



In the last 100 years, we have won the trust of Malaysians through the quality and integrity of our products by successfully delivering on our promise of 'GOOD FOOD, GOOD LIFE' to our consumers.

21 Oct 2011

Nestlé 100 Years Media Launch

Carcosa Seri Negara, Kuala Lumpur

Nestlé Malaysia announced its 100th year of presence in the country. Themed "Nestlé di sisimu", the yearlong celebration kicked off with a high profile celebration event at Dataran Merdeka.



14 Jan 2012

Nestlé 100 Years Musical Sponsorship

Dewan Filharmonik PETRONAS, Kuala Lumpur

In conjunction with the 100 Years celebration, Nestlé Malaysia treated a few charity organisations and students from selected schools to a heartwarming musical called "Fairytale in Music", by the Malaysian Philharmonic Orchestra.



18 Jan 2012

Nestlé Walking Day

BU Park, Bandar Utama

The first Nestlé Walking Day of 2012 saw 100 Nestlé employees walking 3,000 steps at Central Park in Bandar Utama to raise awareness on the importance of healthy living and wellness.



7 Mar 2012

Nestlé 100 Years Coffee Table Book Launch

Nestlé HOU, Surian Tower

The limited edition of "100 Tahun Nestlé di sisimu" coffee table book was produced and launched in conjunction with the Company's 100 years celebration in Malaysia. The book narrates the story of Nestlé over a century of its operations through the people whose lives Nestlé has touched.



18 Mar 2012

Nestlé 100 Years Museum Exhibition Launch

National Museum, Kuala Lumpur

The Nestlé 100 Years Museum Exhibition showcased the history of the Company's incredible journey in Malaysia, which began 100 years ago when the Company started its operations in Penang as the Anglo-Swiss Condensed Milk Company.



Sharing 100 years of incredible moments

18 March 2012

Nestlé 100 Years Celebration Official Launch

Dataran Merdeka, Kuala Lumpur

Held at Dataran Merdeka, the 100 years celebration was launched by HRH Sultan Sharafuddin Idris Shah Ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj, Sultan of Selangor, together with Paul Bulcke, Chief Executive Officer of Nestlé S.A, Nandu Nandkishore, Executive Vice President of Nestlé S.A., in charge of Zone Asia, Oceania, Africa and Middle East, Tan Sri Dato' Seri Syed Zainol Anwar Jamalullail, Chairman of Nestlé Malaysia and Peter Vogt, Managing Director of Nestlé Malaysia.



14 April 2012

Nestlé 100 Years Musical Sponsorship

Dewan Filharmonik PETRONAS, Kuala Lumpur

Nestlé Malaysia treated selected charity homes and schools to two classic musical takes – "Peter and the Wolf & Babar the Elephant", which was narrated by Malaysia's premier stand-up comedian Harith Iskandar, and accompanied by the Malaysian Philharmonic Orchestra.

27 - 29 April 2012

Nestlé Nourishing Malaysia

Straits Quay, Penang

The 7th Nestlé Nourishing Malaysia Showcase was held in Penang, where the Company first started its operations. The Showcase was uniquely different as it took visitors through the various scenarios in the everyday Malaysian's life, whilst demonstrating health lifestyles and activities.

15 - 17 June 2012

Nestlé SuperMeet 2012

Bukit Jalil, Kuala Lumpur

With the main objectives of strengthening camaraderie and teamwork, the 2012 Nestlé Supermeet saw the participation of employees from both Malaysia and Singapore markets. The team-building event was held at Majlis Sukan Negara in Bukit Jalil.

15 July 2012

Nestlé 100 Years Golf

Kuala Lumpur Golf & Country Club (KLGCC)

Nestlé Malaysia hosted an exclusive charity golf invitational event at KLGCC in aid of 10 orphanages, as part of its continuing centenary celebrations. It was also an opportunity for the Company to foster relations with its key corporate partners, customers, media, suppliers and associated government agencies.

24 Nov 2012

Nestlé 100 Years Gala Dinner

Kuala Lumpur Convention Centre

Nestlé Malaysia employees enjoyed a night of splendour and glamour at its 100 years celebration gala dinner, which was held at the Kuala Lumpur Convention Centre. They were treated to performances by Malaysia's very own diva, Sheila Majid, and also the multi-talented Zainal Abidin. Many went home happy after claiming great prizes from the lucky draw.

29th Annual General Meeting

Clarke Ballroom, Le Méridien Kuala Lumpur,
2, Jalan Stesen Sentral, Kuala Lumpur Sentral,
50470 Kuala Lumpur on Thursday, 2 May 2013 at 10.00 a.m.

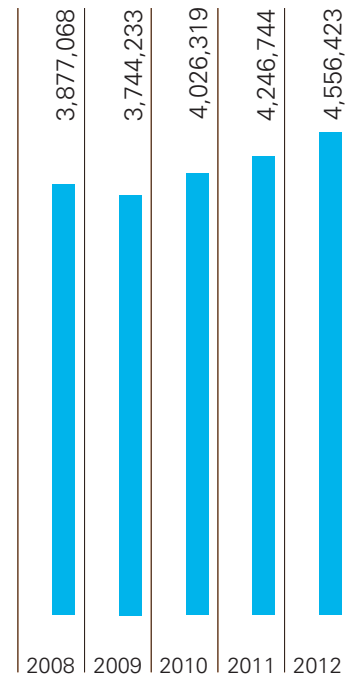
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Performance at a Glance

- Turnover of RM4.6 billion is 7.3% higher, up by RM310 million from 2011
- Profit before tax up 14.1% to RM638 million with underlying margin improvement of 80bps
- Higher earnings per share, up by 18.3% to RM2.16
- Declared and proposed dividend increased by 16.7% to RM2.10 per share
- Operating cash flow increased from RM582 million to RM829 million

Turnover (RM'000)



As from 1 January 2012, certain allowances and discounts are disclosed as a deduction of sales in conformity with Nestlé S.A. Group policy and with the practice generally applied by consumer goods companies.

For comparative purpose, 2011 is adjusted to reflect the new turnover definition.

Increase in Turnover

+7.3%

Net Profit

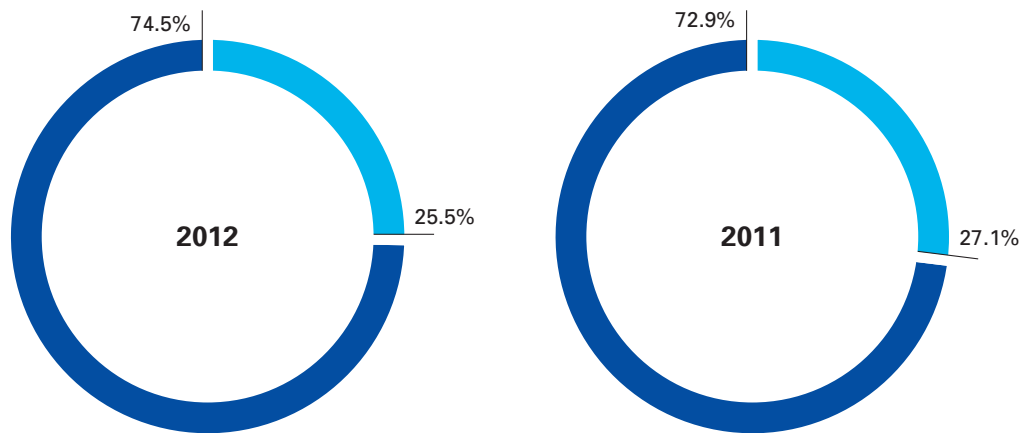
+18.3%

Operating Cash Flow

+42.4%



Total Sales (%)

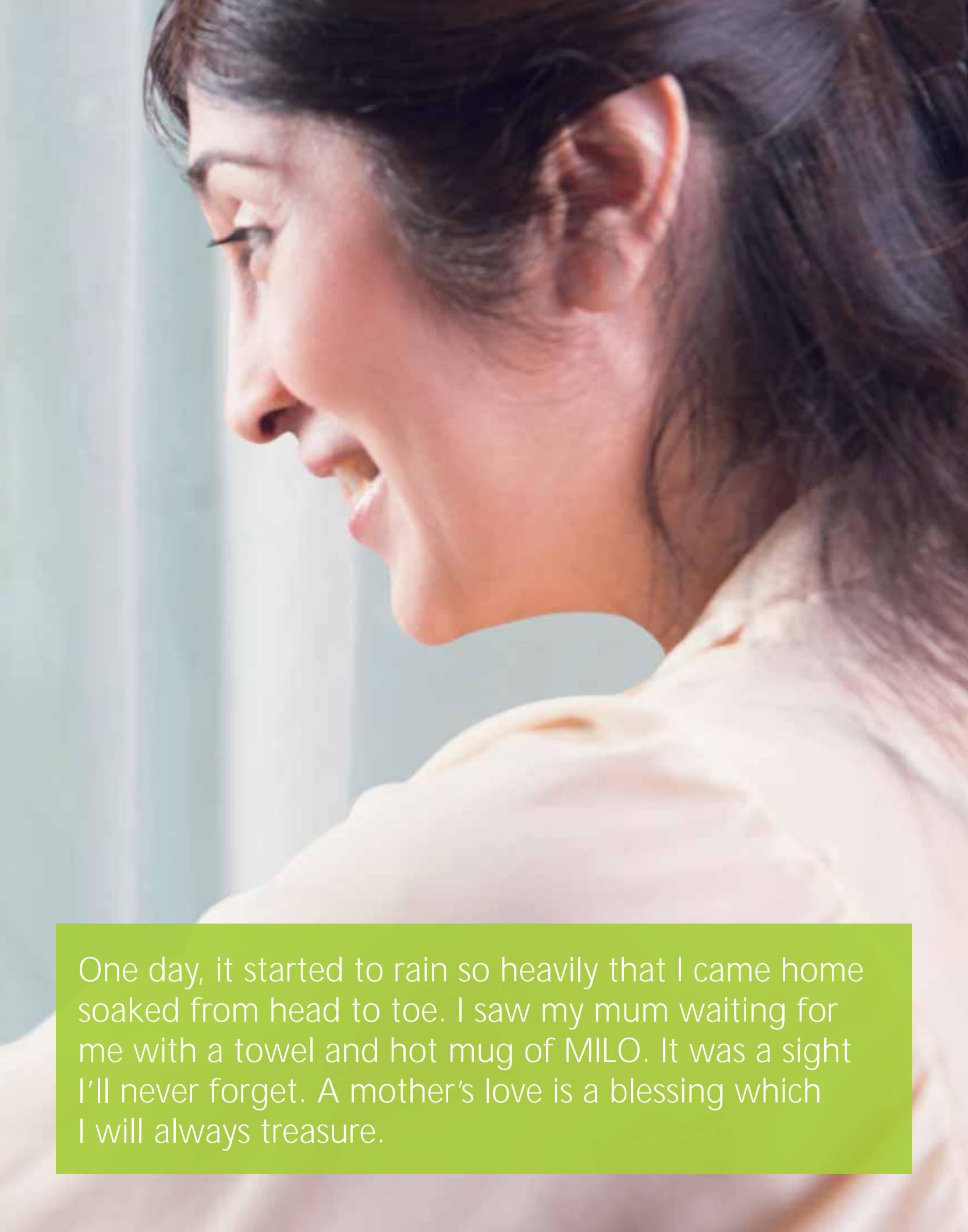


2012 Growth: **9.7%** ↑ Domestic **0.8%** ↑ Export

Focus on Nutrition, Health and Wellness continued to bring enhanced benefits for consumers and greater differentiation in the market place. Coupled with the marketing and promotional activities initiated in conjunction with Nestlé celebrating its 100 years in Malaysia, Domestic sales grew by 9.7%. After an exceptional strong performance in 2011, Export grew by 0.8% in 2012.

Kyle is grateful to have a hot mug of warm and delicious MILO after getting caught in the rain.





One day, it started to rain so heavily that I came home soaked from head to toe. I saw my mum waiting for me with a towel and hot mug of MILO. It was a sight I'll never forget. A mother's love is a blessing which I will always treasure.

Message to Shareholders

Turnover of RM4.6 billion

7.3%

higher than the same period last year

Net profit of

RM505.4 million

with a margin improvement of 100 bps

In 2012, we reinforced our company wide initiative called 'We Make Nestlé', which aims to strengthen our corporate values and ensure full compliance with all external laws, regulations as well as internal standards and guidelines.

2012 has been a milestone year for Nestlé Malaysia for several reasons: we celebrated our 100th year since starting operations in Penang in 1912, and we recorded another year of double digit growth with further profitability rate improvement. Additionally, our efforts in Creating Shared Value for society have been duly recognised with the NACRA Platinum Award for best CSR reporting, reflecting the transparency and comprehensiveness of our Creating Shared Value report, which was externally verified with an A+ GRI rating.

PERFORMANCE OVERVIEW

Despite continuing economic uncertainties globally, the Malaysian economy continued to be resilient and the Group took full benefit, registering a turnover of RM4.6 billion, 7.3% higher than the same period last year, largely due to the robust growth on the domestic front. The Group's strong brands and products, as well as marketing investments to generate awareness of the centennial celebrations, resulted in higher sales in all product categories - with Confectionery, Liquid Drinks, Chilled Dairy and Ice Cream, recording strong double-digit growth.

The Group was also active in renovating and innovating its range of existing products, which included the launch of NESCAFÉ 3in1 Brown and Creamy, new MILO mixes variants (MILO Less Sweet, MILO Hi-Fibre, MILO Cereal), the new MAGGI Mi Goreng and two additional NESTUM 3in1 variants with Chinese herbs. The new products were well received by the market and will help us to further drive growth and brand image.

The weaker global economic climate, however, had an impact on the demand from our affiliate customers, with exports recording slower growth after the strong performance in 2011.



From an input cost perspective, the prices of major raw materials consumed by the Group were less volatile this year versus 2011, albeit remaining at high levels and continuing to put pressure on our margins. Throughout the year, internal cost savings initiatives under the umbrella of the Nestlé Continuous Excellence programme allowed us to mitigate these cost pressures.

The strong sales volumes combined with improved efficiencies in our operations helped profit before tax reach RM637.7 million with an underlying margin improvement of 80 bps. Net profit stood at RM505.4 million, with a margin improvement of 100 bps.

CORPORATE GOVERNANCE

During the year under review the Board has reviewed and strengthened the various aspects of Corporate Governance. In line with the new Bursa recommendations, we will be introducing poll voting for our upcoming Annual General Meeting. Our company wide initiative called 'We Make Nestlé', which was started in 2011, aims to reinforce our corporate values and to ensure full compliance with all external laws, regulations as well as internal standards and guidelines. In each unit, the Compliance champions support line managers in their task. We have also introduced an external confidential hot-line to facilitate reporting of any non-compliance issue.

FROM RIGHT:

Tan Sri Dato' Seri Syed Zainol Anwar Jamalullail
Chairman

Peter Vogt
Managing Director

Message to Shareholders

CENTENNIAL CELEBRATIONS

2012 marked our 100th year of business operations in Malaysia and to commemorate this significant milestone we carried out a number of events throughout the year to thank our consumers and the other stakeholders for their support. The main launch event of the Nestlé 100 Years Celebration was held at Dataran Merdeka, Kuala Lumpur on 18 March 2012. The event was graced by HRH Sultan Sharafuddin Idris Shah Ibnu Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj, Sultan of Selangor, who together with Paul Bulcke, CEO Nestlé S.A., Nandu Nandkishore, Executive Vice President of Nestlé S.A., in charge of Zone Asia, Oceania, Africa and Middle East, and members of the Board of Nestlé Malaysia, officiated the launch.

Other key activities to celebrate our centennial included the Nestlé 100 Years Exhibition at the National Museum and the Nestlé Nourishing Malaysia Showcase in Penang, as well as numerous promotional activities for our consumers. In addition, we started several CSV initiatives related to nutrition and the environment.

Throughout the year, we continued to strengthen the nutritional foundation of our products to promote better nutrition and healthy lifestyles among Malaysians, as well as engage with key stakeholders to address the issue of Non-Communicable Diseases (NCD).

CREATING SHARED VALUE (CSV)

Our business philosophy is based on the concept of CSV, which states that in order to be successful in the long term, we have to create value not only for our shareholders but also for the society in which we operate. Our efforts are focused in three areas where we believe we can contribute the most: Nutrition, Water and Rural Development.

Throughout the year, we continued to strengthen the nutritional foundation of our products to promote better nutrition and healthy lifestyles amongst Malaysians, as well as engage with key stakeholders to address the issue of Non-Communicable Diseases (NCD), in support of the Ministry of Health's agenda to address the threat.

Under the Nutrition pillar, we recently launched the '*Program Cara Hidup Sihat*', implemented in collaboration with the Ministry of Education and Universiti Putra Malaysia, aimed at improving knowledge and the practice of healthy lifestyles amongst secondary school students from selected 100 day boarding schools.

We have also continued with our Nestlé Healthy Kids programme, with 189 students who are in the second year of this three-year programme.

In the area of Water, we have successfully planted more than 100,000 trees along the lower Kinabatangan River in Sabah, through the Nestlé Project RiLeaf, a key environmental initiative aimed at creating a landscape where people, nature and agriculture can co-exist harmoniously in their need of water.

Under Rural Development, we initiated the Nestlé Paddy Club to reduce the rice farming environmental footprint and at the same time, increase the farmers' real income through yield improvement.

In June this year, our traditional Stakeholder Convening Session focused on the battle against NCDs as well as the role and cooperation between the private sector, the government and NGOs. A summary of our CSV initiatives can be found in the accompanying Creating Shared Value 2012 Summary Report.

RECOGNITION AND AWARDS

Our commitment to CSV has been duly recognised and acknowledged by the industry and our peers with the honour of various accolades and awards.

In 2012 we won the Platinum Award for CSR Reporting under the NACRA Awards for our 2011 Creating Shared Value Report, which was externally assured by Bureau Veritas Certification Sdn Bhd with an A+ GRI rating. The award is a testament to our commitment towards transparency and governance, and the high reporting standards we have set for ourselves.

DIVIDENDS

In view of the strong performance in 2012, the Board has recommended a final net dividend of RM1.55 per share, giving a total net dividend proposed and declared for the financial year of RM2.10 per share, which represents a 16.7% increase from the previous year's dividends.

PROSPECTS FOR 2013

We remain optimistic on the outlook for 2013 as analysts are forecasting GDP growth of about 5% for Malaysia. Furthermore, we believe the government will continue to provide support through development projects and incentives, which will continue to boost consumer disposable income. We also expect commodity prices to stabilise albeit at high levels.

Nevertheless, we need to be vigilant and continuously monitor the global economy and its impact on costs and growth. While domestic growth for the ASEAN region is expected to be bullish, which augurs well for the domestic market and exports to the region, concerns remain on several issues in other parts of the world.

Internally, we will continue to increase efficiencies through the Nestlé Continuous Excellence programme and capitalise on the continued innovation and renovation of our products. In line with the Government's goal of creating a healthy

and productive society, we will further promote nutritional diets and healthy lifestyles in addition to our ongoing efforts to deliver healthier and tastier products to consumers.

APPRECIATION

During the year we saw changes on the Board and Management team. Detlef Krost, the Technical and Production Executive Director and a member of the Board since 2009, was promoted to Zone Americas Technical Head for the Nestlé Group. We would like to take this opportunity to thank him for his excellent contribution to the growth and development of the Group during his tenure with us.

Replacing him is Adnan Pawanteh, who took up his position as Executive Director, Technical & Production on 1st June 2012 and was appointed to the Board effective 2nd July 2012. He has returned to Nestlé Malaysia after serving as Technical Director at Nestlé Turkey for two years. We extend him a warm welcome and are confident that he will continue to build the expertise and enhance the performance of the Technical Unit.

In closing, the Board would like to thank the Management Team and all staff for their commitment and dedication, without which the continued success of the Group could not have been possible.

Total Net dividend of
RM2.10
 per share up 16.7%

Continued
 innovation &
 renovation will
 stimulate growth for
 the coming year.

Our thanks also go to our partners, distributors and customers for their continued support and loyalty towards our company and our brands. Finally, we want to express a very big thank you to the millions of Malaysian consumers who buy our products every day and who are the reason for the success of our company.

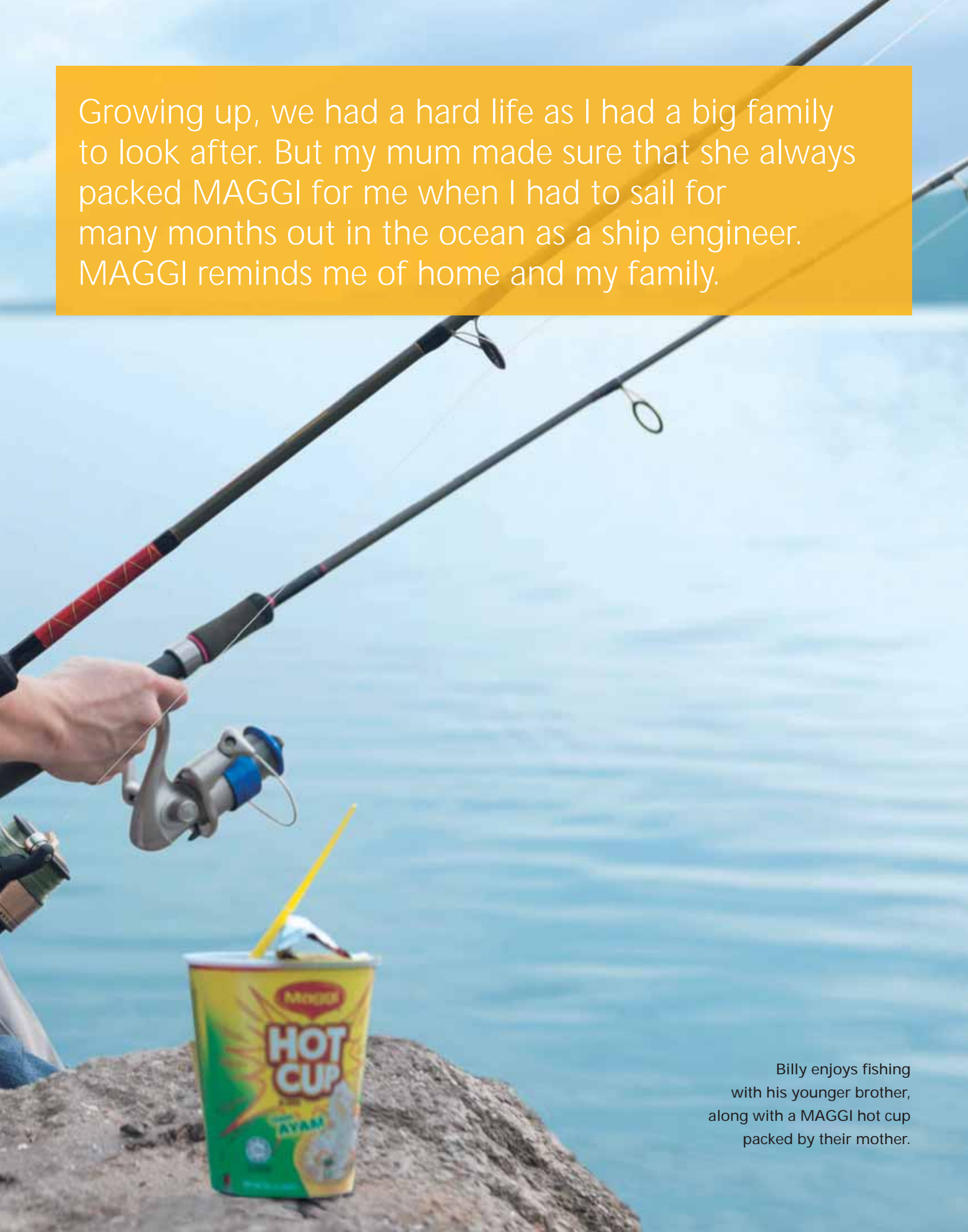
**Tan Sri Dato' Seri Syed Zainol
 Anwar Jamalullail**

Chairman

Peter Vogt

Managing Director



A person is fishing from a rocky shore. Two fishing rods are visible, one held by the person's hand. In the foreground, a yellow and green MAGGI Hot Cup with a yellow straw sits on the rock. The background shows a blue body of water under a clear sky.

Growing up, we had a hard life as I had a big family to look after. But my mum made sure that she always packed MAGGI for me when I had to sail for many months out in the ocean as a ship engineer. MAGGI reminds me of home and my family.

Billy enjoys fishing with his younger brother, along with a MAGGI hot cup packed by their mother.

Business Review

Nestlé Malaysia marked its centennial in Malaysia with another year of solid financial performance, underlined by consecutive good quarterly growth. This was driven by strong domestic sales with several of the product categories recording impressive double-digit growth.

Amid the challenging global economic conditions, the Malaysian economy remained resilient. The rising disposable income and the people friendly assistance such as the BR1M scheme helped consumer sentiments to stay positive and provide a boost in domestic demand.

In conjunction with the 100 years celebration, there was a notable increase in marketing and promotional activities to generate awareness as well as to express the Group's appreciation to our Malaysian consumers. The market reaction was very positive, which resulted in higher demand for most of Nestlé's products.

Continuous product innovation and renovation also resulted in the healthy demand for new variants, while promoting nutritional diets and healthy lifestyles in line with the government's goal of creating a healthy and productive society.

Meanwhile, exports, which accounted for almost 25 per cent of the Group's turnover, saw slower growth in 2012 as the weak global economic climate affected the demand from some affiliate customers.

Fortunately, strong domestic demand continued to spearhead the growth, compensating the softness in exports. For the year under review the Group turnover grew by 7.3%.

To support the increasing domestic and export based demand for Nestlé's high quality products, investments were made to enhance efficiency and boost production levels.

In the 2012 Business Solution Awards by the Nestlé Group, Nestlé Malaysia won 2nd prize for 'A Perfect Flow with Zero Waste to Deliver What Consumers Value'. It recognised excellent turnaround of the Nestlé Ice Cream Business, which was enabled by GLOBE as well as Nestlé Continuous Excellence tools and methodology. Focusing on delighting their consumers and customers with quality products and services, Nestlé Ice Cream started its Lean Value Stream journey

in 2009 by eliminating non value adding activities and waste from its procurement, production, supply chain, distribution and retail value streams.

In 2012, training on Brand Building the Nestlé Way, a methodology and tools to help marketing teams develop strong and impactful brand campaigns was accelerated. The market conducted more than 100 trainings and workshops to all the marketing and sales teams where many successful campaigns such as MILO 'Play More, Learn More', NESCAFÉ 'Let's see what develops' and MAGGI 'Happiness is Homemade', were developed. This was reflected in improved brand health, accelerated sales growth and enhanced brands equity.

Additionally, the Sales Teams focused on 'Being Brilliant at the Basics'. This involved improving customer and shopper understanding, looking at ways to tap growth in alternate trade channels, strengthening performance with both our Modern and General Trade customers, and improving distribution and in-store execution through initiatives such as GPS coding of all outlets, creation of a retail lab and development of a perfect store concept. The implementation of a new Ullage Policy for Distributors in 2012 resulted in better freshness in the trade, improved stock levels and a reduction of goods to be destructed.

Group turnover of
RM4.6 billion
up by 7.3%.

27 Corporate in-house
training programmes covered
1,589 people
through a total of 94 sessions.

Nestlé ranked
23 in the country among
the 100 most popular
graduate employers 2012.

Complementing this, the Supply Chain performance improved in 2012 with service levels to our customers rising significantly. This was achieved while maintaining tight control of our inventories. The physical logistics side also showed significant progress with the Group increasing the utilisation of trucks in West Malaysia and containers moving products to East Malaysia. This lowered the variable distribution expenses and reduced our impact on the environment in terms of kilometer travelled per tonne of product.

The Group also continued with its people programme. A total of 27 Corporate in-house training courses were offered to employees which covered 1,589 people through a total of 94 sessions. The Group further engaged with employees by gathering their views through the 'Nestlé & I' employee survey, which saw a strong participation rate of 98%.

From the feedback, areas that required improvement were identified and action plans have been established. One of the agreed action plans from the survey was to introduce a People Management Course for all our line managers. The

course helped 218 line managers to better apply Nestlé's Management and Leadership Principles to effectively lead their teams to higher levels of performance. After a duration of three to six months, a training checkpoint survey was conducted for all participants to validate the outcomes of behavior change.

Thanks to the increased activities in promoting Nestlé as the Employer of Choice in universities, the Group also made good progress in improving its employer image in Malaysia. It ranked 23rd in the country among the 100 most popular graduate employers in 2012. Nestlé participated in 18 career fairs in various universities across Malaysia, and engaged with campus communities and undergraduates who were given a clear insight of the company, as well as the vast career and development opportunities within it. Additionally, as a result of greater brand visibility in key publications specially targeted at graduates, the Group managed to recruit best-fit young talents for its core programmes such as the 'Internship for Undergraduates' and 'Management Trainee for Fresh Graduates'.



Nestlé Malaysia marked its centennial with a solid financial performance driven by strong domestic sales and impressive double-digit growth from several of the product categories. The 100 years celebration saw a notable increase in marketing and promotional activities to generate awareness and to express the Group's appreciation to Malaysian consumers.

COFFEE & BEVERAGES



MILO has always been a strong supporter of sports and in 2012, through MILO 'Play More, Learn More Campaign', it encouraged the sports culture, reaching out to more than 45,000 children nationwide.

MILO

It has been an exciting year for MILO, which started off with the launch of a nutrition campaign, aimed at educating mothers on the benefits of MILO. Key highlights of the campaign include the 10,000 pledges from mothers supporting this campaign and 10,000 breakfast giveaways by MILO to selected rural schools. The campaign was well received by parents and gain strong presence in the media.

MILO continues to advocate learning life values via sports through the MILO 'Play More, Learn More Campaign'. A total of 12 camps - reaching out to more than 45,000 children - were carried out nationwide, with the support from the communities through the respective local resident associations.

MILO Malaysia also introduced a new range of MILO mixes range - MILO Cereal (packed with cereal flakes), MILO Hi-Fibre (with a dietary fibre to help maintain the digestive system) and MILO Less Sweet (with all the goodness of MILO and 47% less sucrose compared to other chocolate malt mixes) - which provide added benefits catering to young working adults who are health conscious and looking for healthy options in their daily diet.

To provide consumers with even more value, MILO Sejuk was introduced in a value pack of 25 sticks.



NESCAFÉ

2012 is a year of innovation and continuous stimulation for NESCAFÉ with the start of a new communication campaign and launches of new products for the coffee shop specialty segment.

The NESCAFÉ mixes portfolio was expanded with the introduction of new NESCAFÉ Brown & Creamy, with brown sugar which gives it a creamy and caramel-like taste that appeals to young adults who are new to coffee.

Strengthening the growing white coffee segment was the launch of NESCAFÉ Ipoh White Coffee Hazelnut and NESCAFÉ Ipoh White Coffee Brown Sugar, along with the relaunch of an improved NESCAFÉ Ipoh White Coffee Original.





NESCAFÉ Dolce Gusto meanwhile launched its new machines – Genio and Circolo Automatic – while doubling the range of café-style beverages with Grande Intenso, an indulgent Chococino, refreshing Cappuccino Ice as well as the exotic, spicy Chai Tea Latte. The machines, beverages and accessories can now all be bought from Nestlé Malaysia's first online shop at www.dolce-gusto.com.my.

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NESTLÉ LIQUID DRINKS

The Liquid Drinks business achieved strong topline growth, higher profitability and gained significant market shares in 2012. This was attributed to product renovation with the relaunch of MILO UHT and the launch of new NESCAFÉ UHT to recruit more young consumers.

With an improved recipe, MILO UHT is now tastier, creamier and more chocolaty to delight 7-12 year old children. Meanwhile NESCAFÉ UHT in 200ml packs aims to delight new coffee drinkers who prefer the comforting goodness of milk with a light touch of coffee and has gained significant market shares from the competition.

In the digital social sphere, youths were engaged to discover the extraordinary in them through the new NESCAFÉ on the Life Campaign, while the MILO Cans Next Games Campaign engaged and tapped their creativity by inviting them to redefine the future of sports.

Meanwhile, MILO UHT for the third year, continued to raise the awareness on the importance of paper carton recycling amongst Malaysians by collaborating with Tetra Pak, schools, retailers, charity organisations and other stakeholders.

The Liquid Drinks business achieved strong growth and higher profitability, with the relaunch of MILO UHT and the launch of new NESCAFÉ UHT to recruit more young consumers.



FOOD BUSINESS

The Food Business continued to sustain strong growth driven by its core categories within noodles, stocks, seasoning and sauces, supported by investments in consumer engagements and renovations.

The Me and My Maggi Campaign promoted tasty and balanced preparation of MAGGI noodles with fresh eggs, meat and vegetables, which was supported by the launch of a new packaging with noodle recipe suggestions. Consumers were also encouraged to share their unique recipes through a digital campaign.

Another highlight of the noodles campaign was the successful introduction of MAGGI Mi Goreng Kari Ori - a delightful fusion of MAGGI's well-loved curry flavour into a convenient dry noodle format – while the MAGGI Mi Goreng range was launched in a cup format. These initiatives resulted in increased consumer loyalty for MAGGI, which enabled the brand to maintain market leadership.

The Food Business continued to sustain strong growth supported by its core categories supported by investments in consumer engagements and renovations.



Me and MAGGI®...
creating happiness through
tasty and balanced meals.



MAGGI's big idea - Happiness is Homemade - was further strengthened via continuous communication behind key culinary solution categories such as MAGGI Cukup Rasa all-in-one seasoning, bouillon stocks, Chili Sauce and Oyster Sauce. MAGGI CukupRasa registered double-digit growth and increased market share as penetration increased with the launch of the 1 Ringgit Pack. Media communications, sampling and cooking events were also intensified promoting the goodness of home cooking among women, as well as the youth.

NESTLÉ PROFESSIONAL



Nestlé Professional acknowledged and thanked coffee-shop operators by hosting 'A Tribute to Malaysian coffee-shop, the Nation's heritage' ceremony. The coffee-shop operators unyielding support towards NESCAFÉ and MILO has made both beverages staples in Malaysia. Nestlé Professional also advocates healthier lifestyle and healthier choice through the 'MILO Kosong Campaign'.



The 5th Nestlé Golden Chef Hat Award helps uplift the culinary standards amongst young professionals as evident from the past winners of the competition who have become great names in the industry.

In the Food business, the new MAGGI® Abalone Sauce launch was well received by Chinese restaurant operators in Malaysia. NESTUM was also launched in coffee-shops, to grow the out-of-home consumption for this nutritious drink, as well as for restaurants, as a key ingredient in their menu creations.



CHILLED DAIRY



Chilled Dairy delivered another year of accelerated growth with a double-digit rise in both yogurt and yogurt drinks. Impactful brand communications and shopper engagement successfully led category growth and reinforced Nestlé's number one position in the yogurt category.

Nestlé continues to be the best in the yogurt category due to its effective communications and engagements with the consumers.

The communication for the Nestlé BLISS 'Looking Good From Within Campaign', which focused on the product's superior taste and product benefits, was effective in gaining new customers. Nestlé Natural Set yogurt generated higher brand awareness and usage through cooking demonstrations in store and recipe suggestions.

CONFECTIONERY



Confectionery maintained strong double-digit growth in 2012 driven by both the domestic business and direct exports. KIT KAT strengthened market leadership in the count lines segment and continues to be the main growth driver.

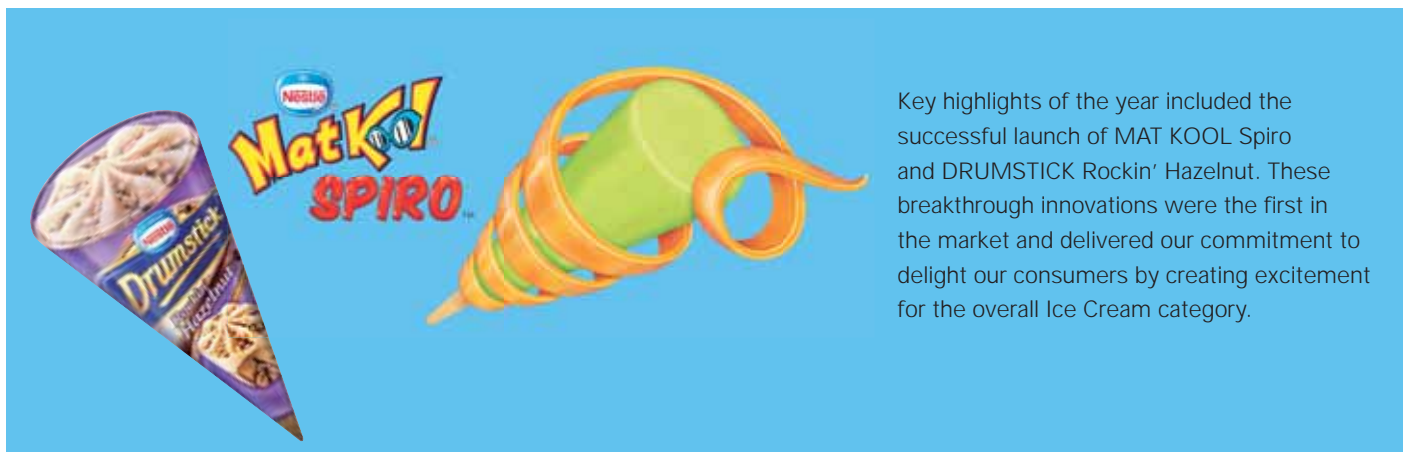
KIT KAT remains successful with its digital communication programs and in-store activities while NESTLÉ Wafer, which is targeted at the mass market, stays driven by strong marketing support and distribution extension.

Domestic and direct export businesses brought about strong double-digit growth in 2012 for Confectionery.

ICE CREAM

The year under review was a great year for the Ice Cream segment – driven by breakthrough innovations – which expanded the share of the Impulse segment.

First-in-the-market breakthrough innovations continued to delight consumers by creating excitement for the overall Ice Cream category.



Key highlights of the year included the successful launch of MAT KOOL Spiro and DRUMSTICK Rockin' Hazelnut. These breakthrough innovations were the first in the market and delivered our commitment to delight our consumers by creating excitement for the overall Ice Cream category.

MILKS & CEREALS

The encouraging growth of NESTLÉ OMEGA PLUS continued through collaborations with retail partners to drive higher heart health awareness. A more convenient way to manage cholesterol level was also introduced with the launch of NESTLÉ OMEGA PLUS One.



The Hot Cereals portfolio was reorganised under the NESTUM brand (for both All Family Cereals and 3in1 mixes) and the label was relaunched with a more contemporary design. A new value-added 3in1 range now offers the balanced goodness of NESTUM cereals and the renowned goodness of Traditional Asian Medicine (TAM) – NESTUM 3in1 with American Ginseng and Dang Gui – in collaboration with Eu Yan Sang, which is recognised for its TAM expertise.

NESTLÉ OMEGA PLUS continue to grow through collaborations with retail partners and the introduction of a more convenient way to manage cholesterol with NESTLÉ OMEGA PLUS ONE.



INFANT NUTRITION

In conjunction with the Nestlé centennial celebration, the NESTLÉ Start Well Stay Well Educational Programme was undertaken to educate Malaysian healthcare professionals and consumers on the importance of nutrition in the first 1,500 days of life.

A symposium on breastfeeding was also organised by the Nestlé Nutrition Institute to share knowledge and exchange best practices amongst healthcare professionals in evolving and encouraging breastfeeding.

The NESTLÉ Start Well Stay Well Educational Programme educated Malaysian healthcare professionals and consumers on the importance of nutrition in the first 1,500 days of a life.



HEALTHCARE NUTRITION



Strong double-digit growth was achieved leveraging the Diabetes and Critical Care product platforms. *NUTREN untuk Diabetik* is the biggest contributor to the business while PEPTAMEN is the first choice nutritional formula for Intensive Care Unit patients.

HealthCare Nutrition will continue to pioneer science-based nutritional solutions to deliver improved personalised health care for people with medical conditions.



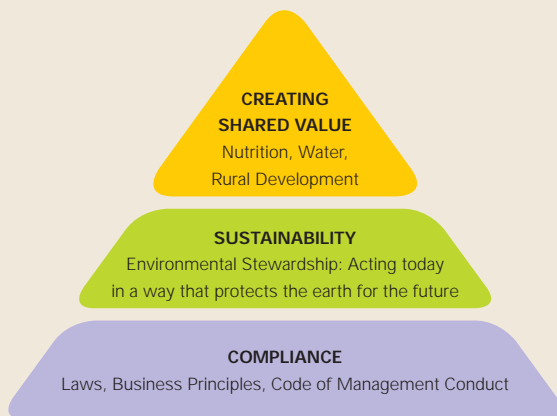
The company of
good friends is made
even better with NESCAFÉ.

What I remember most whilst growing up at my hometown was listening to the radio every Sunday morning for the Pujaan 10 NESCAFÉ singing contest. Today my best friends and I reminisce those moments when we get together.



Nestlé integrated the Search Engine Optimisation (SEO) process to drive more traffic to the Nestlé Healthy Kids website and this has led to the increase in number of page views –

182,896



The Nestlé Creating Shared Value Model

What Creating Shared Value Means to Us

Creating Shared Value is the foundation to our culture and values, as well as a motivating principle for our employees. Its relevance to our corporate initiatives, products and brands urges us to embed this strategy further across our value chain and throughout our business operations.



Creating Shared Value (CSV) is our approach to Corporate Social Responsibility, built on the premise that for our business to be successful in the long run, it must consider the needs of two primary stakeholders at the same time: the communities in the countries where we operate and our shareholders. The Nestlé journey started when the Company was founded on the principle of social responsibility, after our founder Henri Nestlé developed a product for an infant who could not feed on the mother's breast milk.

Today, the same values remain a fundamental part of our way of doing business, focusing on specific areas of the Company's core business activities. This approach goes beyond compliance and sustainability. Through CSV, we aim to improve the lives of the societies and communities we touch, as our progress is dependent on their success.



In 2012, Nestlé Malaysia successfully planted more than

100,000 trees

along the Lower Kinabatangan River in Sabah, as part of the Nestlé Project RiLeaf.

Nestlé Paddy Club (NPC) has

289 farmers

cultivating over 784 hectares, with a average yield of 6.8 metric tonne per hectare.



CSV is the pillar to our culture, values and a motivating principle for our employees. Its relevance to our corporate initiatives, products and brands urges us to embed this strategy further across our value chain and throughout our business operations.

OUR THREE FOCUS AREAS IN CSV

We continue to focus on the three areas of greatest potential for joint value optimisation with the society as outlined in our Annual Report last year, which are Nutrition, Water and Rural Development. These areas, besides being key societal challenges, are also the core to our global business strategy and operations, the basis of our competitive advantage as well as fundamental to our overall business goal – “To become the recognised leader in Food, Nutrition, Health and Wellness, trusted by all stakeholders.”

Nutrition: because food and nutrition are the basis of health, our *raison d'être*, our expertise and is core to our business.

Water: because the ongoing quality and availability of water is critical to life, to the production of food and to our operations. The deterioration of water quality and availability threatens the very fabric of life and is one of the key environmental issues today.

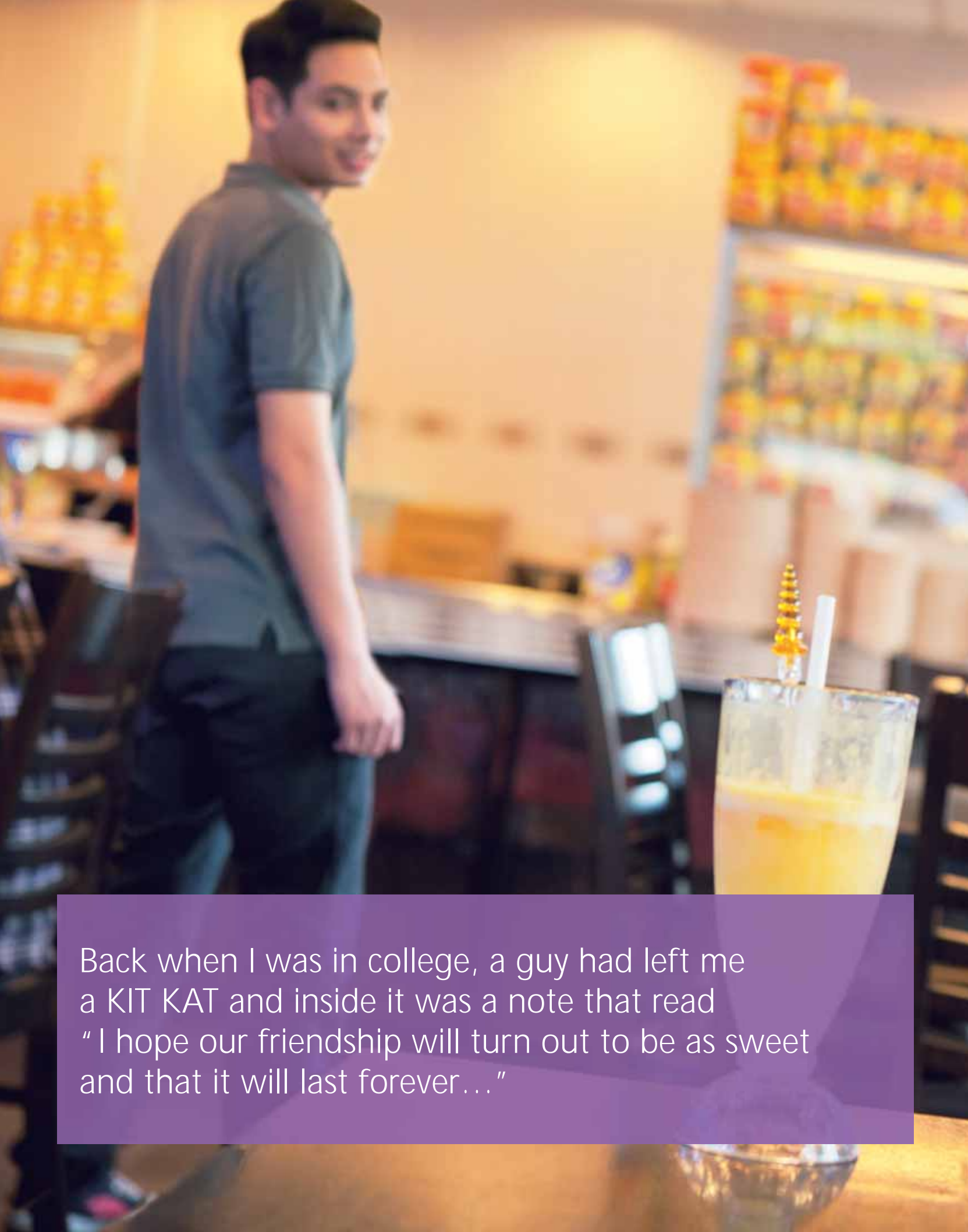
Rural Development: because the overall wellbeing of the farmers, rural communities, workers, small entrepreneurs and suppliers are essential to the sustainability of our business.

By firmly incorporating CSV into our business, we are able to venture into results-oriented initiatives that will create long-term benefits to the society.

We are looking at creating a thriving and sustainable society, from addressing health-related issues including under-nutrition, over-nutrition and malnutrition, sedentary or inactive lifestyles, aging populations and elevating health costs; to agriculture and rural poverty; water, energy and climate change.

For further information on our CSV initiatives, please refer to our Creating Shared Value Report 2012, which can be downloaded from our corporate website: www.nestle.com.my. More information on CSV can also be obtained from:

- www.nestle.com
- www.creatingsharedvalue.org
- www.community.nestle.com



Back when I was in college, a guy had left me a KIT KAT and inside it was a note that read "I hope our friendship will turn out to be as sweet and that it will last forever..."

Shahira happily reads the note tucked
in the Kit Kat left by an admirer.



Corporate Information

BOARD OF DIRECTORS

Tan Sri Dato' Seri Syed Zainol
Anwar Jamalullail
Independent, Non-Executive Director
Chairman of the Board of Directors
Chairman of the Audit Committee
Chairman of the Nomination Committee

Dato' Mohd. Rafik Bin Shah Mohamad
Independent, Non-Executive Director
Member of the Audit Committee
Chairman of the Compensation Committee

Tan Sri Datuk [Dr.] Rafiah Binti Salim
Independent, Non-Executive Director
Member of the Audit Committee
Member of the Compensation Committee

Tan Sri Datuk Yong Poh Kon
Independent, Non-Executive Director
Member of the Nomination Committee

Dato' Frits van Dijk
Non-Independent, Non-Executive Director
Member of the Nomination Committee
Member of the Compensation Committee

Peter Vogt
Managing Director
Alternate Director to Marc Seiler
[Resigned on 21 February 2013]

Alois Hofbauer
Managing Director
Alternate Director to Marc Seiler
[Appointed on 22 February 2013]

Marc Seiler
Executive Director
Alternate Director to Peter Vogt
[until 21 February 2013]
Alternate Director to Alois Hofbauer
[from 22 February 2013]

Detlef Krost
Alternate Director to Dato' Frits van Dijk
[until 29 June 2012]

Adnan Pawanteh
Alternate Director to Dato' Frits van Dijk
[Appointed on 30 June 2012]

AUDIT COMMITTEE

Tan Sri Dato' Seri Syed Zainol
Anwar Jamalullail
Chairman

Dato' Mohd. Rafik Bin Shah Mohamad
Member

Tan Sri Datuk [Dr.] Rafiah Binti Salim
Member

NOMINATION COMMITTEE

Tan Sri Dato' Seri Syed Zainol
Anwar Jamalullail
Chairman

Tan Sri Datuk Yong Poh Kon
Member

Dato' Frits van Dijk
Member

COMPENSATION COMMITTEE

Dato' Mohd. Rafik Bin Shah Mohamad
Chairman

Tan Sri Datuk [Dr.] Rafiah Binti Salim
Member

Dato' Frits van Dijk
Member

COMPANY SECRETARY

Mohd. Shah Bin Hashim [LS 0006824]
Tel : +603 7965 6000
Fax : +603 7962 7213
E-mail : MohdShah.Hashim@my.nestle.com

REGISTERED OFFICE

22-1, 22nd Floor, Menara Surian
No.1, Jalan PJU 7/3
Mutiarra Damansara
47810 Petaling Jaya
Selangor Darul Ehsan

COMPANY WEBSITE

www.nestle.com.my

SHARE REGISTRAR

Tricor Investor Services Sdn. Bhd. [118401-V]
Level 17, The Gardens North Tower
Mid Valley City, Lingkaran Syed Putra
59200 Kuala Lumpur
Tel : +603 2264 3883
Fax : +603 2282 1886

AUDITORS

KPMG [Firm No. AF 0758]
Chartered Accountants
Level 10, KPMG Tower
8, First Avenue, Bandar Utama
47800 Petaling Jaya
Selangor Darul Ehsan
Tel : +603 7721 3388
Fax : +603 7721 3399

PRINCIPAL BANKERS

HSBC Bank Malaysia Berhad [127776-K]

STOCK EXCHANGE LISTING

Main Market
Bursa Malaysia Securities Berhad
[635998-W]

[Note to Shareholders: The Corporate Governance Statement, the Statement on Risk Management and Internal Control, the Audit Committee Report and the Terms of Reference of the Audit Committee are contained in a separate booklet in this Annual Report, under the title "Corporate Governance and Financial Report 2012".]

Board of Directors



TOP: Tan Sri Dato' Seri Syed Zainol Anwar Jamalullail • Peter Vogt • Alois Hofbauer

CENTRE: Tan Sri Datuk Yong Poh Kon • Tan Sri Datuk [Dr.] Rafiah Binti Salim • Dato' Frits van Dijk

BOTTOM: Dato' Mohd. Rafik Bin Shah Mohamad • Marc Seiler • Adnan Pawanteh

Profile of Directors



Tan Sri Dato' Seri Syed Zainol Anwar Jamalullail

Independent, Non-Executive Director
Chairman of the Board of Directors
Chairman of the Audit Committee
Chairman of the Nomination Committee
Malaysian Citizen, age 61 years

Tan Sri Dato' Seri Syed Zainol Anwar Jamalullail was appointed as a Non-Independent, Non-Executive Director on 25 February 2002, representing Lembaga Tabung Haji. Subsequently, when Lembaga Tabung Haji ceased to be a substantial shareholder, he was re-classified as an Independent, Non-Executive Director on 5 November 2004, and was later appointed as Chairman of the Board of Directors on 16 April 2009. Tan Sri is also the Chairman of Cahya Mata Sarawak Berhad, Lembaga Zakat Selangor and Pulau Indah Ventures Sdn. Bhd. He is also the Chancellor of SEGi University.

He does not own any shares in Nestlé [Malaysia] Berhad, has no conflict of interest with the Group, does not have any personal interest in any business arrangement involving the Group, has no family relationship with any other director and/or major shareholder of the Group and has not been convicted of any offence within the past 10 years other than traffic offences, if any. Tan Sri Dato' Seri Syed Zainol Anwar Jamalullail has attended all 4 [four] meetings of the Board of Directors in the financial year ended 31 December 2012.



Dato' Mohd. Rafik Bin Shah Mohamad

Independent, Non-Executive Director
Member of the Audit Committee
Chairman of the Compensation Committee
Malaysian Citizen, age 62 years

Dato' Mohd. Rafik Bin Shah Mohamad was appointed as a director of the Company on 1 June 2007. He is also a member of the Audit Committee and the Chairman of the Compensation Committee. In addition, he is a Chairman of Malaysian AgriFood Corp. Berhad, Cold Chain Network Sdn. Bhd. [a subsidiary of Malaysian AgriFood Corp. Berhad] and the Chairman of Biotropics Malaysia Berhad. Biotropics Malaysia Berhad wholly owns Phytes Biotek Sdn. Bhd., which is one of the current suppliers of raw materials to a subsidiary of the Company. Be that as it may, Phytes Biotek Sdn. Bhd. carries on business with the subsidiary of the Company on the same terms as other suppliers.

He does not own any shares in Nestlé [Malaysia] Berhad, and has no conflict of interest with the Group, does not have any personal interest in any business arrangement involving the Group, has no family relationship with any other director and/or major shareholder of the Group and has not been convicted of any offence within the past 10 years other than traffic offences, if any. Dato' Mohd. Rafik Bin Shah Mohamad has attended all 4 [four] meetings of the Board of Directors in the financial year ended 31 December 2012.



Tan Sri Datuk [Dr.] Rafiah Binti Salim

Independent, Non-Executive Director
 Member of the Audit Committee
 Member of the Compensation Committee
 Malaysian Citizen, age 66 years

Tan Sri Datuk [Dr.] Rafiah Binti Salim was appointed as a director of the Company on 17 April 2009. She is also a member of the Audit Committee and the Compensation Committee. In addition, she is a Director of Perbadanan Usahawan Nasional Berhad, Director of the NAM Institute for the Empowerment of Women Malaysia, and Chairperson for Malaysian Genomics Resource Centre Berhad. Tan Sri Datuk [Dr.] Rafiah is also a Director of Allianz Malaysia Bhd., Allianz Life Insurance Malaysia Bhd., and Allianz General Insurance Company [Malaysia] Bhd.

She does not own any shares in Nestlé [Malaysia] Berhad, has no conflict of interest with the Group, does not have any personal interest in any business arrangement involving the Group, has no family relationship with any other director and/or major shareholder of the Group and has not been convicted of any offence within the past 10 years other than traffic offences, if any. Tan Sri Datuk [Dr.] Rafiah Binti Salim has attended all 4 [four] meetings of the Board of Directors in the financial year ended 31 December 2012.



Dato' Frits van Dijk

Non-Independent, Non-Executive Director
 Member of the Nomination Committee
 Member of Compensation Committee
 Dutch National, age 65 years

Dato' Frits van Dijk was appointed as a director of the Company on 26 April 2006. He is also a member of the Nomination Committee and the Compensation Committee. He has served the Nestlé group of companies and held many senior positions in other Nestlé Markets over the last 40 years prior to his retirement from the Nestlé Group at the end of September 2011.

He holds 8,000 ordinary shares in Nestlé [Malaysia] Berhad. He has no conflict of interest with the Group, does not have any personal interest in any business arrangement involving the Group, has no family relationship with any other director and/or major shareholder of the Group and has not been convicted of any offence within the past 10 years other than traffic offences, if any. Dato' Frits van Dijk has attended 2 [two] out of the 4 [four] meetings of the Board of Directors in the financial year ended 31 December 2012.

Profile of Directors



Tan Sri Datuk Yong Poh Kon

Independent, Non-Executive Director
 Member of the Nomination Committee
 Malaysian Citizen, age 67 years

Tan Sri Datuk Yong Poh Kon was appointed as a director of the Company on 25 April 2011. He is also a member of the Nomination Committee. He is currently the Managing Director of Royal Selangor International Sdn. Bhd., manufacturer and exporter of pewter products, and is a Fellow of the Academy of Sciences and the Malaysian Institute of Management.

He does not own any shares in Nestlé [Malaysia] Berhad, has no conflict of interest with the Group, does not have any personal interest in any business arrangement involving the Group, has no family relationship with any other director and/or major shareholder of the Group and has not been convicted of any offence within the past 10 years other than traffic offences, if any. Tan Sri Datuk Yong Poh Kon has attended all 4 [four] meetings of the Board of Directors held since his appointment in the financial year ended 31 December 2012.



Peter Vogt

Managing Director
 [Resigned on 21 February 2013]
 Swiss National, age 58 years

Peter Vogt, the Managing Director of the Company, was appointed as a director of the Company on 16 September 2009. He has served the Nestlé group of companies worldwide for over 30 years. He has held various senior positions in other Nestlé Markets, prior to his current appointment in Malaysia.

He does not own any shares in Nestlé [Malaysia] Berhad, has no conflict of interest with the Group, does not have any personal interest in any business arrangement involving the Group, has no family relationship with any other director and/or major shareholder of the Group and has not been convicted of any offence within the past 10 years other than traffic offences, if any. Peter Vogt has attended all 4 [four] meetings of the Board of Directors for the financial year ended 31 December 2012.



Alois Hofbauer

Managing Director
 [Appointed on 22 February 2013]
 Austrian National, age 47 years

Alois Hofbauer succeeded Peter Vogt as the Managing Director of the Company and was appointed as a Director of the Company on 22 February 2013. He has served the Nestlé group of companies worldwide for more than 20 years and held various senior positions in other Nestlé Markets, prior to his current appointment in Malaysia.

He does not own any shares in Nestlé [Malaysia] Berhad, has no conflict of interest with the Group, does not have any personal interest in any business arrangement involving the Group, has no family relationship with any other director and/or major shareholder of the Group and has not been convicted of any offence within the past 10 years other than traffic offences, if any.



Marc Seiler

Executive Director
 [Responsible for Finance & Control]
 French National, age 48 years

Marc Seiler, the Executive Director, Finance & Control of the Company, was appointed as a director of the Company on 1 December 2008. He joined the Nestlé group of companies in 1990 and held various senior positions in other Nestlé Markets. Currently, he is also Treasurer of the Swiss Malaysian Business Association.

He does not own any shares in Nestlé [Malaysia] Berhad, has no conflict of interest with the Group, does not have any personal interest in any business arrangement involving the Group, has no family relationship with any other director and/or major shareholder of the Group and has not been convicted of any offence within the past 10 years other than traffic offences, if any. Marc Seiler has attended all 4 [four] meetings of the Board of Directors for the financial year ended 31 December 2012.



Management Team



FRONT ROW, FROM LEFT:

Peter Vogt • Marc Seiler • Alois Hofbauer • Yap Yin Kee

BACK ROW, FROM LEFT:

Adnan Pawanteh • Victor Seah • Detlef Krost • Zainun Nur Abdul Rauf
• Mohamad Abu Bakar • Donald Howat • Chew Soi Ping
• Ho Hau Chieh • Patrick Hartless

Profile of Management Team

PETER VOGT

Managing Director

[Transferred to Nestlé S.A. effective 21 February 2013]

Peter Vogt, a Swiss national, has been the Managing Director of Nestlé [Malaysia] Berhad and Regional Head of Nestlé Malaysia/Singapore since 2009. A graduate in Accounting & Finance of Switzerland's University St. Gallen, Peter Vogt has over 30 years of management experience with Nestlé worldwide. He was Head of the Sales and Marketing Division of Nestlé Malaysia from 1990 to 1994. From 1996 to 2005, he headed various European Nestlé operations in Switzerland, Scandinavia and Germany before returning to Asia as CEO of Nestlé Indonesia from 2005 to 2009. He was the President of the Malaysian International Chamber of Commerce and Industry ["MICCI"], a member of the Swiss Malaysian Business Association and sat on the Federation of Malaysian Manufacturers ["FMM"] Council. On 21 February 2013, he left Nestlé Malaysia for Nestlé S.A., to assume the position of Deputy Executive Vice President, Head of Human Resources of the Group and Centre Administration.

ALOIS HOFBAUER

Managing Director

[Appointed on 1 February 2013]

Alois Hofbauer, an Austrian national, succeeded Peter Vogt as the Managing Director of Nestlé [Malaysia] Berhad and Regional Head of Nestlé Malaysia/Singapore effective 1 February 2013. He was appointed as a member of the Board of Directors on 22 February 2013. A graduate of the Swiss Business School IMD and the University of Innsbruck, Austria, Alois Hofbauer's career with Nestlé began over 20 years ago when he joined Nestlé Austria as a Sales and Marketing Trainee. Hofbauer has an immensely strong leadership track record in country management and a deep

understanding of business in Asia. In the last 20 years he has held various Senior Management positions in the region before becoming the Managing Director of Nestlé Taiwan in 2004 and subsequently the Managing Director of Nestlé Sri Lanka in 2010.

MARC SEILER

Executive Director, Finance & Control

Marc Seiler, a French national, is the Executive Director, Finance & Control of the Company. He was appointed as a director of the Company on 1 December 2008. Marc Seiler graduated from Ecole Supérieure de Commerce de Paris, France with a Masters of Science in Management and an Accounting & Finance Diploma [Diplôme d'Etudes Supérieures Comptables et Financières]. Prior to joining Nestlé, Marc Seiler was an external auditor with Coopers and Lybrand. He joined Nestlé group of companies in 1990 in the Finance division of Nestlé Waters in Paris. Thereafter, he was transferred to Nestlé Waters, North America where he held several senior positions in the United States and Canada prior joining the Company. Marc Seiler is currently the Treasurer of the Swiss Malaysian Business Association.

ZAINUN NUR ABDUL RAUF

Executive Director, Human Resource & Group Corporate Affairs
[until 31 December 2012]

Zainun Nur has been the Executive Director, Human Resource and Group Corporate Affairs of the Company since 1 June 2010. She joined the Company in 1998 as Group Brand Manager for Nestlé Breakfast Cereals. Thereafter, she moved to the Food Services business unit [now known as Nestlé Professional], followed by a stint in Consumer Services Division. In 2005, she moved back to Nestlé Professional as Country Business

Manager for Malaysia and Singapore managing the out-of-home food and beverage market. Zainun Nur holds a Masters in Business Administration from the Institute of Marketing, United Kingdom. As of 1 January 2013, she assumed the position of Executive Director of Group Corporate Affairs.

MOHAMAD ABU BAKAR

Executive Director of Human Resource
[From 1 January 2013]

Mohamad Abu Bakar is the Executive Director of Human Resource of the Company from 1 January 2013. Mohamad has over 30 years of experience in Human Resource related functions and services. He previously held the position of Human Resource Director for Diethelm Holding [Malaysia] Bhd. and Pfizer ([Malaysia] Sdn. Bhd./Pfizer Private Limited [Singapore]), and Senior Management positions at other multinationals and financial institutions, where he successfully implemented a start-up and several HR and organizational change management initiatives. Mohamad was awarded the inaugural National Human Resource Manager Excellence Award in 2000.

CHEW SOI PING

Executive Director, NCE Market Champion

Chew Soi Ping is the Executive Director of the NCE Market Champion for Malaysia/Singapore. Prior to this, he was the Executive Director of the Ice Cream Business Unit. He joined the Company in 1988 and from 1996 to 1998 was posted on an expatriation to Switzerland as the Zone Asia, Oceania, Africa and Middle East Regional Assistant. Chew Soi Ping holds a Masters in Business Administration from University of Central Arkansas, USA and Bachelor of Science in Marketing [Honours] from University of Ozarks, Arkansas, USA.

PATRICK HARTLESS

Executive Director, Supply Chain

Patrick Hartless has been with Nestlé for seven years and is currently the Executive Director for Supply Chain. Prior to arriving in Malaysia, Patrick Hartless was with Nestlé UK where he was Head of Supply Chain for the Food & Beverage Division. Patrick Hartless holds a Bachelor in Engineering from Loughborough University, United Kingdom as well as a Masters in Science from Cranfield University, United Kingdom.

YAP YIN KEE

Executive Director, Nestlé Professional

Yap Yin Kee has been the Executive Director of Nestlé Professional, Malaysia and Singapore since 2010. He joined the Company in 1994, in the Nestlé Professional Business Unit. In 2002 he was appointed as the Vending Manager and thereafter became the Beverage Business Manager in 2008. Yap Yin Kee has also been involved in various overseas assignments for Nestlé Professional in Taiwan, France and Oceania [Australia & New Zealand]. Yap Yin Kee graduated with a Bachelors of Business Administration [First Class Honours] degree from Universiti Kebangsaan Malaysia.

DETLEF KROST

Executive Director, Technical & Production
(until 31 May 2012)

Detlef Krost was the Executive Director, Technical & Production from 2009 and was also appointed to the Company's Board on the same year. A Food Technologist with an Engineering degree, he started his career with Nestlé Germany in 1984 and in 1992 joined the Nestlé Productivity Team in Switzerland. In 1996 he became the Factory Manager in Germany and later

became the GLOBE Business Excellence Manager for Technical, Production and R&D in Switzerland. He was appointed as the Technical Manager for Nestlé Waters in Europe in 2003, and in 2007 became the Technical Manager of the Chocolate, Confectionery & Biscuit Strategic Business Unit. In June 2012, Detlef Krost left Nestlé Malaysia for Nestec Ltd, Switzerland assuming the position of Zone AMS Technical Manager.

ADNAN PAWANTEH

Executive Director, Technical & Production
(from 1 June 2012)

Adnan Pawanteh was appointed the Executive Director, Technical & Production on 1 June 2012 to succeed Detlef Krost. As an Engineering degree holder with an MBA in Management, he began as a Trainee Engineer in Nestlé Malaysia in 1984 and over the subsequent 17 years, held various positions in the Technical area. He was posted to Nestlé Australia in 2001 where he assumed the post of Assistant Factory Manager before returning to Malaysia in 2002 as the Factory Manager of the Nestlé Shah Alam Complex. In 2010, Adnan was transferred to Nestlé Turkey as Technical Director, a position he held until the end of May 2012.

VICTOR SEAH

Executive Director, Sales

Victor Seah is the Executive Director, Sales since 2008 and has been with the Company for 6 years. Prior to joining the Company, he has had more than 10 years of experience in FMCG, Retail and Consultancy Services in the USA and the Asia Pacific region. Victor Seah spent one year in Singapore as the Country Business Manager for Food Services business [now known as Nestlé Professional]. Victor Seah holds a First Class Honours degree in Finance from the Southern Illinois University, USA.

DONALD HOWAT

Executive Director, Coffee & Beverages

Donald Howat, a British National, is the Executive Director of the Coffee & Beverages Business Unit. A graduate of Business from Manchester Metropolitan University, Donald Howat has been with Nestlé for over 20 years. From 2001 to 2004 he was the Commercial Director in the Coffee & Beverage Strategic Business Unit working with the developing markets in Asia, Eastern Europe and Latin America. From 2005 to 2007 he was responsible for the Coffee & Beverage Business in Russia.

HO HAU CHIEH

Executive Director, Milks

Ho Hau Chieh has been the Executive Director for Milks Business Unit since 2009. He joined the Company in 1999 as Brand Manager for Confectionery and thereafter was promoted to become Sales Operation Manager, Confectionery in 2001. In 2003, he was transferred to the Milks Business Unit as the Group Brand Manager. In 2005 he became the Business Manager of Nestlé Liquid Drinks. Ho Hau Chieh graduated from the University of Malaya with a Bachelor of Economics majoring in Business Administration.

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 29th [Twenty-Ninth] Annual General Meeting of the Company will be held at the Clarke Ballroom, Le Méridien Kuala Lumpur, 2, Jalan Stesen Sentral, Kuala Lumpur Sentral, 50470 Kuala Lumpur on Thursday, 2 May 2013 at 10.00 a.m. for the transaction of the following business:

AGENDA

As Ordinary Business

1. To receive the statutory financial statements for the financial year ended 31 December 2012 and the directors' and auditors' reports thereon. **Resolution 1**
2. To approve the payment of a final dividend of 155 sen per share, under a single-tier system, in respect of the financial year ended 31 December 2012. **Resolution 2**
3. To approve the payment of directors' fees for the financial year ended 31 December 2012. **Resolution 3**
4. To re-elect the following directors retiring in accordance with the Company's Articles of Association:
 - 4.1 Under Article 90.1**
 - [i] Dato' Mohd. Rafik Bin Shah Mohamad **Resolution 4**
 - [ii] Tan Sri Datuk [Dr.] Rafiah Binti Salim **Resolution 5**
 - 4.2 Under Article 97**
 - Alois Hofbauer **Resolution 6**

5. To re-appoint Messrs KPMG [Firm No. AF 0758] as auditors of the Company and to authorise the directors to fix their remuneration. **Resolution 7**

As Special Business

To consider and if thought fit, to pass the following as Ordinary Resolutions:

6. **Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[a] of the Circular to Shareholders dated 9 April 2013.**

"That the mandate granted by the shareholders of the Company on 26 April 2012 pursuant to paragraph 10.09 of the Main Market Listing Requirements of the Bursa Malaysia Securities Berhad, authorising the Company and/or its subsidiaries to enter into the recurrent related party transactions of a revenue or trading nature as set out in Section 2.3A[a] of the Circular to Shareholders dated 9 April 2013 with the related parties mentioned therein which are necessary, for the Company and/or its subsidiaries' day-to-day operations

and which are carried out in the ordinary course of business on terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of minority shareholders, be and is hereby renewed.

That the authority conferred by such mandate shall commence upon the passing of this resolution and continue to be in force until:-

- [i] the conclusion of the next Annual General Meeting ["AGM"] of the Company following the forthcoming AGM at which such mandate is approved, at which time it will lapse, unless by a resolution passed at the next AGM, the mandate is renewed;
- [ii] the expiration of the period within which the next AGM of the Company after the forthcoming AGM is required to be held pursuant to Section 143[1] of the Companies Act 1965 [but must not extend to such extension as may be allowed pursuant to Section 143[2] of the Companies Act 1965]; or
- [iii] revoked or varied by resolution passed by the shareholders in a general meeting;

whichever is earlier;

That the directors be and are hereby authorised to complete and do all such acts and things [including executing such documents as may be required] to give effect to the transactions contemplated and/or authorised by this resolution.”

Resolution 8

7. Proposed Renewal of Shareholders’ Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[b] of the Circular to Shareholders dated 9 April 2013.

“ That the mandate granted by the shareholders of the Company on 26 April 2012 pursuant to paragraph 10.09 of the Main Market Listing Requirements of the Bursa Malaysia Securities Berhad, authorising the Company and/or its subsidiaries to enter into the recurrent related party transactions of a revenue or trading nature as set out in Section 2.3A[b] of the Circular to Shareholders dated 9 April 2013 with the related parties mentioned therein which are necessary, for the Company and/or its subsidiaries’ day-to-day operations and which are carried out in the ordinary course of business on terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of minority shareholders, be and is hereby renewed.

That the authority conferred by such mandate shall commence upon the passing of this resolution and continue to be in force until:-

- [i] the conclusion of the next AGM of the Company following the forthcoming AGM at which such mandate is approved, at which time it will lapse, unless by a resolution passed at the next AGM, the mandate is renewed;
- [ii] the expiration of the period within which the next AGM of the Company after the forthcoming AGM is required to be held pursuant to Section 143[1] of the Companies Act 1965 [but must not extend to such extension as may be allowed pursuant to Section 143[2] of the Companies Act 1965]; or
- [iii] revoked or varied by resolution passed by the shareholders in a general meeting;

whichever is earlier;

That the directors be and are hereby authorised to complete and do all such acts and things [including executing such documents as may be required] to give effect to the transactions contemplated and/or authorised by this resolution.”

Resolution 9

8. Proposed Renewal of Shareholders’ Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[c] of the Circular to Shareholders dated 9 April 2013.

“ That the mandate granted by the shareholders of the Company on 26 April 2012 pursuant to paragraph 10.09 of the Main Market Listing Requirements of the Bursa Malaysia Securities Berhad, authorising the Company and/or its subsidiaries to enter into the recurrent related party transactions of a revenue or trading nature as set out in Section 2.3A[c] of the Circular to Shareholders dated 9 April 2013 with the related parties mentioned therein which are necessary, for the Company and/or its subsidiaries’ day-to-day operations and which are carried out in the ordinary course of business on terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of minority shareholders, be and is hereby renewed.

Notice of Annual General Meeting

That the authority conferred by such mandate shall commence upon the passing of this resolution and continue to be in force until:-

- [i] the conclusion of the next AGM of the Company following the forthcoming AGM at which such mandate is approved, at which time it will lapse, unless by a resolution passed at the next AGM, the mandate is renewed;
- [ii] the expiration of the period within which the next AGM of the Company after the forthcoming AGM is required to be held pursuant to Section 143[1] of the Companies Act 1965 [but must not extend to such extension as may be allowed pursuant to Section 143[2] of the Companies Act 1965]; or
- [iii] revoked or varied by resolution passed by the shareholders in a general meeting;

whichever is earlier;

That the directors be and are hereby authorised to complete and do all such acts and things [including executing such documents as may be required] to give effect to the transactions contemplated and/or authorised by this resolution."

Resolution 10

9. **Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[d] of the Circular to Shareholders dated 9 April 2013.**

"That the mandate granted by the shareholders of the Company on 26 April 2012 pursuant to paragraph 10.09 of the Main Market Listing Requirements of the Bursa Malaysia Securities Berhad, authorising the Company and/or its subsidiaries to enter into the recurrent related party transactions of a revenue or trading nature as set out in Section 2.3A[d] of the Circular to Shareholders dated 9 April 2013 with the related parties mentioned therein which are necessary, for the Company and/or its subsidiaries' day-to-day operations and which are carried out in the ordinary course of business on terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of minority shareholders, be and is hereby renewed.

That the authority conferred by such mandate shall commence upon the passing of this resolution and continue to be in force until:-

- [i] the conclusion of the next AGM of the Company following the forthcoming AGM at which such mandate is approved, at which time it will lapse, unless by a resolution passed at the next AGM, the mandate is renewed;
- [ii] the expiration of the period within which the next AGM of the Company after the forthcoming AGM is required to be held pursuant to Section 143[1] of the Companies Act 1965 [but must not extend to such extension as may be allowed pursuant to Section 143[2] of the Companies Act 1965]; or
- [iii] revoked or varied by resolution passed by the shareholders in a general meeting;

whichever is earlier;

That the directors be and are hereby authorised to complete and do all such acts and things [including executing such documents as may be required] to give effect to the transactions contemplated and/or authorised by this resolution."

Resolution 11

10. Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[e] of the Circular to Shareholders dated 9 April 2013.

"That the mandate granted by the shareholders of the Company on 26 April 2012 pursuant to paragraph 10.09 of the Main Market Listing Requirements of the Bursa Malaysia Securities Berhad, authorising the Company and/or its subsidiaries to enter into the recurrent related party transactions of a revenue or trading nature as set out in Section 2.3A[e] of the Circular to Shareholders dated 9 April 2013 with the related parties mentioned therein which are necessary, for the Company and/or its subsidiaries' day-to-day operations and which are carried out in the ordinary course of business on terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of minority shareholders, be and is hereby renewed.

That the authority conferred by such mandate shall commence upon the passing of this resolution and continue to be in force until:-

- [i] the conclusion of the next AGM of the Company following the forthcoming AGM at which such mandate is approved, at which time it will lapse, unless by a resolution passed at the next AGM, the mandate is renewed;
- [ii] the expiration of the period within which the next AGM of the Company after the forthcoming AGM is required to be held pursuant to Section 143[1] of the Companies Act 1965 [but must not extend to such extension as may be allowed pursuant to Section 143[2] of the Companies Act 1965]; or
- [iii] revoked or varied by resolution passed by the shareholders in a general meeting;

whichever is earlier;

That the directors be and are hereby authorised to complete and do all such acts and things [including executing such documents as may be required] to give effect to the transactions contemplated and/or authorised by this resolution."

Resolution 12

11. Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[f] of the Circular to Shareholders dated 9 April 2013.

"That the mandate granted by the shareholders of the Company on 26 April 2012 pursuant to paragraph 10.09 of the Main Market Listing Requirements of the Bursa Malaysia Securities Berhad, authorising the Company and/or its subsidiaries to enter into the recurrent related party transactions of a revenue or trading nature as set out in Section 2.3A[f] of the Circular to Shareholders dated 9 April 2013 with the related parties mentioned therein which are necessary, for the Company and/or its subsidiaries' day-to-day operations and which are carried out in the ordinary course of business on terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of minority shareholders, be and is hereby renewed.

Notice of Annual General Meeting

That the authority conferred by such mandate shall commence upon the passing of this resolution and continue to be in force until:-

- [i] the conclusion of the next AGM of the Company following the forthcoming AGM at which such mandate is approved, at which time it will lapse, unless by a resolution passed at the next AGM, the mandate is renewed;
- [ii] the expiration of the period within which the next AGM of the Company after the forthcoming AGM is required to be held pursuant to Section 143[1] of the Companies Act 1965 [but must not extend to such extension as may be allowed pursuant to Section 143[2] of the Companies Act 1965]; or
- [iii] revoked or varied by resolution passed by the shareholders in a general meeting;

whichever is earlier;

That the directors be and are hereby authorised to complete and do all such acts and things [including executing such documents as may be required] to give effect to the transactions contemplated and/or authorised by this resolution."

Resolution 13

12. **Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[g] of the Circular to Shareholders dated 9 April 2013.**

" That the Company and/or its subsidiaries shall be mandated to enter into the recurrent related party transactions of a revenue or trading nature as set out in Section 2.3A[g] of the Circular to Shareholders dated 9 April 2013 with the related parties mentioned therein which are necessary, for the Company and/or its subsidiaries' day-to-day operations and which are carried out in the ordinary course of business on terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of minority shareholders.

That the authority conferred by such mandate shall commence upon the passing of this resolution and continue to be in force until:-

- [i] the conclusion of the next AGM of the Company following the forthcoming AGM at which such mandate is approved, at which time it will lapse, unless by a resolution passed at the next AGM, the mandate is renewed;
- [ii] the expiration of the period within which the next AGM of the Company after the forthcoming AGM is required to be held pursuant to Section 143[1] of the Companies Act 1965 [but must not extend to such extension as may be allowed pursuant to Section 143[2] of the Companies Act 1965]; or
- [iii] revoked or varied by resolution passed by the shareholders in a general meeting;

whichever is earlier;

That the directors be and are hereby authorised to complete and do all such acts and things [including executing such documents as may be required] to give effect to the transactions contemplated and/or authorised by this resolution."

Resolution 14

13. Proposed Amendments to the Company's Articles of Association

" THAT the following alterations, modifications, additions or deletions to the Company's Articles of Association be and are hereby approved:-

No. Existing Articles	No. Proposed Articles
<p>54 All general meetings shall be held at such time, day and place as the Directors shall determine. Every notice of an annual general meeting shall specify the meeting as such and every meeting convened for passing a special resolution shall state the intention to propose such resolution as a special resolution.</p>	<p>54 All general meetings shall be held at such time, day and place as the Directors shall determine. Every notice of an annual general meeting shall specify the meeting as such and every meeting convened for passing a special resolution shall state the intention to propose such resolution as a special resolution. Such meeting of its members may be held within Malaysia at more than one venue using any technology that allows all members a reasonable opportunity to participate.</p>
<p>72 If a poll is duly demanded it shall be taken in such manner as the Chairman may direct [including the use of a ballot or voting papers or tickets] and the result of the poll shall be the resolution of the meeting at which the poll was demanded. The Chairman may [and if so directed by the meeting shall] appoint scrutineers for the purposes of the poll, and may adjourn the meeting to some place and time fixed by him for the purpose of declaring the results of the poll.</p>	<p>72 If a poll is duly demanded it shall be taken in such manner as the Chairman may direct [including the use of a ballot or voting papers or tickets or electronically using various forms of electronic voting devices] and the result of the poll shall be the resolution of the meeting at which the poll was demanded. The Chairman may [and if so directed by the meeting shall] appoint scrutineers to verify the votes which shall be counted by the poll administrators for the purposes of the poll, and may adjourn the meeting to some place and time fixed by him for the purpose of declaring the results of the poll.</p>

Notice of Annual General Meeting

NOTICE IS ALSO HEREBY GIVEN THAT, subject to the approval of the shareholders at the 29th [Twenty- Ninth] Annual General Meeting of the Company, a final dividend of 155 sen per share, under a single-tier system in respect of the financial year ended 31 December 2012 will be paid to the shareholders on 13 June 2013. The entitlement date for the said dividend shall be 23 May 2013.

FURTHER NOTICE IS HEREBY GIVEN THAT a depositor shall qualify for entitlement only in respect of:

- A. Shares transferred into the Depositors' Securities Account before 4.00 p.m. on 23 May 2013 in respect of ordinary transfers; and
- B. Shares bought on the Bursa Malaysia Securities Berhad on a cum entitlement basis according to the rules of the Bursa Malaysia Securities Berhad.

BY ORDER OF THE BOARD

MOHD. SHAH BIN HASHIM

Company Secretary

[LS 0006824]

Petaling Jaya

9 April 2013

NOTES:

- [i] A member of the Company entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote instead of him. A proxy may, but need not be, a member of the Company and the provision of Section 149[1][b] of the Companies Act 1965, shall not apply to the Company.
- [ii] The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or if the appointor is a corporation either under the corporation's seal or under the hand of an officer or attorney duly authorised.
- [iii] Where a member of the Company is an authorised nominee as defined under the Central Depositories Act, it may appoint not more than two [2] proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one [1] securities account ["omnibus account"], there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

Where an authorized nominee appoints two [2] proxies, or where an exempt authorized nominee appoints two [2] or more proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies
- [iv] An authorised nominee or an exempt authorised nominee with more than 1 [one] securities account must submit a separate instrument of proxy for each securities account.
- [v] The instrument appointing a proxy and the power of attorney or other authority [if any] under which it is signed or a notarially certified copy of such power or authority shall be deposited at the Share Registrar of the Company at Tricor Investor Services Sdn. Bhd. [Company No. 118401-V] Level 17, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia, not less than 48 hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the instrument proposed to vote, or in the case of a poll, not less than 24 hours before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid.
- [vi] In respect of deposited securities, only members whose names appear in the Record of Depositors on 24 April 2013 shall be entitled to attend, speak and vote at the general meeting.

Explanatory Notes on Special Business:-**Recurrent Related Party Transactions**

For further information, please refer to the Circular to Shareholders dated 9 April 2013 accompanying the Company's Annual Report for the financial year ended 31 December 2012.

Proposed Amendments to the Company's Articles of Association

The proposed amendments will allow the Company to hold its general meetings in more than one venue using electronic technology and to allow the conduct of poll(s) via electronic means.

Proxy Form

No. of shares held	
CDS Account No.	

I / We _____ NRIC No: _____ [New] _____ [Old]
of _____
being a member of **Nestlé [Malaysia] Berhad**, hereby appoint *the Chairman of the meeting or _____
_____ NRIC No: _____ [New] _____ [Old]
of _____
or failing him/her, _____ NRIC No: _____ [New] _____ [Old]
of _____

as my/our proxy to vote for me/us on my/our behalf at the 29th [Twenty-Ninth] Annual General Meeting of the Company to be held at the Clarke Ballroom, Le Méridien Kuala Lumpur, 2, Jalan Stesen Sentral, Kuala Lumpur Sentral, 50470 Kuala Lumpur on Thursday, 2 May 2013 at 10.00 a.m. and at any adjournment thereof.

* Delete if not applicable

My/Our proxy is to vote as indicated with an "X" below. If no specific direction as to voting is given, the proxy will vote or abstain from voting at his discretion.

No.	Resolutions	For	Against
1.	To receive the statutory financial statements for the financial year ended 31 December 2012 and the directors' and auditors' reports thereon.		
2.	To approve the payment of a final dividend of 155 sen per share, under a single-tier system, in respect of the financial year ended 31 December 2012.		
3.	To approve the payment of directors' fees for the financial year ended 31 December 2012.		
4.	To re-elect Dato' Mohd. Rafik Bin Shah Mohamad as a director of the Company.		
5.	To re-elect Tan Sri Datuk [Dr.] Rafiah Binti Salim as a director of the Company.		
6.	To re-elect Alois Hofbauer as a director of the Company.		
7.	To re-appoint Messrs KPMG [Firm No. AF 0758] as auditors of the Company and to authorise the directors to fix their remuneration.		
8.	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[a] of the Circular to Shareholders dated 9 April 2013.		
9.	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[b] of the Circular to Shareholders dated 9 April 2013.		
10.	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[c] of the Circular to Shareholders dated 9 April 2013.		
11.	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[d] of the Circular to Shareholders dated 9 April 2013.		
12.	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[e] of the Circular to Shareholders dated 9 April 2013.		
13.	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[f] of the Circular to Shareholders dated 9 April 2013.		
14.	Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out under Section 2.3A[g] of the Circular to Shareholders dated 9 April 2013.		
15.	Proposed Amendments to the Company's Articles of Association		

Dated this _____ day of _____ 2013

Witnessed by: _____

Signature: _____

Address: _____

Company Stamp: _____

Occupation: _____

Signature of Shareholder or Common Seal

Notes:

- [i] A member of the Company entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote instead of him. A proxy may, but need not be, a member of the Company and the provision of Section 149[1][b] of the Companies Act 1965, shall not apply to the Company.
- [ii] Where a member of the Company is an authorised nominee as defined under the Central Depositories Act, it may appoint not more than two [2] proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one [1] securities account ["omnibus account"], there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. Where an authorized nominee appoints two [2] proxies, or where an exempt authorized nominee appoints two [2] or more proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
- [iii] Where a member of the Company is an authorised nominee as defined under the Central Depositories Act, it may appoint not more than two [2] proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account. Where a member of the Company is an exempt authorised nominee which holds

ordinary shares in the Company for multiple beneficial owners in one [1] securities account ["omnibus account"], there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. Where an authorized nominee appoints two [2] proxies, or where an exempt authorized nominee appoints two [2] or more proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.

- [iv] An authorised nominee or an exempt authorised nominee with more than 1 [one] securities account must submit a separate instrument of proxy for each securities account.
- [v] The instrument appointing a proxy and the power of attorney or other authority [if any] under which it is signed or a notarially certified copy of such power or authority shall be deposited at the Share Registrar of the Company at Tricor Investor Services Sdn. Bhd. [Company No. 118401-V] Level 17, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia, not less than 48 hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the instrument proposed to vote, or in the case of a poll, not less than 24 hours before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid.
- [vi] In respect of deposited securities, only members whose names appear in the Record of Depositors on 24 April 2013 shall be entitled to attend, speak and vote at the general meeting.

Please fold here to seal

Affix postage
stamp

Tricor Investor Services Sdn. Bhd. [Company No. 118401-V]
Level 17, The Gardens North Tower
Mid Valley City, Lingkaran Syed Putra
59200 Kuala Lumpur

Please fold here to seal

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Nestlé
di sisimu.®

Nestlé [Malaysia] Berhad [110925-W]

22-1, 22nd Floor, Menara Surian

No. 1, Jalan PJU 7/3

Mutiara Damansara

47810 Petaling Jaya

Selangor Darul Ehsan

Malaysia

Tel: [+603] 7965 6000

Fax: [+603] 7965 6767

Nestlé Consumer Services Free Phone: 1-800-88-3433

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