

**Voting instructions to the Independent Representative****Yes No Abstention**

- |        |                                                                                                                                               |                          |                          |                          |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|
| 1.1    | Approval of the Annual Review, the financial statements of Nestlé S.A. and the consolidated financial statements of the Nestlé Group for 2020 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1.2    | Acceptance of the Compensation Report 2020 (advisory vote)                                                                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2      | Discharge to the members of the Board of Directors and of the Management                                                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3      | Appropriation of profit resulting from the balance sheet of Nestlé S.A. (proposed dividend) for the financial year 2020                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1    | Re-election of the Chair and of the members of the Board of Directors                                                                         |                          |                          |                          |
| 4.1.1  | Paul Bulcke, as member and Chairman                                                                                                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.2  | Ulf Mark Schneider                                                                                                                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.3  | Henri de Castries                                                                                                                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.4  | Renato Fassbind                                                                                                                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.5  | Pablo Isla                                                                                                                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.6  | Ann M. Veneman                                                                                                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.7  | Eva Cheng                                                                                                                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.8  | Patrick Aebischer                                                                                                                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.9  | Kasper Rorsted                                                                                                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.10 | Kimberly A. Ross                                                                                                                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.11 | Dick Boer                                                                                                                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.12 | Dinesh Paliwal                                                                                                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.1.13 | Hanne Jimenez de Mora                                                                                                                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.2    | Election to the Board of Directors<br>Lindiwe Majele Sibanda                                                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.3    | Election of the members of the Compensation Committee                                                                                         |                          |                          |                          |
| 4.3.1  | Pablo Isla                                                                                                                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.3.2  | Patrick Aebischer                                                                                                                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.3.3  | Dick Boer                                                                                                                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.3.4  | Kasper Rorsted                                                                                                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.4    | Election of the statutory auditors Ernst & Young Ltd, Lausanne branch                                                                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.5    | Election of the Independent Representative<br>Hartmann Dreyer, Attorneys-at-law                                                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5.1    | Approval of the compensation of the Board of Directors                                                                                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5.2    | Approval of the compensation of the Executive Board                                                                                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6      | Capital reduction (by cancellation of shares)                                                                                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7      | Support of Nestlé's Climate Roadmap (advisory vote)                                                                                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

In the event of any **yet unknown new or modified proposal by a shareholder** during the General Meeting, I instruct the Independent Representative to vote as follows:

- Yes (vote in favor of any such yet unknown proposal)  
 No (vote against any such yet unknown proposal)  
 Abstain

**The Board of Directors recommends to vote "No" on any such yet unknown proposal.**