



Results of the 2009 Nestlé S.A. Shareholder Survey

Earlier this year, a questionnaire was submitted to some 2700 shareholders present at the 2009 AGM asking for their input on the current set-up and possible improvements of this event in line with our shareholders' interests.

With a high response return rate of nearly 50%, the survey was a testimony to our constructive dialogue with our shareholders.

Key conclusions can be summarised as follows:

- Invitation process to the AGM: The current procedure was almost unanimously approved.
- Location/Venue/Facilities/Stage: The Palais de Beaulieu venue in Lausanne has been validated by over 94%, although there were some critics concerning the age and general comfort of the infrastructure. Less than 2% have proposed other locations in Switzerland, amongst these, Berne and Zurich were the most quoted alternatives. The format of the stage was approved by 97% with some comments regarding the design.
- Presentation themes: Many of the suggested topics received very high indications of interest. Among the most preferred themes were:
 - Research & Development
 - Innovation & Renovation
 - Nestlé and the environment
 - Nestlé in emerging markets
 - Creating Shared Value
- The Corporate Governance themes all scored very high levels of interest, in particular:
 - Role of the Chairman and the CEO
 - Role of the Board and its Committees
 - Role of the Executive Board
 - Compensation
- Aspects to improve: Shareholders were asked to quote one aspect to improve: By far the most prominent comment (almost 50%) related to a speedier completion of the AGM including the possible introduction of a speech limit. The second most quoted criticism related to the "battle over the buffet".
- Aspects to maintain: Shareholders were asked to quote one aspect to maintain: Almost 30% of the answers received stressed to maintain the buffet set-up, thus almost counterbalancing the negative comments from above.
- Aspects to discontinue: Shareholders were asked to quote one aspect to be discontinued: Almost half of the answers received asked for a limitation of interventions with no strategic interest or relevancy.