

# Board of Directors

Nestlé S.A.'s Board of Directors is highly structured to ensure a high degree of diversity by age, gender, education/qualifications, professional background, present activity, sector expertise, special skills (classification), nationality and geography. This is reflected in Nestlé's skills and diversity grid disclosed here. For mandates and executive roles in other companies, please refer to [www.nestle.com/investors/corporate-governance](http://www.nestle.com/investors/corporate-governance).

	Name	Year of birth	Education/Qualifications <sup>(a)</sup>	Professional background	Sector	Classification	Nationality	First election	Expires <sup>(b)</sup>
1	Pablo Isla	1964	Law	Chair, Nestlé S.A. Former Chairman and CEO, Inditex	Retail	Finance/Legal/ FMCG/CEO	Spanish	April 07, 2018	2027
2	Dick Boer <sup>(c)(d)</sup>	1957	Business Administration	Former President and CEO, Ahold Delhaize NV	Food Retail, Digital	FMCG/CEO/Sustainability <sup>(e)</sup>	Dutch	April 11, 2019	2027
3	Marie-Gabrielle Ineichen-Fleisch <sup>(c)</sup>	1961	Law and Business Administration	Former State Secretary and Director of the Swiss State Secretariat for Economic Affairs (SECO) Former Swiss Ambassador and Delegate for Trade Agreements	Economic Affairs, Geopolitics and Trade	Governmental/ Diplomacy/ International Business/ Sustainability <sup>(e)</sup>	Swiss	April 20, 2023	2027
4	Renato Fassbind	1955	Economics, Business Administration and Finance & Accounting	Former CFO, ABB and Credit Suisse Former CEO, Diethelm Keller Group Former Vice Chairman, Swiss Re Ltd.	Finance	Financial Management/CFO	Swiss	April 16, 2015	2027
5	Patrick Aebischer	1954	Medicine and Neuroscience	President Emeritus, Swiss Federal Institute of Technology Lausanne (EPFL)	Science	Scientist Sustainability <sup>(e)</sup>	Swiss	April 16, 2015	2027
6	Dinesh Paliwal	1957	Engineering, Sciences, Global Business	Former Chairman and CEO, Harman International Former President, ABB Ltd. Former Lead Director, Raytheon Technologies	Technology, Digital, Finance	Technology/CEO/M&A/ Sustainability <sup>(e)</sup>	US/Indian	April 11, 2019	2027
7	Lindiwe M. Sibanda	1963	Agriculture Sciences, Animal Physiology & Nutrition	Director, Chairwoman and Policy Advisor for Agriculture and Sustainable Food Systems	Agriculture, Sustainable Food Systems	Public Policy/Sustainability <sup>(e)</sup> / Academia	Zimbabwean	April 15, 2021	2027
8	Chris Leong	1967	Management	Former SVP Nokia, WPP, Former EVP Schneider Electric SE	Digital, Communications, Retail, Energy Management	Brand Marketing/ Digital Customer Experience/Sustainability <sup>(e)</sup>	Malaysian	April 07, 2022	2027
9	Luca Maestri	1963	Economics and Business Administration	Former CFO Xerox, Nokia Siemens Networks, General Motors, Apple Inc.	Technology	Financial Management/ CFO/Information Systems	Italian/US	April 07, 2022	2027
10	Rainer Blair	1964	Science, Business and M&A	President and CEO, Danaher Corporation Former President and CEO, MAPEI Americas Former Group Vice President, BASF SE	Medical, Industrial and Commercial Products and Services	Life Sciences Services/ CEO	US	April 20, 2023	2027
11	Geraldine Matchett	1972	Geography, Sustainable Development, Finance & Accounting	Former Co-CEO and CFO, DSM-Firmenich AG Former CFO, SGS S.A.	Health, Nutrition, Materials, Finance	Nutrition/Financial Management/ CEO/CFO/Sustainability <sup>(e)</sup>	Swiss/British/ French	April 18, 2024	2027
12	Thomas Jordan	1963	Economics and Business Administration	Former Governor Swiss National Bank	Finance	Financial Management	Swiss	April 16, 2026	2027
13	Ma. Fatima D. (Fama) Francisco	1968	Business Administration and Marketing	Former CEO, Global Baby, Feminine and Family Care, Procter & Gamble Company	Retail	FMCG	US	April 16, 2026	2027

(a) For more complete information on qualifications: please refer to the individual CVs at [www.nestle.com/aboutus/management/boardofdirectors](http://www.nestle.com/aboutus/management/boardofdirectors)

(b) All Board members are elected annually in accordance with Swiss corporate law and Nestlé S.A.'s Articles of Association.

(c) Vice Chair.

(d) Lead Independent Director. The Lead Independent Director assumes the role of a prime intermediary between the Board and the Chair. He regularly convenes and chairs Board meetings and "in camera" sessions where the Chair is not present or conflicted.

(e) Based on past and present professional experience.