

Corporate Governance Report 30 June 2008



Nestlé

Good Food, Good Life

Board of Directors Executive Board

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Preliminary remarks

Nestlé S.A. publishes a full Corporate Governance Report, including a separate Compensation Report, which forms an integral part of the annual Management Report. We therewith comply with the requirements of the SWX Swiss Exchange (SWX) and its Corporate Governance Directive.

The present document is a partial update of the Nestlé Corporate Governance Report 2007, indicating changes occurred on the Board of Directors and the Executive Board up to 30 June 2008.

The annual Management Report is available on-line as a PDF file at <http://www.nestle.com> in English, French and German. Copies can be ordered at: <http://www.nestle.com/MediaCenter/Order>.

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1. Board of Directors

1.1 Members of the Board of Directors

Name	Year of birth	Nationality	Education	First election	Term expires*
Peter Brabeck-Letmathe Chairman	1944	Austrian	Economics	1997	2012
Paul Bulcke CEO	1954	Belgian	Economics and Business Administration	2008	2011
Andreas Koopmann 1st Vice Chairman	1951	Swiss	Mechanical Engineering and Business Administration	2003	2011
Rolf Hänggi 2nd Vice Chairman	1943	Swiss	Law and Finance	2004	2011
Edward George (Lord George)	1938	British	Economics	2004	2011
Kaspar Villiger	1941	Swiss	Mechanical Engineering	2004	2009
Daniel Borel	1950	Swiss	Physics and Computer Science	2004	2009
Jean-Pierre Meyers	1948	French	Economics	1991	2011
André Kudelski	1960	Swiss	Physics	2001	2011
Carolina Müller-Möhl	1968	Swiss	Political Science	2004	2009
Günter Blobel	1936	German	Medicine	2005	2009
Jean-René Fourtou	1939	French	Ecole Polytechnique	2006	2011
Steven G. Hoch	1954	American/Swiss	International Relations and Economics	2006	2011
Naïna Lal Kidwai	1957	Indian	Economics and Business Administration	2006	2011
Beat Hess	1949	Swiss	Law	2008	2011

For complete information: please refer to individual CVs on www.nestle.com.

* As Nestlé's revised Articles of Association, adopted on April 10, 2008, provide for three year terms, all members of the Board will be re-elected over the course of the next three years.

a) Operational management tasks of the members of the Board of Directors

With the exception of Paul Bulcke, all members of the Board of Directors are non-executive members.

b) Information on non-executive members of the Board of Directors

With the exception of Peter Brabeck-Letmathe and Paul Bulcke, all non-executive members of the Board of Directors are independent, were not previously members of the Nestlé management and have no important business connections with Nestlé. For cross-involvement, see point 1.3.

1.2. Professional background and other activities and functions

Peter Brabeck-Letmathe, Chairman



Peter Brabeck-Letmathe joined the Nestlé Group's operating company as a salesman in Austria in 1968. Between 1970 and 1987 he held a series of responsibilities in Latin America. In 1987, he transferred to Nestlé's international Headquarters in Vevey, Switzerland, as Vice President and was named Executive Vice President in 1992. At the Annual General Meeting of Shareholders in June 1997, Peter Brabeck-Letmathe was elected member of the Board of Nestlé S.A. In 1997, the Board of Directors of Nestlé S.A. appointed him CEO (Administrateur délégué). In 2001, he was elected Vice Chairman and in 2005 Chairman of the Board of Directors. As of April 10, 2008, Peter Brabeck-Letmathe resigned as CEO remaining Chairman of the Board of Directors. As a Nestlé S.A. representative, he serves as Vice Chairman of L'Oréal S.A., France. Peter Brabeck-Letmathe is also Vice Chairman of the Board of Directors of Credit Suisse Group, Switzerland, and member of the Board of Roche Holding Ltd., Switzerland as well as of Delta Topco Limited, Jersey.

In addition, he is a member of the European Roundtable of Industrialists, Belgium and a member of the Foundation Board of the World Economic Forum, Switzerland.

Paul Bulcke, CEO



Paul Bulcke began his career in 1977 as a financial analyst for Scott Graphics International in Belgium before moving to the Nestlé Group in 1979 as a marketing trainee. From 1980 to 1996 he held various responsibilities in Nestlé Peru, Nestlé Ecuador and Nestlé Chile before moving back to Europe as Managing Director of Nestlé Portugal, Nestlé Czech and Slovak Republic, and Nestlé Germany. In 2004, he was appointed as Executive Vice President, responsible for Zone Americas. At the General Annual Meeting of Shareholders in April 2008, Paul Bulcke was elected member of the Board of Directors of Nestlé S.A. The Board of Directors of Nestlé S.A. appointed him CEO (Administrateur délégué) effective April 10, 2008.

As a representative of Nestlé, Paul Bulcke serves as a Board member of Beverage Partners Worldwide S.A., Switzerland and Alcon Inc., Switzerland. He is also a member of the Supervisory Board of Cereal Partners Worldwide, Switzerland.

Andreas Koopmann, 1st Vice Chairman



Andreas Koopmann began his career in 1979 as Assistant to the Chairman and CEO of Bruno Piatti AG, Switzerland, and from 1980 to 1982 was Assistant to a Group Executive at Motor Columbus AG, Holding, Switzerland. Since 1982 he has been at Bobst Group, starting as Vice President of Engineering and Manufacturing in Roseland, New Jersey, USA. In 1989, he returned to Switzerland, holding a number of senior positions in the company, including member of the Group Executive Committee in charge of Manufacturing. He was a member of the Board of Directors for Bobst Group SA from 1998 to 2002 and was appointed to his present position as CEO in 1995.

Presently, he also serves as Vice Chairman of Swissmem in Switzerland.

Rolf Hänggi, 2nd Vice Chairman



In 1970 Rolf Hänggi started his career as a financial and investment analyst at Swiss Bank Corporation, Switzerland, before moving on to the Union Bank of Switzerland and then to the Baselland Cantonal Bank, Switzerland. In 1976 he joined Zurich Insurance Company and in 1986 became a member of the Corporate Executive Board and Head of finance and investments in securities, worldwide. He was appointed Deputy CEO of Zurich Insurance Company in 1988, serving as a Board member from 1993 to 1997, before becoming a private consultant. Presently Rolf Hänggi also serves as Chairman of Rüd, Blass & Cie AG, Bankers, Switzerland. In addition, he is a member of the Board of Trustees of the Foundation Luftbild Schweiz, Switzerland; a member of the Foundation Board, Werner Abegg Fonds Foundation, Switzerland; and also sits on the Advisory Board for the Mastercourse of Advanced Studies in Applied History at the University of Zurich, Switzerland.

Edward George (Lord George)



Lord George joined the Bank of England directly from University in 1962. Between 1966 and 1974 he was seconded first to the Bank for International Settlements, Basle, Switzerland, and then to the International Monetary Fund. During the next 16 years, Lord George held various senior positions within the Bank of England before being appointed deputy Governor in 1990. From 1993 to 2003 he served as Governor of the Bank of England.

He is also a Board member of the Bank for International Settlements, Basle, Switzerland; N. M. Rothschild and Sons Ltd, Great Britain; and Rothschilds Continuation Holdings AG, Switzerland.

Kaspar Villiger



Kaspar Villiger began his career as manager and joint owner of family firm Villiger Söhne AG in 1966. In parallel, he started a political career in 1972 as a member of the Swiss Liberal Democratic Party in Canton Lucerne. He was a member of the Swiss federal parliament and elected to the National Council in 1982 and to the Council of States in 1987 and was elected to the Federal Council in 1989. From 1989 to 1995 he was Defence Minister, and from 1995 to 2003 he was Finance Minister. He served as President of the Swiss Confederation in both 1995 and 2002.

Kaspar Villiger is also a Board member of AG für die Neue Zürcher Zeitung, Switzerland, and Swiss Re (Swiss Reinsurance Company), Switzerland.

Daniel Borel



Daniel Borel is the co-founder of Logitech. He served as Chairman and CEO of Logitech S.A. from 1982 to 1988 and of Logitech International S.A. from 1992 to 1998. Since 1998, he has served as Chairman of Logitech International S.A. As of January 2008, Daniel Borel handed over the office of Chairman remaining a member of the Board of Directors of Logitech International S.A. In addition, he serves as Chairman of swissUp, a Foundation for Excellence in Education in Switzerland, and is a member of the Board of Defitech Foundation, Switzerland.

Jean-Pierre Meyers



From 1972 to 1980 Jean-Pierre Meyers was attached to the directorate of financial affairs at Société Générale. During the same time he was Assistant Professor at the Ecole Supérieure de Commerce in Rouen, France. From 1980 to 1984 he was a Director of the bank Odier Bungener Courvoisier. Jean-Pierre Meyers has been a Board member of L'Oréal S.A., France, since 1987 and Vice Chairman since 1994. He has also served as Vice Chairman of the Bettencourt-Schueller Foundation since 1988.

In addition, Jean-Pierre Meyers is a member of the Supervisory Board at Téthys S.A.S. in France.

André Kudelski



André Kudelski started his career in 1984 at Kudelski SA, Switzerland, as a research and development engineer. After working in Silicon Valley, he returned to Kudelski SA in 1986 and was appointed product manager for Pay-TV solutions. From 1989 to 1990 he was the director of the Pay-TV division (NagraVision) before taking over the position of Chairman and CEO of the Kudelski Group in 1991. In addition, he became Chairman of Nagra Plus SA, a joint venture of Kudelski SA and Canal Plus in 1992. He has been appointed Chairman of the Board of Directors of OPEN TV, a Nasdaq listed company, controlled by Kudelski.

André Kudelski serves on the Board of Directors and the Audit Committee of Dassault Systèmes SA, France, and Edipresse Group, Switzerland.

Furthermore, he is a Board member of HSBC Private Bank Holding and of the Swiss-American Chamber of Commerce.

Carolina Müller-Möhl



Carolina Müller-Möhl was a journalist and advertising and PR consultant until 1999 when she became Vice Chairperson of the Board of Müller-Möhl Holding AG. In 2000 she became President of the Müller-Möhl Group.

Carolina Müller-Möhl is also Chairperson of Hyos Invest Holding AG, Switzerland, and a Board member of Kühne Holding AG, Switzerland.

In addition, she is a member of the Foundation Board of Pestalozzianum Foundation, Switzerland, a member of the Advisory Board of the Swiss Economic Forum and Jury President Award, a member of the Board of the Pestalozzi Foundation and was nominated as a Young Global Leader 2007 by the World Economic Forum. In 2008, Carolina Müller-Möhl became a member of the Board of Directors of Orascom Development Holding AG.

Günter Blobel



Günter Blobel earned a doctoral degree in oncology in 1967 and was appointed to the Howard Hughes Medical Institute in 1986. In 1999, he was awarded the Nobel Prize in Physiology or Medicine. He currently holds a position at the Rockefeller University, New York.

Günter Blobel is the co-founder of Chromocell, USA, and also a Board member of IFF - International Flavours & Fragrances Inc., USA.

In addition, he is Chairman of the Friends of Dresden Inc., USA, and has been a member of the Nestlé Nutrition Council (NNC) – a group of international experts who advise Nestlé on nutrition – since August 2001.

Jean-René Fourtou



Jean-René Fourtou began his career at Bossard & Michel in 1963. He became CEO of Bossard Consultants in 1972 and later Chairman and CEO of the Bossard Group from 1977 to 1986. From 1986 to 1999 he served as Chairman and CEO of Rhône-Poulenc Group, and when Hoechst and Rhône-Poulenc merged to create Aventis in 1999, he became Vice Chairman of the Management Board and Managing Director of the company until 2002. Since 2005, he has been Chairman of the Supervisory Board of Vivendi, where he was Chairman and CEO from 2002 to 2005.

Jean-René Fourtou is also Chairman of the Supervisory Board of Canal+ Group, France, member of the Supervisory Board of AXA Group, France, and Board member of Sanofi-Aventis, France, Capgemini, France, NBC Universal, USA and Maroc Télécom, Morocco.

Steven G. Hoch



Steven G. Hoch started his career in 1978 at the Chemical Bank in New York and Zurich. From 1987 to 1990, he was a member of the Management Committee and Vice President, Business Development, of the Bank in Liechtenstein Trust Company and BIL, Trainer Wortham Inc., New York. Steven Hoch was Senior Vice President and a member of the Management Committee at Bessemer Trust Company, N.A., New York, from 1990 to 1994, and a member of the Executive Committee and Head of Client Service for Pell Rudman Trust Company, Boston, from 1994 to 2002. In 2002 he founded Highmount Capital, LLC, a US-based investment management firm where he is still a Senior Partner.

Steven G. Hoch is also a Director of the American Swiss Foundation, a trustee of the Woods Hole Oceanographic Institution, USA, and a member of the National Board of the Smithsonian Institution, USA.

Nai'na Lal Kidwai



Nai'na Lal Kidwai started her career in 1982 and until 1994 was at ANZ Grindlays Bank Plc. (now Standard Chartered Bank). From 1994 to 2002, she was Vice Chairman and Head of Investment Banking at Morgan Stanley India before moving to HSBC. Currently she is CEO and Country Head of the HSBC Group of Companies in India and a Group General Manager of the Bank.

She serves the Government of India on the National Science and Technology Entrepreneurship Development Board, the National Integration Council and the Indo German Consultative Group. She is active on several committees of Chambers of Industry and Commerce and is on the National Council of the Confederation of Indian Industries and the National Executive Committee of FICCI. She is a member of the Indian Advisory Council of the City of London. Her involvement with educational institutions includes the Global Board of Dean's Advisors of the Harvard Business School, the India Board of John Hopkins School of Advanced International Studies, USA, and the Advisory Boards of IIM Ahmedabad and IIT Mumbai. She is on the Board of Grassroots Trading Network for Women – a not-for-profit organisation to empower underprivileged women.

Nai'na Lal Kidwai was awarded the Padma Shri by the Indian government in 2007.

Beat Hess



Beat Hess started his career in 1977 at BBC Brown Boveri Ltd. in Baden as Legal Counsel where he was promoted to General Counsel in 1986. From 1988 to 2003, he was Senior Group Officer, General Counsel and Secretary for ABB Ltd. in Zurich. As of 2003, Beat Hess is Group Legal Director of Royal Dutch Shell plc, The Hague, The Netherlands, responsible on worldwide level for legal and intellectual property services as well as for the Shell Compliance Office. Beat Hess is also a member of the Shell Group Executive Committee.

1.3 Cross-involvement

Peter Brabeck-Letmathe and Jean-Pierre Meyers are on the Board of Directors of both Nestlé and L'Oréal.

1.4 Internal organisational structure

1.4.1 Allocation of tasks within the Board of Directors

	Chairman's and Corporate Governance Committee ⁽¹⁾	Compensation Committee ⁽²⁾	Nomination Committee ⁽³⁾	Audit Committee ⁽⁴⁾
Peter Brabeck-Letmathe Chairman	• (Chair)		•	
Paul Bulcke CEO	•			
Andreas Koopmann 1st Vice Chairman	•	•		
Rolf Hänggi 2nd Vice Chairman	•		•	• (Chair)
Edward George (Lord George)	•	•		
Kaspar Villiger			• (Chair)	•
Jean-Pierre Meyers				•
André Kudelski				•
Daniel Borel		• (Chair)		
Carolina Müller-Möhl				
Günter Blobel				
Jean-René Fourtou		•		
Steven G. Hoch			•	
Nai'na Lal Kidwai				
Beat Hess				

1.4.2 Tasks and area of responsibility for each Committee of the Board of Directors ⁽¹⁾

The powers and duties of each Committee are established in the applicable Committee Charter, which is approved by the Board. Each Committee is entitled to engage outside counsel.

- (1) The **Chairman's and Corporate Governance Committee** consists of the Chairman, the two Vice Chairmen, the CEO (Administrateur délégué) and other members as elected by the Board. It liaises between the Chairman and the full Board of Directors in order to act as a consultant body to the Chairman and CEO and to expedite whenever necessary the handling of the Company's business. The Committee periodically reviews the Corporate Governance of the Company and prepares recommendations for the Board.
- (2) The **Compensation Committee** consists of a Chairperson, who is an independent and non-executive member of the Board and not a member of the Chairman's and Corporate Governance Committee, the other members are one Vice Chairman and a minimum of two other non-executive members of the Board of Directors. All members are independent. The Compensation Committee draws up the principles for remuneration of the members of the Board and submits them to the Board for approval. It oversees and discusses the remuneration principles for the Company and the Group. In addition, it proposes the remuneration of the Chairman, the CEO and the individual remunerations of the members of the Executive Board. It also reports on its decisions to the Board, and keeps the Board updated on the overall remuneration policy of the Group.
- (3) The **Nomination Committee** consists of a Chairperson, who is an independent and non-executive member of the Board and not a member of the Chairman's and Corporate Governance Committee, the other members are the Chairman of the Board of Directors and a minimum of two independent and non-executive members of the Board. The Nomination Committee establishes the principles for the selection of candidates to the Board, selects candidates for election or re-election to the Board and prepares a proposal for the Board's decision. The candidates to the Board shall possess the necessary profiles, qualifications and experience to discharge their duties. Newly appointed Board members receive an appropriate introduction into the business and affairs of the Company and the Group. If required, the Nomination Committee arranges for further training. It reviews, at least annually, the independence of the members of the Board and performs a self-evaluation of the Board.
- (4) The **Audit Committee** consists of a Vice Chairman, who chairs the Committee, and a minimum of two other members of the Board, excluding the CEO and any former member of the Executive Board. At least one member has to have recent and relevant financial expertise. In discharging its responsibilities, it has unrestricted access to the Company's management, books and records. The Audit Committee supports the Board of Directors in its supervision of financial control through a direct link to KPMG (external auditors) and the Nestlé Group Audit (corporate internal auditors). The Audit Committee's main duties include the following:
 - to discuss Nestlé's internal accounting procedures
 - to make recommendations to the Board of Directors regarding the nomination of external auditors to be appointed by the shareholders
 - to discuss the audit procedures, including the proposed scope and the results of the audit
 - to keep itself regularly informed on important findings of the audits and of their progress
 - to oversee the quality of the internal and external auditing
 - to present the conclusions on the approval of the Financial Statements to the Board of Directors
 - to review certain reports regarding internal controls.The Audit Committee regularly reports to the Board on its findings and proposes appropriate actions. The responsibility for approving the annual Financial Statements remains with the Board of Directors.

⁽¹⁾ For complete information: please refer to the Board of Directors Regulations and Committee Charters on www.nestle.com

2. Executive Board

2.1 Members of the Executive Board

Name	Year of birth	Nationality	Education/Current function
Paul Bulcke	1954	Belgian	Economics and Business Administration CEO
Francisco Castañer	1944	Spanish	Economics EVP: Pharmaceutical & Cosmetic Products, Liaison with L'Oréal, Human Resources,
Lars Olofsson	1951	Swedish	Business Administration EVP: Strategic Business Units and Marketing & Sales
Werner Bauer	1950	German	Chemical Engineering EVP: Chief Technology Officer: Innovation, Technology and R&D
Frits van Dijk	1947	Dutch	Economics EVP: Zone Asia, Oceania, Africa, Middle East
Luis Cantarell	1952	Spanish	Economics EVP: Zone Europe
Paul Polman	1956	Dutch	Economics and Business Administration EVP: Zone USA, Canada, Latin America, Caribbean
José Lopez	1952	Spanish	Mechanical Engineering EVP: Operations, GLOBE
John Harris	1951	USA	Business Administration EVP: Nestlé Waters
Richard T. Laube	1956	Swiss / American	Organisational Development and Evaluation Research EVP: Nestlé Nutrition
James Singh	1946	Canadian	Business Administration EVP: Finance and Control, Legal, IP, Tax, Global Nestlé Business Services
Marc Caira	1954	Canadian	Marketing Deputy EVP: Nestlé Professional
David P. Frick	1965	Swiss	Law SVP: Corporate Governance, Compliance and Corporate Services

(EVP: Executive Vice President; SVP: Senior Vice President)

For complete information: please refer to individual CVs on www.nestle.com

2.2. Professional background and other activities and functions

Paul Bulcke

Please refer to point 1.2 above.

Francisco Castañer



Francisco Castañer joined Nestlé España in 1964, in marketing research, before being transferred to the Organisation Department at Nestlé's Headquarters in Switzerland. He returned to Spain in 1973 to become Head of the Infant and Dietetic Products Division in 1976 and Head of the Diversification Department in 1981. He was Alimentos Refrigerados SA (Nestlé Group) General Manager from 1982 to 1984 before serving two years as Nestlé España SA Deputy Managing Director and then Managing Director and Vice President of the Board from 1986 to 1996. Since June 1997, Francisco Castañer has been the Executive Vice President responsible for Nestlé Group's worldwide non-food business (including Alcon and Galderma Laboratories, and relations with L'Oréal), as well as being responsible for Human Resources and until December 2007 of Corporate Affairs.

As a representative of Nestlé, he serves as Chairman of Galderma Pharma S.A., Switzerland, as Vice Chairman of Alcon Inc., Switzerland, and is a Board member of L'Oréal S.A., France.

Lars Olofsson



Lars Olofsson joined Nestlé in 1976 as a product manager for Findus frozen products. In 1981 he took charge of various commercial and marketing functions for Nestlé France, later heading the Dairy and Dietetic Products Division of Sopad Nestlé before returning to Sweden for 18 months as President of Pripps-Procordia. In 1992, he became General Manager of France Glaces Findus, and was appointed Head of Nestlé Group's four Nordic markets in 1995 (Sweden, Norway, Denmark and Finland). He was appointed President and CEO of Nestlé France in November 1997. In July 2001 he became Executive Vice President, responsible for Zone Europe.

Since December 2005 he has been Executive Vice President in charge of Strategic Business Units, Marketing and Sales.

As a representative of Nestlé, he serves as Chairman of Nespresso S.A., as Co-Chairman of Beverage Partners Worldwide S.A., Switzerland and is a Board member of both Life Ventures S.A. and Nutrition-Wellness Venture AG, Switzerland; and of ECR Europe, Belgium.

Werner Bauer



Werner Bauer began his career in 1975 as an Assistant Professor in Chemical Engineering at the University of Erlangen-Nürnberg. In 1980, he was appointed Professor in Chemical Engineering at the Technical University, Hamburg, and in 1985 he obtained the Directorship of the Fraunhofer Institute for Food Technology and Packaging and a position as Professor in Food Biotechnology, Technical University, Munich.

In 1990, Werner Bauer became Head of the Nestlé Research Center, Lausanne, moving on to become Head of Nestlé Research and Development in 1996. After serving as Technical Manager and then Market Head for Nestlé Southern and Eastern Africa Region, he moved to the position of Executive Vice President and Head of Technical, Production, Environment, Research and Development in 2002. In 2007 he was appointed Chief Technology Officer, Head of Innovation, Technology, Research and Development.

As a representative of Nestlé, Werner Bauer also undertakes the following duties: Chairman of the Supervisory Board of Nestlé Deutschland AG; Board member of Alcon, Inc., Switzerland; Board member of L'Oréal S.A. in France; member of the Supervisory Board of Cereal Partners Worldwide, Switzerland; Vice Chairman for both Life Ventures S.A. and Nutrition-Wellness Venture AG, Switzerland; Chairman of Sofinol S.A. in Switzerland.

He is also a member of the Board of Trustees for the Bertelsmann Foundation in Germany, and is a Board member of the Swiss Society of Chemical Industries.

Frits van Dijk



Frits van Dijk joined Nestlé in 1970 as a sales representative for the UK before holding a series of positions in India and the Philippines from 1972 to 1979. He returned to Europe to work in Nestlé's Beverages Division before again returning to Asia in 1982 where he took on a number of portfolios and was appointed Managing Director of Nestlé Japan in 1995. In 2000, he was appointed Chairman and CEO of Nestlé Waters Worldwide (formerly Perrier Vittel S.A.), and in May 2005 he became Executive Vice President for Zone Asia, Oceania, Africa and Middle East. Frits van Dijk represents Nestlé as a member of the Supervisory Board of Cereal Partners Worldwide, Switzerland, and is a Board member of Osem Investments Ltd., Israel; Quality Coffee Products Ltd., Thailand; Nestlé Central and West Africa Limited (Ghana); Nestlé (China) Ltd.; Nestlé (Malaysia) BHD.; Nestlé Pakistan Ltd.; Nestlé Philippines Inc.; and Nestlé (South Africa) Pty Ltd. He is President Commissioner of both PT Nestlé Indonesia and PT Nestlé Indofood Citarasa Indonesia.

Luis Cantarell



In 1976 Luis Cantarell joined Nestlé España S.A. and was appointed Head of Coffee Marketing in 1987 and later Head of the Nutrition Division of Nestlé Spain. In 1994, he transferred to Nestlé's Headquarters, taking worldwide responsibility for Coffee Marketing within the Coffee & Beverages Strategic Business Unit. He returned to Spain in 1996 as Division Manager. From 1998 to 2001 he was Managing Director of Nestlé Portugal S.A., and in 2001 was nominated Senior Vice President in charge of the Group's Nutrition Strategic Business Division. In 2003, he was appointed Deputy Executive Vice President, before taking his present position in November 2005 as Executive Vice President, Nestlé S.A., in charge of Zone Europe. As a representative of Nestlé, he is Chairman of the Supervisory Board of Nestlé Nederland B.V., member of the Supervisory Board of Cereal Partners Worldwide, Switzerland and Chairman of Nestlé Entreprises SAS in France, Nestlé Suisse S.A. and Société des Produits Nestlé S.A. in Switzerland. He is also Board member of Lactalis Nestlé Produits Frais SAS in France. Luis Cantarell is a member of the Foreign Investment Advisory Council of Russia, a Board member of Association des Industries de Marque (AIM) in Belgium, President of the Liaison Committee with the CIAA and member of the Executive Board of ECR Europe in Belgium.

Paul Polman



From 1979 to 1986 Paul Polman completed various financial assignments for Procter & Gamble in Belgium, Holland and France. By 1986 he was a Category Manager and Marketing Director at P&G France, eventually becoming Vice President and General Manager of P&G Iberia in 1989 and Vice President and Managing Director of P&G UK in 1995. From 1998 to 2001, he was President of Global Fabric Care at P&G and from 2001 to 2005 Group President of P&G Europe and Officer of the Procter & Gamble Company responsible for P&G's European business. Paul Polman joined Nestlé in 2006 and served as Executive Vice President Finance and Control and was also in charge of GLOBE, Global Nestlé Business Services, Legal, Intellectual Property and Tax. As of February 2008, he has been serving as Executive Vice President for Zone Americas. As a representative of Nestlé, Paul Polman serves as Chairman of both Nestlé Chile S.A and Nestlé Brazil Ltda. He is also a member of the Supervisory Board of Cereal Partners Worldwide, Switzerland, as well as a Board member of Alcon, Inc., Switzerland. In addition, Paul Polman is also a Board member of the Swiss-Latin American Chamber of Commerce and of the Swiss-American Chamber of Commerce.

José Lopez



José Lopez joined Nestlé in 1979 as Engineering Trainee. From 1983 to 1995, he completed various technical assignments in Spain, USA, Japan and France. In 1995, he was appointed Technical Manager of the Oceania Region, becoming in 1997 the Operations Director responsible for Technical, Supply Chain and Exports. In 1999, José Lopez became Market Head responsible for the Malaysian/Singaporean Region; in 2003, he was appointed Market Head of Nestlé Japan. As Executive Vice President of Operations since 2007, José Lopez is responsible for Procurement, Manufacturing, Supply Chain, Quality Management, Health & Safety, Environment and Engineering. As of 2008, he is also in charge of GLOBE.

José Lopez is also a member of the Executive Board of the Global Commerce Initiative (GCI) in Belgium, and a member of the Management Board of GS1 (formerly EAN International) in Belgium.

John J. Harris



John J. Harris began his career in 1974 as a Marketing Management Trainee at Carnation Company in the United States (acquired by Nestlé in 1985). From 1974 to 1987, John J. Harris held various positions in both Friskies PetCare and Carnation Products Division. In 1987, he was promoted to Vice President and General Manager of the Carnation Products Division. In 1997, he was transferred to the Friskies PetCare Division as Vice President and General Manager and was instrumental in Friskies PetCare's acquisition of Alpo Pet Foods, announced in January 1995. In January 1997, John J. Harris was named Senior Vice President of Nestlé S.A. in Vevey responsible for the Nestlé Worldwide PetCare Strategic Business Unit. In March 1999, he returned to Nestlé USA as President of Friskies PetCare Company. In early 2001, he was nominated Chief Worldwide Integration Officer following the acquisition of Ralston Purina Company.

He was nominated Chief Executive Officer of Nestlé Purina PetCare Europe in 2002 and received added responsibility for Asia, Oceania and Africa in 2005.

Effective December 2007, John J. Harris was appointed Executive Vice President of Nestlé S.A. and Chairman and Chief Executive Officer of Nestlé Waters.

He was also Chairman of the Pet Food Institute's Board of Directors.

Richard T. Laube



From 1980 to 1986, Richard T. Laube was a brand manager for Procter & Gamble, firstly in Geneva, Switzerland, and then in Cincinnati, USA. In 1987, he moved to Osaka, Japan, as Paper Brands Marketing Director for P&G Far East Inc. and then to Germany in 1992 as General Manager and Vice President of P&G Pharmaceutical, Deutschland. After three years as Managing Director of P&G do Brasil, Richard T. Laube became President of Roche Consumer Health in 1999, and was appointed a member of the Roche Corporate Executive Committee in 2001.

Richard T. Laube joined Nestlé S.A. in April 2005 and became Deputy Executive Vice President, Corporate Business Development, and in November 2005 was appointed Deputy Executive Vice President and CEO of Nestlé Nutrition. As of January 2008, Richard T. Laube has been promoted Executive Vice President of Nestlé Nestlé Nutrition.

Richard T. Laube also represents Nestlé as Chairman of both Life Ventures S.A. and Nutrition-Wellness Venture AG in Switzerland.

In addition, Richard T. Laube is Chairman of the wholly-owned Jenny Craig affiliates and Chairman of the Gerber Life Insurance Company.

James Singh



James Singh joined Nestlé Canada, Inc. in 1977 as a Financial Analyst. In 1980, he became Manager Financial Analysis and Planning moving on to Director of Finance Foodservices and then Vice President Finance and Treasurer. In 1993, James Singh was appointed Senior Vice President Finance before taking his position as Executive Vice President and Chief Financial Officer of Nestlé Canada, Inc. in 1995. In 2000 he transferred to Nestlé's International Headquarters as Senior Vice President in charge of Mergers & Acquisitions, Joint Ventures, Divestments, Corporate Real Estate and Corporate Venturing Investments as well as for special strategic corporate projects. As of January 2008, James Singh has been appointed Executive Vice President and Chief Financial Officer with responsibility for Finance and Control, Legal, Intellectual Property and Tax departments as well as the Global Nestlé Business Services. As a representative of Nestlé, James Singh is Chairman of Corporate Real Estate Worldwide S.A. and of Nestlé Capital Advisers S.A.; he is a Board member of both Life Venture S.A. and Nutrition Wellness Venture AG as well as of Alcon Inc. in Switzerland.

Marc Caira



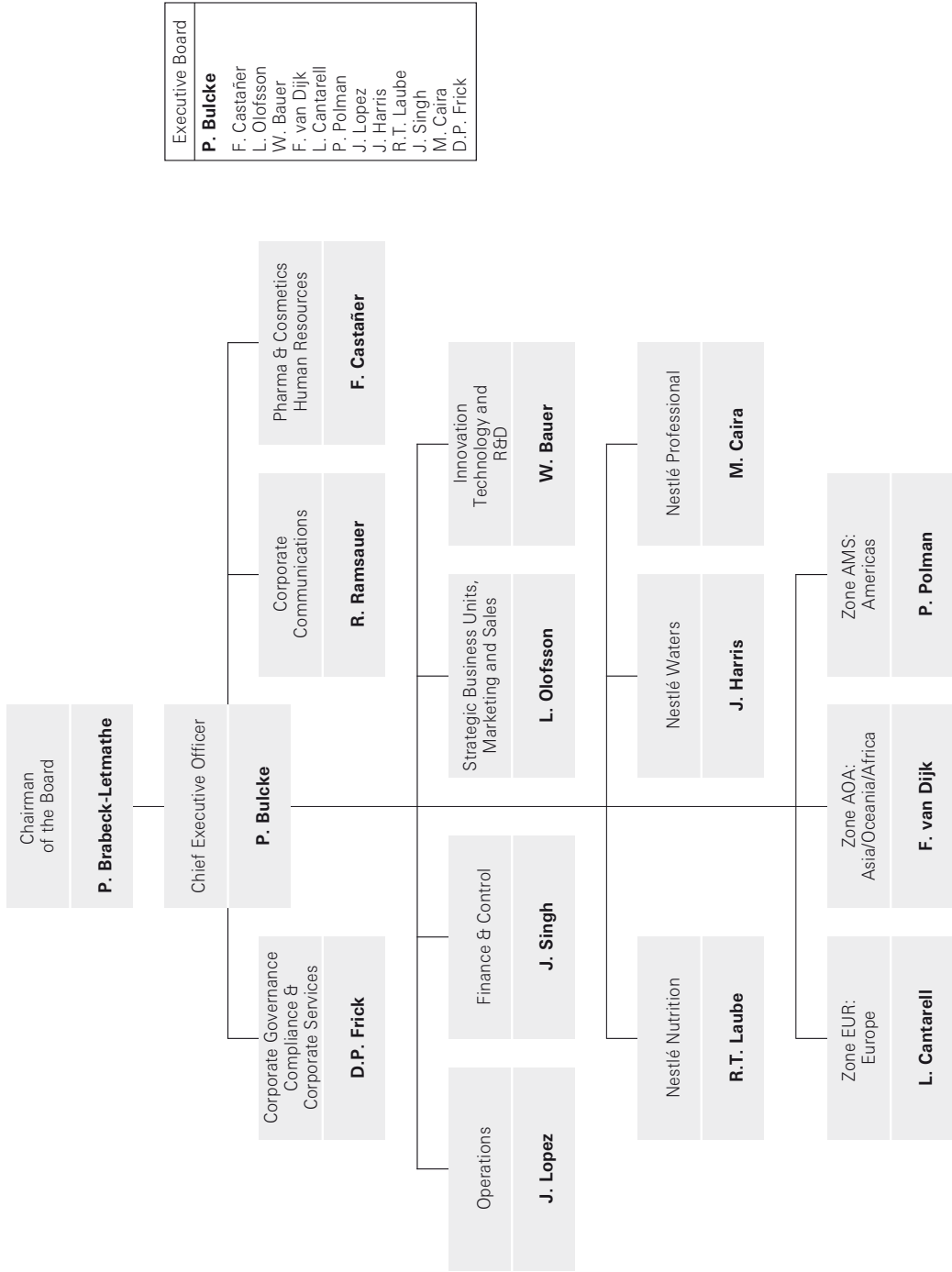
Marc Caira started at Nestlé Canada in 1977. In 1986, he was appointed Regional Sales Vice President and then, in 1990, Vice President FoodServices, eventually serving as President of FoodServices & Nescafé Beverages for Nestlé Canada from 1997 to 2000. In October 2000, Marc Caira joined Parmalat Canada and became President and CEO of Parmalat North America in 2004. In May 2006, Marc Caira returned to Nestlé and was appointed Deputy Executive Vice President in charge of FoodServices Strategic Business Division which becomes Nestlé Professional, a globally managed business unit, in 2009.

David P. Frick



David P. Frick began a legal career in 1991 with a clerkship in the Meilen District Court in Zurich and in 1993 became assistant to the Banking Law Chair at Zurich University Law School. From 1994 to 1999, he was an attorney in the International Corporate and Litigation practice groups of Cravath, Swaine & Moore, the New York law firm, before becoming Group General Counsel and Managing Director of Credit Suisse Group, Zurich, in 1999. In 2003, David P. Frick was appointed as a Member of the Executive Board at Credit Suisse Group and became the company's Head of Legal and Compliance in 2005. David P. Frick joined Nestlé S.A. in 2006 and serves as Senior Vice President, Corporate Governance, Compliance and Corporate Services. He is a member of the Board of EconomieSuisse and also represents Nestlé at SwissHoldings. David P. Frick serves on the SWX Admission Board, the Committee on Extraterritoriality for the International Chamber of Commerce in Paris and the Legal Committee for the Swiss-American Chamber of Commerce.

General Organisation of Nestlé S.A.
30 June 2008



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L. Olofsson	
W. Bauer	
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P. Polman	
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M. Caira	
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