

Nestlé in ASEAN



Opportunities and Priorities

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This presentation contains forward looking statements which reflect Management's current views and estimates. The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures and regulatory developments.

The Nestlé Strategic Performance Framework (4x4): ASEAN Markets fully aligned



Nestlé Model - every year

- 5% - 6% organic growth
- EBIT margin improvement
- Improving capital efficiency
- Market leadership

Our Ambition

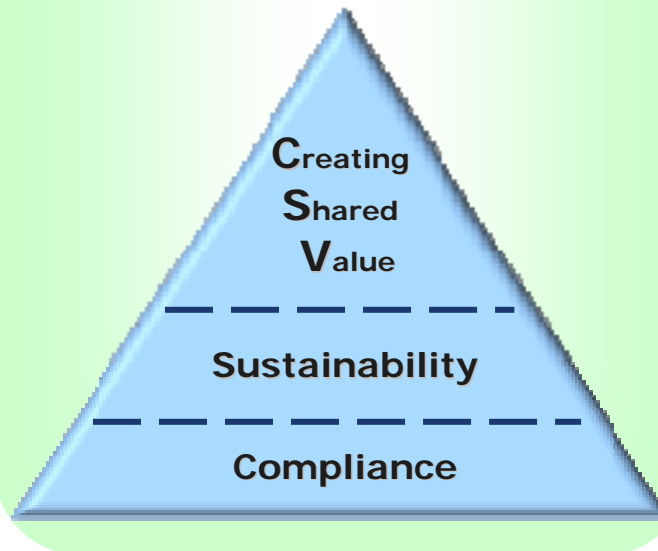
- Be the **recognized leading NHW** company
- Be a reference for **financial** performance
- **Trusted** by all stakeholders

Competitive Advantages

- Products & brands
- R&D capabilities
- Global presence
- People, culture and values

Growth Drivers

- Nutrition, Health & Wellness (NHW)
- Emerging consumers (PPP)
- Out of home (OOH)
- Premiumisation



Operational Pillars

- Operational efficiency
- Innovation & renovation
- Consumer communication
- Whenever, wherever, however

Nestlé Culture, Values and Principles

NHW - Nutrition Health and Wellness :

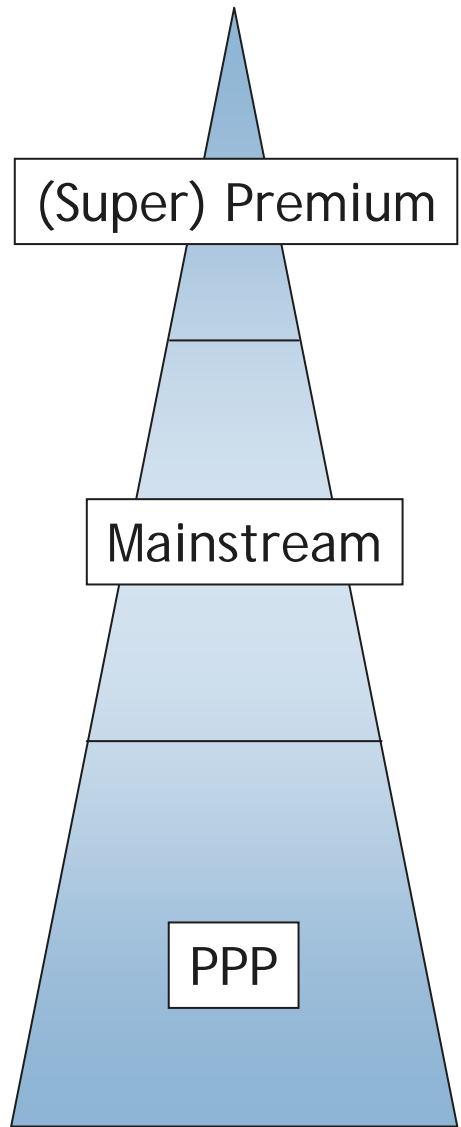
Strong support from the R&D Network with focus on Asia (Singapore, Beijing, Shanghai, Tokyo)



Worldwide:
27 Research, Technology & Development Centres

The Nestlé Quality Assurance Centre (NQAC) based in R&D Singapore, is Zone AOA's analytical centre for contaminants and residues to ensure product quality, safety and compliance.

Addressing the multi-tier strategy with new NHW products developed with the Nestlé R&D Network



Nestlé in ASEAN : NOURISHING 10% of the World's population



- Sales 2008: 5 bio CHF
- Organic Growth: 15.0%
- Investment 09: 260 mio CHF
- Employees: 15'000

- 4 Nestlé Markets
- 10 Countries
- 23 Factories

- Major religions
- Variety of Cuisines/Taste
- Different Languages
- Frequent (natural) disasters

Commitment to ASEAN: Example Global Nestlé Business Services (GNBS) (Philippines)



OCEANIA + ASEAN

Financial Services

- Account Payables
- Accounting Operations
- Account Receivables

Employee Services

- Payroll
- HR Admin
- Time Management
- Benefits Admin
- In addition, a Contact Center for Financial Services and Employee Services is also available.

Creating Shared Value (CSV): Acceleration of the CSV Strategy with focus on Nutrition, Water and Rural Development



Create value both for shareholders and local communities



Well-positioned to:

- Further grow our brands with the ASEAN consumers
- Deliver our ambition of enhancing the Nestlé model

Nestlé in ASEAN



THANK YOU

