills and experience for effective oversight of the Company's long-term strategy and business. The following tables provide information about our director nominees. More detailed information is provided in each director nominee's biography beginning on page 10.

- Continued to focus on Board refreshment and succession planning, appointing Mr. McMurray, a new independent director, to the Board in March 2026, and appointing two new committee chairs
- Provided robust oversight on Company strategic areas of focus, including portfolio simplification and key growth initiatives, as well as the Company's actions in response to its challenging operating environment
- Continued to actively oversee ADM's commitment to ethics, compliance and integrity, including closely monitoring the effectiveness of, and ongoing enhancements to, the ADM ethics and compliance program
- Continued to focus on CEO and leadership succession planning and development

Board Structure and Composition

Chairman Classification	Combined
Independent Lead Director	Yes
Director Term	One Year
Number of Directors	13
% Independent	92%
% Overall Diversity	54%
% Racial / Ethnic Diversity	38%
% Women	31%
Average Director Tenure (Years)	9
Average Director Age	64



ADM PROXY HIGHLIGHTS — Board of Directors Highlights

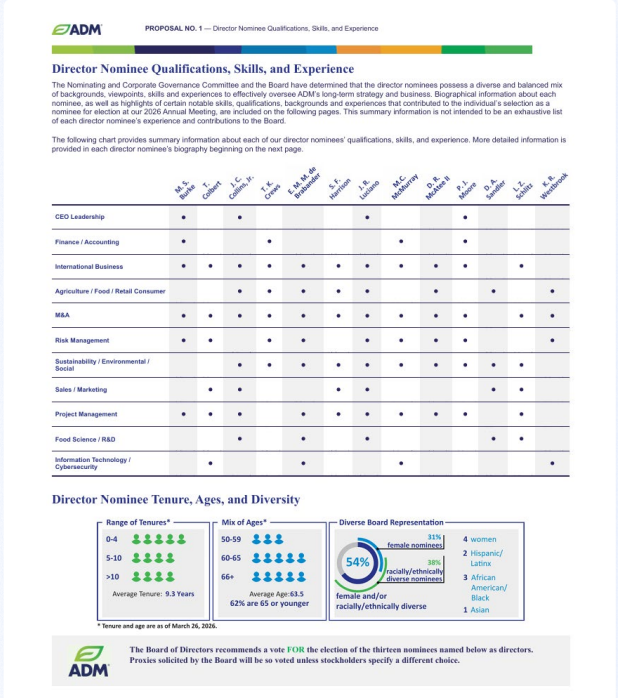
DIRECTOR OVERVIEW

Director	Director Since	Age	Gender	Committees	Brings to the Board
Michael S. Burke	2018	62	M	A (C), NCG	Successful track record of driving the evolution of global businesses, strategic planning, international market dynamics, and overseeing risk management
Theodore Colbert III	2021	52	M	CS, ST	Expertise in information technology, cybersecurity, automation, data and analytics, corporate leadership, and international business experience
James C. Collins, Jr.	2022	63	M	A, CS	Executive leadership background in global agriculture and food science innovation, extensive sales and marketing expertise and a deep understanding of agricultural sustainability, governance and M&A
Terrell K. Crews *Lead Independent Director*	2011	70	M		Expertise with the international agricultural industry, business transformation, and agri-business operations, as well as with corporate finance and M&A activity
Ellen de Brabander	2023	63	F	NCG, ST	Broad scientific background, R&D expertise and a strong track record of innovation in several industries including human nutrition, life sciences and animal health
Suzan F. Harrison	2017	68	F	ST (C), A	Executive experience in operational management and a deep understanding of consumer trends, sales and marketing and developing customer-driven innovation, as well as sustainability
Juan R. Luciano *Chair of the Board, President and Chief Executive Officer*	2014	64	M		Experience with ADM's major growth drivers, sales and marketing efforts, strategy development, and the accelerated deployment of technological innovation to meet customer needs
David R. McAtee II	2024	57	M	NCG, CS	Experience with strategic planning, governance, risk management, and data security, and a successful track record of engaging key government and institutional stakeholders
Michael C. McMurray	2026	61	M	A, ST	Broad financial leadership, strategic planning expertise, and extensive global business experience, including in cyclical commodity markets
Patrick J. Moore	2003	71	M	NCG (C), A	Financial expertise and substantial executive leadership experience in international banking and finance, strategy development, commodity management, and operations management
Debra A. Sandler	2016	66	F	A, NCG	Marketing and operating experience, understanding of consumer behavior, and a proven record of creating, building, enhancing, and leading well-known consumer brands
Lei Schlitz	2019	59	F	CS, ST	Experience in strategy development, M&A, growth initiatives, and operational excellence at an international scale, as well as R&D expertise within the food science sector
Kelvin R. Westbrook	2003	70	M	CS (C), NCG	Valuable insights on consumer trends and preferences, extensive information technology and cybersecurity experience, and significant legal expertise in M&A and risk management

Committee Key:

A = Audit, CS = Compensation and Succession, NCG = Nominating and Corporate Governance, ST = Sustainability and Technology, C = Chair

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ADM PROPOSAL NO. 1 — Director Nominee Qualifications, Skills, and Experience

Director Nominee Qualifications, Skills, and Experience

The Nominating and Corporate Governance Committee and the Board have determined that the director nominees possess a diverse and balanced mix of backgrounds, viewpoints, skills and experiences to effectively oversee ADM's long-term strategy and business. Biographical information about each nominee, as well as highlights of certain notable skills, qualifications, backgrounds and experiences that contributed to the individual's selection as a nominee for election at our 2026 Annual Meeting, are included on the following pages. This summary information is not intended to be an exhaustive list of each director nominee's experience and contributions to the Board.

The following chart provides summary information about each of our director nominees' qualifications, skills, and experience. More detailed information is provided in each director nominee's biography beginning on the next page.

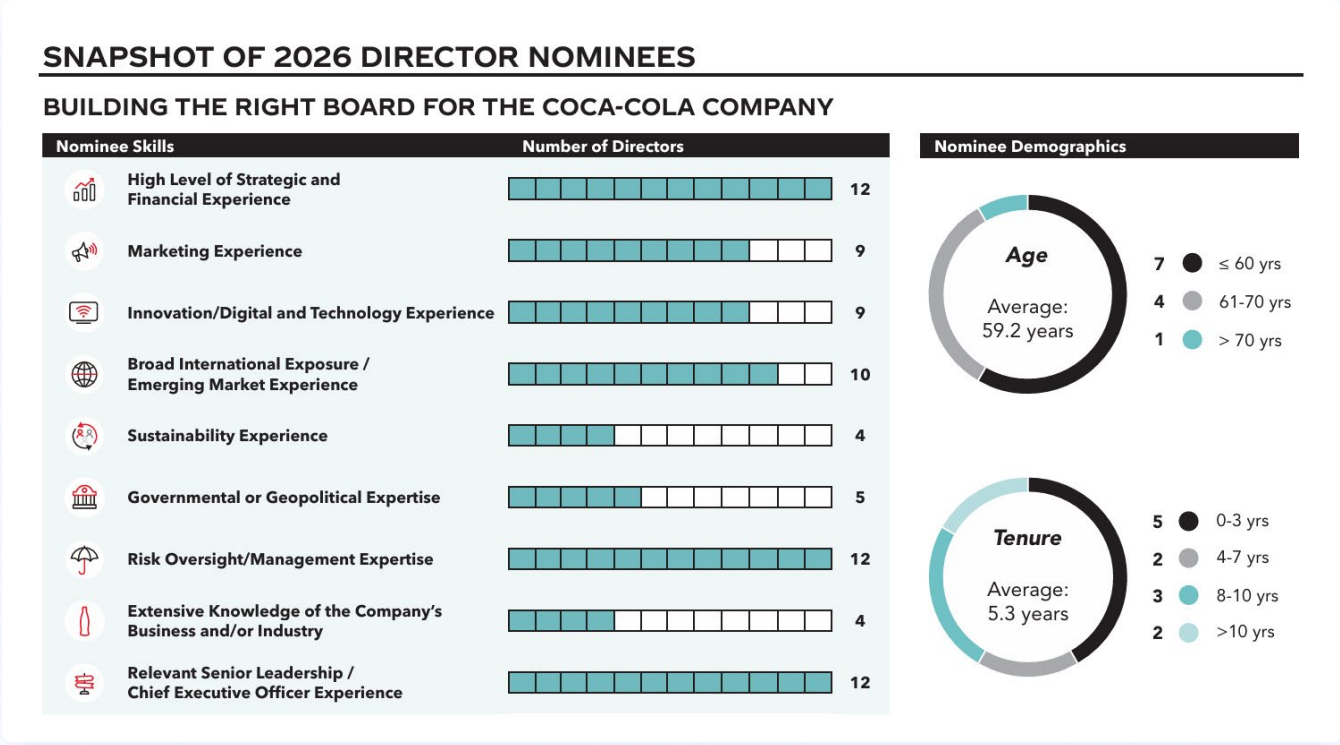
	M. S. Burke	T. Colbert	J. C. Collins Jr.	T. K. Crews	M. M. de Brabander	S. F. Harrison	J. R. Luciano	M.C. McMurray	D. R. McAtee II	P. J. Moore	D. A. Sandler	L. Z. Schlitz	K. R. Westbrook
CEO Leadership	•		•				•			•			
Finance / Accounting	•			•				•		•			
International Business	•	•	•	•	•	•	•	•	•	•		•	
Agriculture / Food / Retail Consumer			•	•	•	•	•		•		•		•
M&A	•	•	•	•	•	•	•	•	•	•		•	•
Risk Management	•	•		•	•		•	•	•	•			•
Sustainability / Environmental / Social			•	•	•	•	•	•	•	•	•	•	
Sales / Marketing		•	•			•	•				•	•	
Project Management	•	•	•		•	•	•	•	•	•		•	
Food Science / R&D			•		•		•				•	•	
Information Technology / Cybersecurity		•			•			•					•

Director Nominee Tenure, Ages, and Diversity

* Tenure and age are as of March 26, 2026.

ADM The Board of Directors recommends a vote FOR the election of the thirteen nominees named below as directors. Proxies solicited by the Board will be so voted unless stockholders specify a different choice.

Coca-Cola – *Disclosures are focused on "building the right board" for the company through diversity of backgrounds, experiences, skillsets, and perspectives represented on the board; in lieu of a traditional skills matrix, highlights how key qualifications and experiences support core business needs and priorities and uses the board biographies to indicate individual director skills.*



SNAPSHOT OF 2026 DIRECTOR NOMINEES

BUILDING THE RIGHT BOARD FOR THE COCA-COLA COMPANY

Nominee Skills	Number of Directors
High Level of Strategic and Financial Experience	12
Marketing Experience	9
Innovation/Digital and Technology Experience	9
Broad International Exposure / Emerging Market Experience	10
Sustainability Experience	4
Governmental or Geopolitical Expertise	5
Risk Oversight/Management Expertise	12
Extensive Knowledge of the Company's Business and/or Industry	4
Relevant Senior Leadership / Chief Executive Officer Experience	12

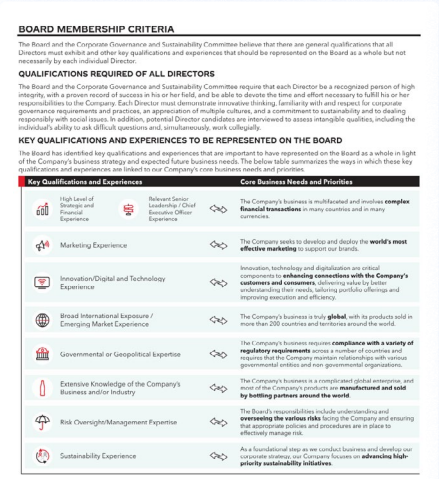
Nominee Demographics

Age
Average: 59.2 years

7	≤ 60 yrs
4	61-70 yrs
1	> 70 yrs

Tenure
Average: 5.3 years

5	0-3 yrs
2	4-7 yrs
3	8-10 yrs
2	>10 yrs



BOARD MEMBERSHIP CRITERIA

The Board and the Corporate Governance and Sustainability Committee believe that there are general qualifications that all Directors must exhibit and other key qualifications and experiences that should be represented on the Board as a whole but not necessarily by each individual Director.

QUALIFICATIONS REQUIRED OF ALL DIRECTORS

The Board and the Corporate Governance and Sustainability Committee require that each Director be a recognized person of high integrity, with a proven record of success in his or her field, and be able to devote the time and effort necessary to fulfill his or her responsibilities to the Company. Each Director must demonstrate innovative thinking, familiarity with and respect for corporate governance requirements and practices, an appreciation of multiple cultures, and a commitment to sustainability and to dealing responsibly with social issues. In addition, potential Director candidates are interviewed to assess intangible qualities, including the individual's ability to ask difficult questions and, simultaneously, work collegially.

KEY QUALIFICATIONS AND EXPERIENCES TO BE REPRESENTED ON THE BOARD

The Board has identified key qualifications and experiences that are important to have represented on the Board as a whole in light of the Company's business strategy and expected future business needs. The below table summarizes the ways in which these key qualifications and experiences are linked to our Company's core business needs and priorities.

Key Qualifications and Experiences	Core Business Needs and Priorities
High Level of Strategic and Financial Experience; Relevant Senior Leadership / Chief Executive Officer Experience	The Company's business is multifaceted and involves **complex financial transactions** in many countries and in many currencies.
Marketing Experience	The Company seeks to develop and deploy the **world's most effective marketing** to support our brands.
Innovation/Digital and Technology Experience	Innovation, technology and digitalization are critical components to **enhancing connections with the Company's customers and consumers**, delivering value by better understanding their needs, tailoring portfolio offerings and improving execution and efficiency.
Broad International Exposure / Emerging Market Experience	The Company's business is truly **global**, with its products sold in more than 200 countries and territories around the world.
Governmental or Geopolitical Expertise	The Company's business requires **compliance with a variety of regulatory requirements** across a number of countries and requires that the Company maintain relationships with various governmental entities and non governmental organizations.
Extensive Knowledge of the Company's Business and/or Industry	The Company's business is a complicated global enterprise, and most of the Company's products are **manufactured and sold by bottling partners around the world**.
Risk Oversight/Management Expertise	The Board's responsibilities include understanding and **overseeing the various risks** facing the Company and ensuring that appropriate policies and procedures are in place to effectively manage risk.
Sustainability Experience	As a foundational step as we conduct business and develop our corporate strategy, our Company focuses on **advancing high-priority sustainability initiatives**.



BIOGRAPHICAL INFORMATION ABOUT OUR DIRECTOR NOMINEES

Included in each Director nominee's biography that follows is a description of five key qualifications and experiences of such nominee. Many of our Director nominees have more than five qualifications, and the aggregate number for all Director nominees is reflected on **page 8**. The Board and the Corporate Governance and Sustainability Committee believe that the combination of the various qualifications and experiences of the Director nominees would contribute to an effective and well-functioning Board and that, individually and as a whole, the Director nominees possess the necessary qualifications to provide effective oversight of the business and quality advice and counsel to the Company's management.

HERB ALLEN

AGE: 58 | INDEPENDENT
DIRECTOR SINCE: 2021
COMMITTEES: Corporate Governance and Sustainability (Chair); Finance

CAREER HIGHLIGHTS

Allen & Company LLC, a private investment banking firm focused on media, entertainment, technology and other innovative industries

- President (since 2002)
- Executive Vice President and Managing Director of Allen & Company Incorporated, the predecessor to the investment banking business of Allen & Company LLC (1993 to 2002)

PUBLIC BOARD MEMBERSHIPS

Current Public Company Boards:

- Grupo Televisa, S.A.B. (Alternate) (since 2002)

Previous Public Company Boards (Past Five Years):

- Coca-Cola FEMSA, S.A.B. de C.V. (Alternate) (2000 to 2022)

KEY QUALIFICATIONS AND EXPERIENCES

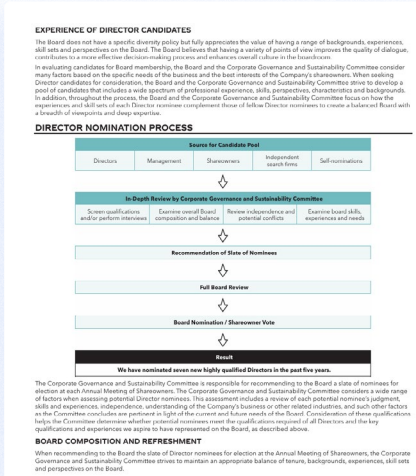
High Level of Strategic and Financial Experience
Extensive experience supervising business operations, including providing strategic and financial advisory and investment banking services to public and private companies at Allen & Company LLC. Supervises Allen & Company LLC's principal financial and accounting officers on all matters related to the firm's financial position and results of operations as well as the presentation of its financial statements.

Relevant Senior Leadership / Chief Executive Officer Experience
President of Allen & Company LLC, a privately held investment banking firm, and its affiliate, Allen Investment Management LLC, a privately held investment advisory firm, since 2002.

Innovation/Digital and Technology Experience
Extensive entrepreneurial experience overseeing investments by Allen & Company LLC into early stage companies, focusing on technologies, including e-commerce, data analytics, cybersecurity, artificial intelligence, biotechnology and SaaS technologies.

Broad International Exposure / Emerging Market Experience
Considerable international experience as President of Allen & Company LLC, working with international clients on mergers and acquisitions, capital markets and other advisory assignments with a focus on European and Latin American clients.

Risk Oversight/Management Expertise
Extensive risk and management experience as President of Allen & Company LLC, including overseeing and assessing the performance of companies and public accountants with respect to matters related to the preparation, audit and evaluation of financial statements.



EXPERIENCE OF DIRECTOR CANDIDATES

The Board does not have a specific diversity policy but fully appreciates the value of having a range of backgrounds, experiences, skill sets and perspectives on the Board. The Board believes that having a variety of points of view improves the quality of dialogue, contributes to a more effective decision-making process and enhances overall culture in the boardroom.

In evaluating candidates for Board membership, the Board and the Corporate Governance and Sustainability Committee consider many factors based on the specific needs of the business and the best interests of the Company's shareowners. When seeking Director candidates for consideration, the Board and the Corporate Governance and Sustainability Committee strive to develop a pool of candidates that includes a wide spectrum of professional experience, skills, perspectives, characteristics and backgrounds. In addition, throughout the process, the Board and the Corporate Governance and Sustainability Committee focus on how the experiences and skill sets of each Director nominee complement those of fellow Director nominees to create a balanced Board with a breadth of viewpoints and deep expertise.

DIRECTOR NOMINATION PROCESS

Source for Candidate Pool
Directors | Management | Shareowners | Independent search firms | Self-nominations

In-Depth Review by Corporate Governance and Sustainability Committee
Screen qualifications and/or perform interviews | Examine overall Board composition and balance | Review independence and potential conflicts | Examine board skills, experiences and needs

Recommendation of Slate of Nominees

Full Board Review

Board Nomination / Shareowner Vote

Result
We have nominated seven new highly qualified Directors in the past five years.

The Corporate Governance and Sustainability Committee is responsible for recommending to the Board a slate of nominees for election at each Annual Meeting of Shareowners. The Corporate Governance and Sustainability Committee considers a wide range of factors when assessing potential Director nominees. This assessment includes a review of each potential nominee's judgment, skills and experiences, independence, understanding of the Company's business or other related industries, and such other factors as the Committee concludes are pertinent in light of the current and future needs of the Board. Consideration of these qualifications helps the Committee determine whether potential nominees meet the qualifications required of all Directors and the key qualifications and experiences we aspire to have represented on the Board, as described above.

BOARD COMPOSITION AND REFRESHMENT

When recommending to the Board the slate of Director nominees for election at the Annual Meeting of Shareowners, the Corporate Governance and Sustainability Committee strives to maintain an appropriate balance of tenure, backgrounds, experiences, skill sets and perspectives on the Board.

Cognizant – *Includes top qualifications for each director in overview of nominees and includes percentage of directors born outside the US and worked overseas in addition to gender and racial/ethnic diversity characteristics in the proxy summary; also highlights birthplace in board biographies.*



PROPOSAL 1

Election of 13 director nominees

Elect the following 13 director nominees to serve until the 2027 annual meeting of shareholders.

See **page 18** for additional information regarding this proposal.

	Leadership roles / Committees	Top qualifications
Zein Abdalla, 67 Former President of PepsiCo *Independent director since 2015*	• **Chair,** Governance and Sustainability Committee • Compensation and Human Capital Committee	• Operations management • Public company leadership • Public company governance
Vinita Bali, 70 Former CEO and Managing Director of Britannia Industries and Former VP, The Coca-Cola Company *Independent director since 2020*	• Compensation and Human Capital Committee • Governance and Sustainability Committee	• International business development • Public company leadership • Public company governance
Eric Branderiz, 61 Former EVP and CFO of Enphase Energy *Independent director since 2023*	• Audit Committee • Compensation and Human Capital Committee	• Operations management • Public company governance • Finance, accounting and risk management
Archana Deskus, 60 Former EVP and CTO of PayPal *Independent director since 2020*	• Audit Committee • Finance and Strategy Committee	• Technology and consulting services • Innovation and security • Regulated industries
John M. Dineen, 63 Former President and CEO of GE Healthcare *Independent director since 2017*	• **Chair,** Finance and Strategy Committee • Audit Committee	• Regulated industries • Operations management • Public company leadership
Ravi Kumar S, 54 CEO of Cognizant *Director since 2023*		• Technology and consulting services • Talent management • Public company leadership
Leo S. Mackay, Jr., 64 SVP, Ethics and Enterprise Assurance of Lockheed Martin *Independent director since 2012*	• **Chair,** Compensation and Human Capital Committee • Audit Committee	• Innovation and security • Regulated industries • Finance, accounting and risk management
Michael Patsalos-Fox, 73 Former Chairman, the Americas of McKinsey & Company and Former CEO of Stroz Friedberg *Independent director since 2012*	• Finance and Strategy Committee • Governance and Sustainability Committee	• Technology and consulting services • Talent management • Innovation and security



	Leadership roles / Committees	Top qualifications
Stephen J. Rohleder, 68 Former Group Chief Executive, North America and COO of Accenture plc *Independent director since 2022*	• **Chair of the Board of Directors** • Finance and Strategy Committee • Governance and Sustainability Committee	• Technology and consulting services • Operations management • Public company leadership
Bram Schot, 64 Former Chairman and CEO of Audi AG *Independent director since 2023*	• Finance and Strategy Committee • Governance and Sustainability Committee	• Operations management • International business development • Public company leadership
Karima Silvent, 52 Group Deputy General Secretary and CHRO, Member of the Management Committee of AXA *Independent director since 2024*	• Compensation and Human Capital Committee	• Talent management • Regulated industries • International business development
Joseph M. Velli, 68 Former Senior EVP and member of the Policy Committee of The Bank of New York *Independent director since 2017*	• Audit Committee • Compensation and Human Capital Committee	• Technology and consulting services • Regulated industries • Operations management
Sandra S. Wijnberg, 69 Former CFO of Marsh & McLennan Companies and Former CAO of Aquiline Holdings *Independent director since 2019*	• **Chair,** Audit Committee • Finance and Strategy Committee	• Technology and consulting services • Regulated industries • Finance, accounting and risk management

✔ Board recommendation: **Vote FOR** each director nominee.

- We have built an independent Board with broad and diverse experience and sound judgment that is committed to representing the long-term interests of our shareholders.

See our Board qualifications on **pages 15** to **17** and our director nominees' biographies starting on **page 20**.

Qualified

Our Board's full qualifications (see matrix on **page 17**)

62% Technology and Consulting Services
38% Talent Management
31% Innovation and Security
54% Regulated Industries
77% Operations Management
92% International Business Development
54% Public Company Leadership
85% Public Company Governance
23% Finance, Accounting and Risk Management

Diverse

Our Board's demographics
62% born outside the United States
54% worked overseas
46% racially/ethnically diverse
31% female

Engaged

99% average attendance of directors at 2025 Board and committee meetings

Independent

92% directors are independent

Tenure

Average: 7 years
8% 0-2 years
54% 3-6 years
38% 7+ years

Age

Average: 64 years old



Zein Abdalla | 67 Independent

Former President of PepsiCo

Director Since: 2015
Birthplace: Sudan

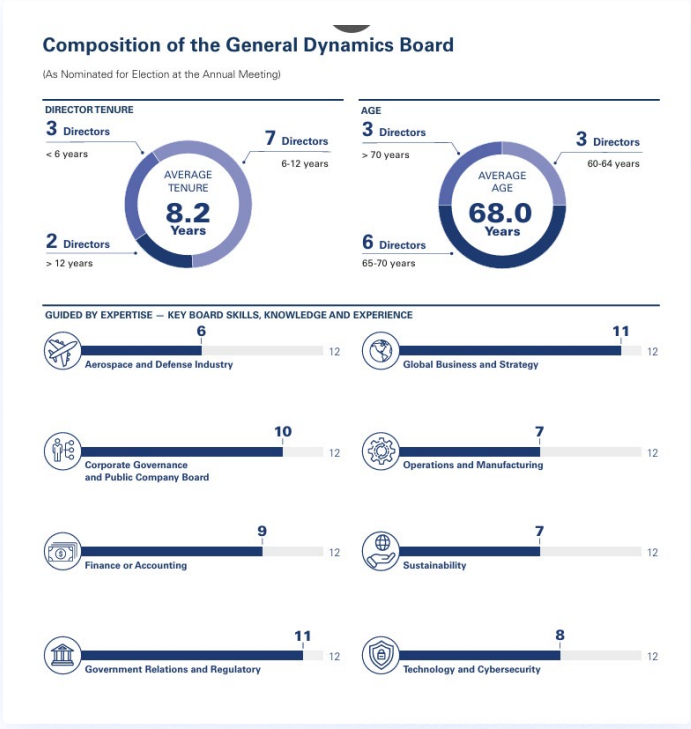
Committees: Compensation and Human Capital, Governance and Sustainability (Chair)

Education: Imperial College, London University – B.S.

Mr. Abdalla brings to Cognizant's Board of Directors decades of experience having led and shaped large-scale operations across the world as President and a manager of key divisions of PepsiCo.

Period	Relevant experience	Qualifications
1995-2014	**PepsiCo, Inc. (PEP), a multinational food, snack and beverage company** **President (2012 – 2014)** **Chief Executive Officer, PepsiCo Europe (2009 – 2012)** **President, PepsiCo Europe (2006 – 2009)** **Various senior executive positions (1995 – 2006)** Public company leadership and experience leading and shaping large scale operations across the world from his global President role and decades of executive experience at a leading Fortune 50, Nasdaq-listed global company.	
From: 2012-2022	**Past public company director positions** **The TJX Companies, Inc.** (TJX), a retailer of apparel and home fashions	
Since: 2025 2017 2017 2016 2016	**Select other positions** **Majid Al Futtaim Holding LLC** – holding board non-executive director **Mastercard Foundation** – board member and chair (since 2020) **Kuwait Food Company K.S.C.P.** – board member **Imperial College Business School Advisory Board** – member **Mars, Incorporated** – board advisor	

[General Dynamics] – *Includes aggregate presentation of age, tenure, and skills in the proxy summary; focus under Election of Directors is on diversity of key skills and expertise as well as diversity of background, perspective, and life experience resulting in a "balanced board with unique perspectives."*



Composition of the General Dynamics Board

(As Nominated for Election at the Annual Meeting)

DIRECTOR TENURE

3 Directors — < 6 years
7 Directors — 6-12 years
2 Directors — > 12 years
AVERAGE TENURE 8.2 Years

AGE

3 Directors — > 70 years
3 Directors — 60-64 years
6 Directors — 65-70 years
AVERAGE AGE 68.0 Years

GUIDED BY EXPERTISE — KEY BOARD SKILLS, KNOWLEDGE AND EXPERIENCE

Aerospace and Defense Industry	6 / 12
Global Business and Strategy	11 / 12
Corporate Governance and Public Company Board	10 / 12
Operations and Manufacturing	7 / 12
Finance or Accounting	9 / 12
Sustainability	7 / 12
Government Relations and Regulatory	11 / 12
Technology and Cybersecurity	8 / 12



ELECTION OF THE BOARD OF DIRECTORS OF THE COMPANY

PROPOSAL 1

- Accomplished slate of nominees, with diversity of background, experience, skills and characteristics beneficial to our company
- All nominees are independent, except the chairman
- Average director tenure of 8.2 years

YOUR BOARD OF DIRECTORS UNANIMOUSLY RECOMMENDS A VOTE FOR ALL DIRECTOR NOMINEES.

Director Nominations

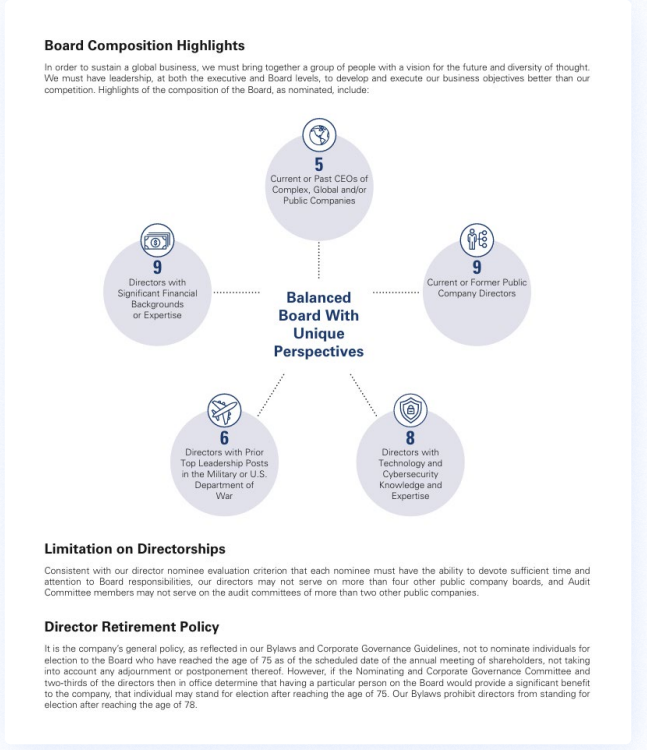
Directors are elected at each annual meeting of shareholders and hold office for one-year terms, until their successors are elected and qualified, or until their earlier death, removal or resignation. The Nominating and Corporate Governance Committee leads consideration of director nominees from various sources and identifies nominees with the primary goal of ensuring the Board collectively serves the interests of shareholders.

NOMINEES ARE THOROUGHLY EVALUATED TO ENSURE A BALANCED AND EFFECTIVE BOARD

- Capacity to devote sufficient time and attention to Board responsibilities
- Absence of conflicts of interest
- Background and professional experience
- Diversity of key skills and expertise
- Ethics and integrity
- Diversity of background, perspective and life experience
- For incumbents: performance, participation and contributions to the Board

DIRECTOR CANDIDATE EVALUATION

Potential Board candidates are evaluated in the context of the current Board composition to ensure we have directors with different backgrounds, talent, skills and expertise. This ensures that our directors bring a broad perspective to the company on a range of important issues.



Board Composition Highlights

In order to sustain a global business, we must bring together a group of people with a vision for the future and diversity of thought. We must have leadership, at both the executive and Board levels, to develop and execute our business objectives better than our competition. Highlights of the composition of the Board, as nominated, include:

Balanced Board With Unique Perspectives

- 5 — Current or Past CEOs of Complex, Global and/or Public Companies
- 9 — Directors with Significant Financial Backgrounds or Expertise
- 9 — Current or Former Public Company Directors
- 6 — Directors with Prior Top Leadership Posts in the Military or U.S. Department of War
- 8 — Directors with Technology and Cybersecurity Knowledge and Expertise

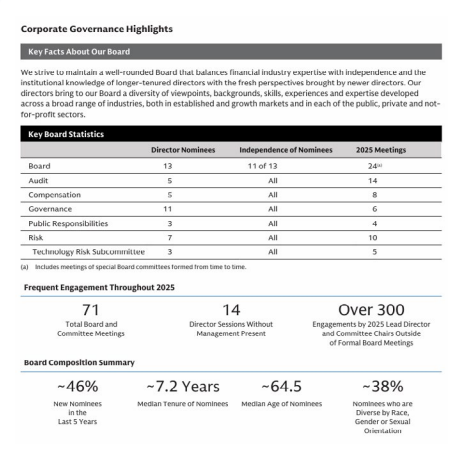
Limitation on Directorships

Consistent with our director nominee evaluation criterion that each nominee must have the ability to devote sufficient time and attention to Board responsibilities, our directors may not serve on more than four other public company boards, and Audit Committee members may not serve on the audit committees of more than two other public companies.

Director Retirement Policy

It is the company's general policy, as reflected in our Bylaws and Corporate Governance Guidelines, not to nominate individuals for election to the Board who have reached the age of 75 as of the scheduled date of the annual meeting of shareholders, not taking into account any adjournment or postponement thereof. However, if the Nominating and Corporate Governance Committee and two-thirds of the directors then in office determine that having a particular person on the Board would provide a significant benefit to the company, that individual may stand for election after reaching the age of 75. Our Bylaws prohibit directors from standing for election after reaching the age of 78.

[Goldman Sachs](#) – *Includes aggregate percentage of board that represents diverse characteristics under board composition summary in the proxy summary as well as includes key qualifications of nominees in overview table; provides more detailed nominee demographics (including military service) under Election of Directors; in lieu of skills matrix, includes narrative of core qualifications and additional skills and experiences using nominee table and board biographies to provide detailed information on key experiences and qualifications of each director.*



Corporate Governance Highlights

Key Facts About Our Board

We strive to maintain a well-rounded Board that balances financial industry expertise with independence and the institutional knowledge of longer-tenured directors with the fresh perspectives brought by newer directors. Our directors bring to our Board a diversity of viewpoints, backgrounds, skills, experiences and expertise developed across a broad range of industries, both in established and growth markets and in each of the public, private and not-for-profit sectors.

Key Board Statistics

	Director Nominees	Independence of Nominees	2025 Meetings
Board	13	11 of 13	24[a]
Audit	5	All	14
Compensation	5	All	8
Governance	11	All	6
Public Responsibilities	3	All	4
Risk	7	All	10
Technology Risk Subcommittee	3	All	5

(a) Includes meetings of special Board committees formed from time to time.

Frequent Engagement Throughout 2025

71	14	Over 300
Total Board and Committee Meetings	Director Sessions Without Management Present	Engagements by 2025 Lead Director and Committee Chairs Outside of Formal Board Meetings

Board Composition Summary

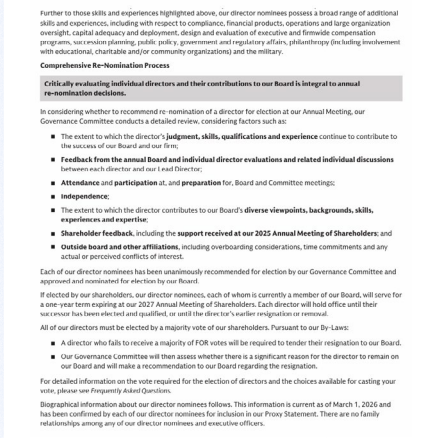
~46%	~7.2 Years	~64.5	~38%
New Nominees in the Last 5 Years	Median Tenure of Nominees	Median Age of Nominees	Nominees who are Diverse by Race, Gender or Sexual Orientation



Director Nominees

Name/Age	Director Since	Qualifications/Key Experience
David Solomon, 64 Chairman & CEO	October 2018	▪ Experienced leader across the range of our businesses ▪ Deep business, operational and industry expertise ▪ Primary face of our firm
David Viniar, 70* Independent Lead Director Chair, Governance	January 2013	▪ Strong financial industry leader ▪ Deep financial acumen and risk and regulatory expertise ▪ Leadership and governance experience
Michele Burns, 68*	October 2011	▪ Broad public company governance experience ▪ Human capital management and strategic consulting experience ▪ Expertise in accounting and the review and preparation of financial statements
Mark Flaherty, 66*	December 2014	▪ Leadership experience in investment management industry ▪ Informed perspective on institutional investors' approach to company performance and corporate governance ▪ Risk expertise
Kimberley Harris, 55* Chair, Compensation	May 2021	▪ Cross-disciplinary legal experience ▪ Government and regulatory affairs expertise ▪ Informed perspective on public policy and stakeholder views
John Hess, 71*	June 2024	▪ Strong leader with strategic development expertise ▪ Deep business, operations and global expertise ▪ Leadership and governance experience
Kevin Johnson, 65*	October 2022	▪ Technology and consumer leader with multi-disciplinary background ▪ International business and growth markets experience ▪ Leadership and governance expertise
Ellen Kullman, 70* Chair, Public Responsibilities	December 2016	▪ Key leadership and strategic experience, with engineering background ▪ Corporate governance and compensation expertise ▪ Focus on risk management and governance-related matters
KC McClure, 61*	February 2025	▪ Leadership, finance and operations experience ▪ Background in strategic planning and execution ▪ Expertise in financial management and the review and preparation of financial statements
Thomas Montag, 69* Chair, Risk	July 2023	▪ Financial services industry expertise ▪ Deep and informed risk management acumen ▪ Leadership experience
Peter Oppenheimer, 63* Chair, Audit	March 2014	▪ Resource deployment and risk management expertise ▪ Experienced in financial management and the review and preparation of financial statements ▪ Seasoned perspective on oversight of technology and technology risks
Jan Tighe, 62* Chair, Technology Risk Subcommittee	December 2018	▪ Expert in technology risk, including cybersecurity ▪ Strategic planning and operations expertise ▪ Leadership and governance experience
John Waldron, 57	February 2025	▪ Broad experience across our firm with deep industry knowledge and operational expertise ▪ Client-centric perspective ▪ Strong focus on risk management and culture

* Independent



Further to those skills and experiences highlighted above, our director nominees possess a broad range of additional skills and experiences, including with respect to compliance, financial products, operations and large organization oversight, capital adequacy and deployment, design and evaluation of executive and firmwide compensation programs, succession planning, public policy, government and regulatory affairs, philanthropy (including involvement with educational, charitable and/or community organizations) and the military.

Comprehensive Re-Nomination Process

Critically evaluating individual directors and their contributions to our Board is integral to annual re-nomination decisions.

In considering whether to recommend re-nomination of a director for election at our Annual Meeting, our Governance Committee conducts a detailed review, considering factors such as:

- The extent to which the director's **judgment, skills, qualifications and experience** continue to contribute to the success of our Board and our firm;
- **Feedback from the annual Board and individual director evaluations and related individual discussions** between each director and our Lead Director;
- **Attendance** and **participation** at, and **preparation** for, Board and Committee meetings;
- **Independence**;
- The extent to which the director contributes to our Board's **diverse viewpoints, backgrounds, skills, experiences and expertise**;
- **Shareholder feedback**, including the **support received at our 2025 Annual Meeting of Shareholders**; and
- **Outside board and other affiliations**, including overboarding considerations, time commitments and any actual or perceived conflicts of interest.

Each of our director nominees has been unanimously recommended for election by our Governance Committee and approved and nominated for election by our Board.

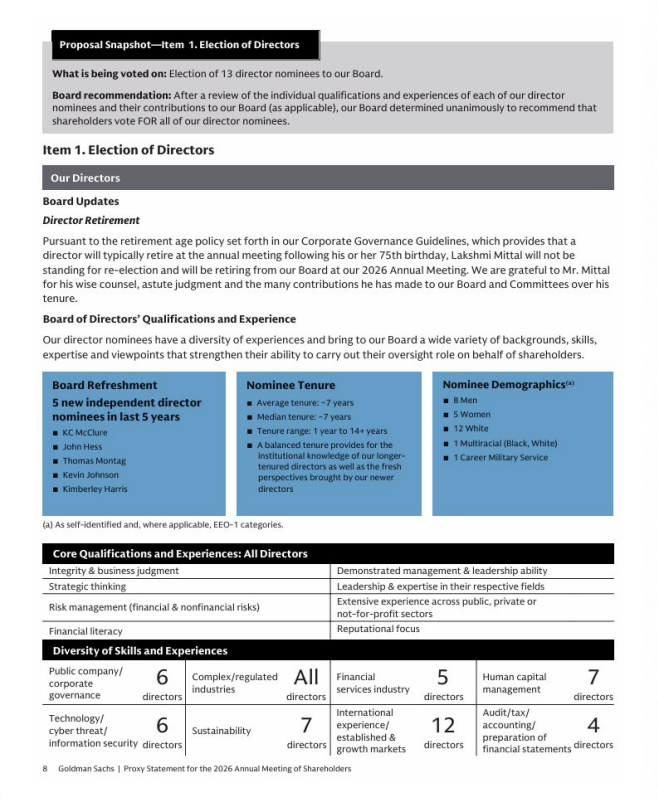
If elected by our shareholders, our director nominees, each of whom is currently a member of our Board, will serve for a one-year term expiring at our 2027 Annual Meeting of Shareholders. Each director will hold office until their successor has been elected and qualified, or until the director's earlier resignation or removal.

All of our directors must be elected by a majority vote of our shareholders. Pursuant to our By-Laws:

- A director who fails to receive a majority of FOR votes will be required to tender their resignation to our Board.
- Our Governance Committee will then assess whether there is a significant reason for the director to remain on our Board and will make a recommendation to our Board regarding the resignation.

For detailed information on the vote required for the election of directors and the choices available for casting your vote, please see *Frequently Asked Questions*.

Biographical information about our director nominees follows. This information is current as of March 1, 2026 and has been confirmed by each of our director nominees for inclusion in our Proxy Statement. There are no family relationships among any of our director nominees and executive officers.



Proposal Snapshot—Item 1. Election of Directors

What is being voted on: Election of 13 director nominees to our Board.

Board recommendation: After a review of the individual qualifications and experiences of each of our director nominees and their contributions to our Board (as applicable), our Board determined unanimously to recommend that shareholders vote FOR all of our director nominees.

Item 1. Election of Directors

Our Directors

Board Updates

Director Retirement

Pursuant to the retirement age policy set forth in our Corporate Governance Guidelines, which provides that a director will typically retire at the annual meeting following his or her 75th birthday, Lakshmi Mittal will not be standing for re-election and will be retiring from our Board at our 2026 Annual Meeting. We are grateful to Mr. Mittal for his wise counsel, astute judgment and the many contributions he has made to our Board and Committees over his tenure.

Board of Directors' Qualifications and Experience

Our director nominees have a diversity of experiences and bring to our Board a wide variety of backgrounds, skills, expertise and viewpoints that strengthen their ability to carry out their oversight role on behalf of shareholders.

Board Refreshment
5 new independent director nominees in last 5 years
- KC McClure
- John Hess
- Thomas Montag
- Kevin Johnson
- Kimberley Harris

Nominee Tenure
- Average tenure: ~7 years
- Median tenure: ~7 years
- Tenure range: 1 year to 14+ years
- A balanced tenure provides for the institutional knowledge of our longer-tenured directors as well as the fresh perspectives brought by our newer directors

Nominee Demographics[a]
- 8 Men
- 5 Women
- 12 White
- 1 Multiracial (Black, White)
- 1 Career Military Service

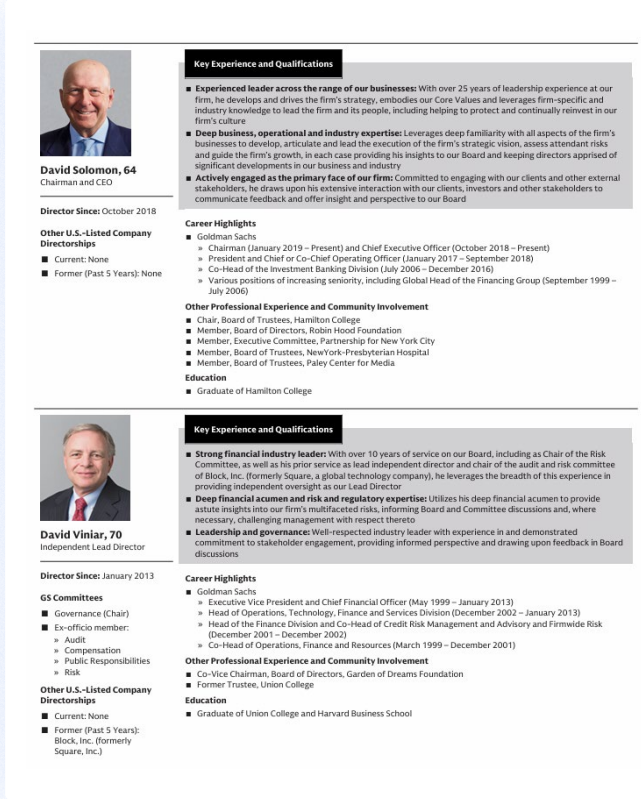
(a) As self-identified and, where applicable, EEO-1 categories.

Core Qualifications and Experiences: All Directors	
Integrity & business judgment	Demonstrated management & leadership ability
Strategic thinking	Leadership & expertise in their respective fields
Risk management (financial & nonfinancial risks)	Extensive experience across public, private or not-for-profit sectors
Financial literacy	Reputational focus

Diversity of Skills and Experiences

Public company/ corporate governance	6 directors	Complex/regulated industries	All directors	Financial services industry	5 directors
Technology/ cyber threat/ information security	6 directors	Sustainability	7 directors	International experience/ established & growth markets	12 directors

Human capital management	7 directors
Audit/tax/ accounting/ preparation of financial statements	4 directors



David Solomon, 64
Chairman and CEO

Director Since: October 2018

Other U.S.-Listed Company Directorships
- Current: None
- Former (Past 5 Years): None

Key Experience and Qualifications
- **Experienced leader across the range of our businesses:** With over 25 years of leadership experience at our firm, he develops and drives the firm's strategy, embodies our Core Values and leverages firm-specific and industry knowledge to lead the firm and its people, including helping to protect and continually reinvest in our firm's culture
- **Deep business, operational and industry expertise:** Leverages deep familiarity with all aspects of the firm's businesses to develop, articulate and lead the execution of the firm's strategic vision, assess attendant risks and guide the firm's growth, in each case providing his insights to our Board and keeping directors apprised of significant developments in our business and industry
- **Actively engaged as the primary face of our firm:** Committed to engaging with our clients and other external stakeholders, he draws upon his extensive interaction with our clients, investors and other stakeholders to communicate feedback and offer insight and perspective to our Board

Career Highlights
- Goldman Sachs
  - Chairman (January 2019 – Present) and Chief Executive Officer (October 2018 – Present)
  - President and Chief or Co-Chief Operating Officer (January 2017 – September 2018)
  - Co-Head of the Investment Banking Division (July 2006 – December 2016)
  - Various positions of increasing seniority, including Global Head of the Financing Group (September 1999 – July 2006)

Other Professional Experience and Community Involvement
- Chair, Board of Trustees, Hamilton College
- Member, Board of Directors, Robin Hood Foundation
- Member, Executive Committee, Partnership for New York City
- Member, Board of Trustees, NewYork-Presbyterian Hospital
- Member, Board of Trustees, Paley Center for Media

Education
- Graduate of Hamilton College

David Viniar, 70
Independent Lead Director

Director Since: January 2013

GS Committees
- Governance (Chair)
- Ex-officio member:
  - Audit
  - Compensation
  - Public Responsibilities
  - Risk

Other U.S.-Listed Company Directorships
- Current: None
- Former (Past 5 Years): Block, Inc. (formerly Square, Inc.)

Key Experience and Qualifications
- **Strong financial industry leader:** With over 10 years of service on our Board, including as Chair of the Risk Committee, as well as his prior service as lead independent director and chair of the audit and risk committee of Block, Inc. (formerly Square, a global technology company), he leverages the breadth of this experience in providing independent oversight as our Lead Director
- **Deep financial acumen and risk and regulatory expertise:** Utilizes his deep financial acumen to provide astute insights into our firm's multifaceted risks, informing Board and Committee discussions and, where necessary, challenging management with respect thereto
- **Leadership and governance:** Well-respected industry leader with experience in and demonstrated commitment to stakeholder engagement, providing informed perspective and drawing upon feedback in Board discussions

Career Highlights
- Goldman Sachs
  - Executive Vice President and Chief Financial Officer (May 1999 – January 2013)
  - Head of Operations, Technology, Finance and Services Division (December 2002 – January 2013)
  - Head of the Finance Division and Co-Head of Credit Risk Management and Advisory and Firmwide Risk (December 2001 – December 2002)
  - Co-Head of Operations, Finance and Resources (March 1999 – December 2001)

Other Professional Experience and Community Involvement
- Co-Vice Chairman, Board of Directors, Garden of Dreams Foundation
- Former Trustee, Union College

Education
- Graduate of Union College and Harvard Business School

Lowes – *Includes aggregate statistics on gender and racial/ethnic diversity as well as highlights a diverse, engaged board in the proxy summary then includes a dedicated discussion of board diversity and individual demographic breakout in the skills matrix under Election of Directors.*

Board at a Glance

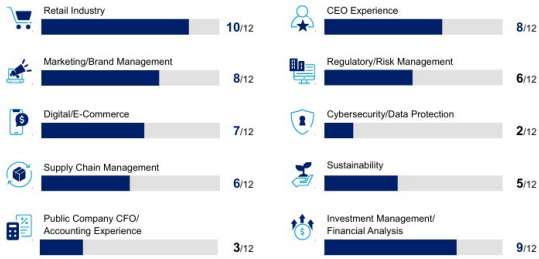
Name and Primary Occupation	Director Since	Committees: Audit	Compensation	Nominating and Governance	Sustainability	Technology
Raul Alvarez, 70 | INDEPENDENT Operating Partner of Advent International Corporation	2010		♟			♙
Scott H. Baxter, 61 | INDEPENDENT President, Chief Executive Officer and Chair of the Board of Kontoor Brands, Inc.	2022		♙		♙	♙
Sandra B. Cochran, 67 | INDEPENDENT Former President and Chief Executive Officer of Cracker Barrel Old Country Store, Inc.	2016	♟			♙	
Laurie Z. Douglas, 62 | INDEPENDENT Senior Vice President, Chief Information Officer and Chief Digital Officer of Publix Super Markets, Inc.	2015	♙				♟
Richard W. Dreiling, 72 | INDEPENDENT ★ Former Chairman and Chief Executive Officer of Dollar Tree, Inc.	2012			♟		
Marvin R. Ellison, 61 Chairman, President and Chief Executive Officer of Lowe's	2018					
Navdeep Gupta, 53 | INDEPENDENT Executive Vice President, Chief Financial Officer of DICK'S Sporting Goods, Inc.	2024		♙			♙
Brian C. Rogers, 70 | INDEPENDENT Former Chairman and Chief Investment Officer of T. Rowe Price Group, Inc.	2018	♙		♙		♙
Bertram L. Scott, 75 | INDEPENDENT Former Senior Vice President of Population Health and Value Based Care at Novant Health	2015	♙		♙		
Lawrence Simkins, 64 | INDEPENDENT Former President and Chief Executive Officer of The Washington Companies	2024			♙	♙	
Colleen Taylor, 58 | INDEPENDENT Former President, U.S. Merchant Services at American Express Company	2022	♙			♙	♙
Mary Beth West, 63 | INDEPENDENT Former Senior Vice President, Chief Growth Officer of The Hershey Company	2021		♙		♟	

★ Lead Independent Director ♟ Chair ♙ Member

Board Composition Highlights

5 New Independent Director Nominees in the Last Six Years	**33%** Women	**50%** Racially/Ethnically Diverse
7.6 Years Independent Director Nominee Average Tenure	**65 Years** Independent Director Nominee Average Age	**11 of 12** Independent

Skills and Experience



Corporate Governance Best Practices

Sound and Effective Board Practices

- Active Board oversight of Lowe's strategy, business initiatives, acquisitions and their integration, industry positioning, workforce management, culture and environmental and social topics
- Active Board oversight of risk management, including cybersecurity, data protection, privacy and artificial intelligence
- Active Board engagement in succession planning of executive officers
- Annual Board, committee, individual director and CEO evaluations
- Robust shareholder engagement program, including participation of Lead Independent Director

Diverse, Engaged Board with Demonstrated Commitment to Refreshment and Independence

- 11 out of 12 director nominees (92%) are independent
- Eight out of 12 director nominees (67%) are diverse with six (50%) people of color and four (33%) women
- Annual review of Board leadership structure
- Lead Independent Director with robust and well-defined responsibilities
- All Board committees are composed solely of independent directors
- Executive sessions of independent directors led by the Lead Independent Director at each Board meeting
- Policy on director retirement age of 75 years old
- Proactive Board and committee refreshment with focus on optimal mix of skills and experience

Commitment to Shareholder Rights

- Shareholder ability to call special meetings
- Market standard shareholder right of proxy access
- Directors elected annually to serve one-year terms
- Majority voting standard with director resignation policy in uncontested director elections
- No shareholder rights plan
- Robust year-round shareholder engagement process

Board Commitments

The Board understands the significant time commitment involved with serving on the Board and its committees, and it takes steps to affirm that all director nominees will commit the time and attention expected to fulfill their duties and serve as an effective member of the Board. Our Nominating and Governance Committee and Board only nominate candidates who they believe are capable of devoting the necessary time to successfully meet their duties, taking into account principal occupations, memberships on other boards and other responsibilities. Our Corporate Governance Guidelines state that no director shall serve on more than four public company boards, inclusive of the Company's Board. Subject to any exception approved by the Nominating and Governance Committee, independent directors who serve as an executive officer of another public company may only serve on the board of directors of that company in addition to service on the Company's Board. Management directors may not serve on more than two public company boards, inclusive of the Company's Board. Our Board believes that these guidelines are appropriate for Lowe's in light of feedback received from our directors on reasonable time commitments required for board service, as well as discussions with our investors regarding their expectations on this topic.

The Nominating and Governance Committee assesses directors' time commitment to the Board throughout the year and annually reviews outside director time commitments, including any leadership positions on another public company's board of directors, to evaluate and confirm that all director nominees have demonstrated that they have committed and expect to commit appropriate time to serve effectively on the Board and its committees. Under our Corporate Governance Guidelines, directors must advise our Chairman of the Board and the Lead Independent Director prior to joining the board of another public company or accepting any assignment to serve on the audit or compensation committee of the board of directors of any public company of which such director is a member, or as non-executive chair, lead independent director or committee chair on any such board of directors. In addition, directors are expected to offer to resign from the Board as a result of a substantial change to their principal occupation, subject to further consideration by the Nominating and Governance Committee.

This year, the Nominating and Governance Committee determined that all of the director nominees demonstrated that they have committed and will continue to commit the appropriate time to fulfill their duties and effectively serve on our Board and its committees. Additionally, based upon their current board commitments, all director nominees are expected to be in compliance with our Corporate Governance Guidelines regarding director commitments as of our 2026 Annual Meeting. This assessment included a review of the commitments of Messrs. Alvarez and Scott. In making these determinations, the Committee has taken into account the individual skills and experience of these two directors, their unique contributions to the Board's oversight of Company strategy, as well as the Company's own Corporate Governance Guidelines and the stated preferences of our institutional investors. The Committee intends to maintain its annual assessment of director commitments.

Board Diversity

The Board is committed to having diverse individuals (in the broadest sense of that term, including from different backgrounds and with varying perspectives, professional experience and skills) serving as members of the Board. The Board believes that a membership with a variety of perspectives and experiences is an important feature of a well-functioning board, and the composition of the Board reflects this commitment. The Nominating and Governance Committee actively considers diversity in the broadest sense when identifying director nominees and considering potential new director candidates, and during its annual assessment of Board composition, so that the Committee can select the nominees who best support Lowe's present and future business needs.

Board Qualifications and Criteria

Candidates nominated for election or re-election to the Board should possess the following qualifications:

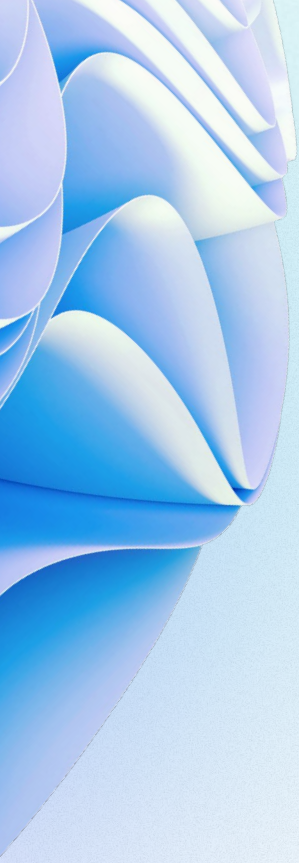
- High personal and professional ethics, integrity, practical wisdom and mature judgment;
- Diverse perspectives and experience;
- Broad training and experience at the policy-making level in business, government, education or technology;
- Expertise that is useful to the Company and complementary to the background and experience of other Board members;
- Willingness to devote the required amount of time to carrying out duties and responsibilities of Board membership;
- Commitment to serve on the Board over a period of several years to develop knowledge about the Company's principal operations; and
- Willingness to represent the best interests of all shareholders and objectively appraise management performance.

When determining whether to recommend a director for re-election, the Nominating and Governance Committee also considers the evaluation results of the Board, committees and individual directors and the attendance and overall engagement of the director in Board activities.

Director Nominees' Skills, Backgrounds and Expertise

Each of our director nominees has substantial leadership experience as a senior executive or director of a public company, providing them with deep corporate governance expertise and insights, and the human capital management experience needed to oversee our workforce as we strive to become the employer of choice in retail. Key qualifications and attributes of our director nominees relevant to our strategic objectives reflect their perspectives, skills and professional experience, and include:

	Alvarez	Baxter	Cochran	Douglas	Dreiling	Ellison	Gupta	Rogers	Scott	Simkins	Taylor	West
Skills Supporting Our Total Home Strategy												
Retail Industry Experience with the operational, financial and strategic issues facing large retailers	●	●	●	●	●	●	●		●		●	●
Marketing/Brand Management Developing, supporting or overseeing the marketing and management of well-known brand names	●	●	●		●	●			●		●	●
Digital/E-Commerce Expertise in digital platforms and new media supporting omnichannel strategy		●	●	●		●	●				●	●
Supply Chain Management Managing or overseeing domestic and international supply chain design and logistics supporting diverse product assortments	●	●	●		●	●				●		
Sustainability Managing or overseeing strategies driving sustainable long-term value creation and advancing loyalty through responsible business practices		●	●					●		●		●
Other Business Expertise												
CEO Experience Served as the senior executive of a publicly traded or private company	●	●	●		●	●		●	●	●		
Public Company CFO/Accounting Experience Served as the chief financial officer or in a role with oversight of accounting, financial reporting and controls for a publicly traded company			●				●		●			
Regulatory/Risk Management Legal/regulatory experience and/or experience managing enterprise or systemic risk				●			●	●	●	●	●	
Cybersecurity/Data Protection Management or oversight of cybersecurity programs and data protection and management				●							●	
Investment Management/Financial Analysis Experience in capital investment and financial strategy planning or analysis, capital allocation and financing markets	●		●	●			●	●	●	●	●	●
Background												
Gender Diversity	M	M	F	F	M	M	M	M	M	M	F	F
African American/Black						●			●		●	●
Asian							●					
Hispanic/Latino	●											
White	●	●	●	●	●			●		●		●
Two or More Races or Ethnicities	●											●
Tenure												
Years of completed board service	15	3	10	11	14	7	2	8	10	2	4	5



About Labrador Transparency

Labrador Transparency exists to offer the science of transparency to corporations wishing to communicate effectively with their readers.

Our experienced and passionate team is composed of attorneys, designers, project managers, thinkers, and web developers. We collaborate together around a process that encompasses drafting, editing, designing, and publishing across all digital and print channels.

We are thrilled that communications prepared by Labrador Transparency have contributed to trustful relationships between our clients and their readers, whether investors, employees, or other stakeholders.

In turn, our commitment to our clients has resulted in meaningful long-term relationships with some of the most respected public and private companies in the world.

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