



Good Food, Good Life

Corporate Governance
Board of Directors
Executive Board

at 1st July 2004

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1. Board of Directors

1.1 Members of the Board of Directors⁽¹⁾

a) Name / Year of birth / Nationality / Education

Name	Year of birth	Nationality	Education
Rainer E. Gut Chairman	1932	Swiss	Swiss Matura Diploma and professional training in Switzerland, Paris, London
Peter Brabeck-Letmathe Vice Chairman and CEO	1944	Austrian	Degree in Economics
Andreas Koopmann	1951	Swiss	Degree in Mechanical Engineering and Business Administration
Edward George (Lord George)	1938	British	Degree in Economics
Rolf Hänggi	1943	Swiss	Degree in Law
Jean-Pierre Meyers	1948	French	Degree in Economics
Peter Böckli	1936	Swiss	Attorney-at-law
Nobuyuki Idei	1937	Japanese	Degree in Political Science and Economics
André Kudelski	1960	Swiss	Degree in Physics
Kaspar Villiger	1941	Swiss	Degree in Mechanical Engineering
Daniel Borel	1950	Swiss	Degree in Physics and in Computer Science
Carolina Müller-Möhl	1968	Swiss	Degree in Political Science

⁽¹⁾ For complete information: please refer to individual CVs on www.nestle.com

Name	Professional Background ⁽¹⁾
Rainer E. Gut	Credit Suisse Group, CH, Chairman (1986–2000), Honorary Chairman (since 2000) Credit Suisse First Boston, CH, Chairman (1990–2000) Credit Suisse, CH, Chairman (1983–2000)
Andreas Koopmann	Bobst Group SA, CH, CEO (since 1995), Board member (1998–2002), Executive Vice President (1994–1995), Member of the Group Executive Committee in charge of Manufacturing (1991–1994), Senior Vice President (1989–1991) Bobst Group Inc., US, Vice President Engineering and Manufacturing (1982–1989) Motor Columbus AG, Holding, CH, Assistant to a Group Executive (1980–1982)
Edward George (Lord George)	Career at the Bank of England, GB (1962–2003): Governor (1993–2003), Deputy Governor (1990–1993), Executive Director (1982–1990)
Rolf Hänggi	Consultant (since 1997) Zurich Insurance Group, CH (1976–1997): Board Member (1993–1997), Deputy CEO (1989–1997), Member of the Executive Board (1986–1997)
Jean-Pierre Meyers	L'Oréal S.A., FR, Vice Chairman (since 1994) Bettencourt-Schueller Foundation, FR, Vice Chairman (since 1988)
Peter Böckli	Böckli Bodmer & Partner, Basel, CH (since 1981) University of Basel, CH, Professor for Business and Tax Law (1975–2001) Attorney-at-law in New York, Paris and Basel (1963–1981)

⁽¹⁾ For Mr. Peter Brabeck-Letmathe, please refer to page 8

Name	Professional Background
Nobuyuki Idei	Sony Corporation, JP, Chairman and Group CEO (since 2000) Sony Corporation, JP, President and Representative Director (1995–1999) IT Strategy Headquarters, Member (since 2001) IT Strategy Council to Japan’s Prime Minister, Chairman (2000)
André Kudelski	Kudelski Group, CH, Chairman and CEO (since 1991) Kudelski S.A., CH, Director of Pay-TV Division (1989–1990) Kudelski S.A., CH, Product Manager for Pay-TV products (1986–1989)
Kaspar Villiger	Swiss government minister (1989–2003, including presidency of the Swiss Confederation in 1995 and 2002) Member of the Swiss federal parliament (Council of States 1987–2003, National Council 1982–1987) Villiger Soehne AG, CH, Chairman and CEO, joint owner of the family firm (1966–1989)
Daniel Borel	Logitech International S.A., CH, Chairman (since 1998), Chairman and CEO (1992–1998) Logitech S.A., CH, Co-founder (1981), Chairman and CEO (1982–1988) Bobst S.A., CH, Bobstgraphic Division (1977–1981)
Carolina Müller-Möhl	Müller-Möhl Group, CH, Chairperson (since 2000) Müller-Möhl Holding AG, CH, Vice Chairperson (1999 to 2000) Journalist, advertising and PR consultant (until 1999)

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

With the exception of Peter Brabeck-Letmathe, all members of the Board of Directors are non-executive members.

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

- *Information on whether he/she was a member of management of the issuer or one of the issuer’s group companies in the three financial years preceding the period under review.*
- *Information on whether he/she has important business connections with the issuer or one of the issuer’s companies.*

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 Other activities and functions

- Activities in governing and supervisory bodies of important Swiss and foreign organisations, institutions and foundations under private and public law
- Permanent management and consultancy functions for important Swiss and foreign interest groups
- Activities in companies in which Nestlé holds a major strategic interest

Rainer E. Gut

- L'Oréal S.A., FR
Vice Chairman

Peter Brabeck-Letmathe

- Alcon, Inc., CH
Vice Chairman
 - Cereal Partners Worldwide
Co-Chairman of the Supervisory Board
 - Dreyer's Grand Ice Cream Holdings, Inc., US
Vice Chairman
 - L'Oréal S.A., FR
Board member
 - Avenir Suisse Foundation, CH
Board member
 - Credit Suisse Group, CH
Vice Chairman
 - Foundation for the International Federation of Red Cross and Red Crescent Societies, CH
Member of the Foundation Board
 - Roche Holding S.A., CH
Board member
- European Roundtable of Industrialists, BE
Member
Prince of Wales International Business Leaders Forum, GB
Deputy Chairman
World Economic Forum, CH
Member of the Foundation Board

Andreas Koopmann

- SIG Holding AG, CH
Board member
 - Swissmem, CH
Vice Chairman
- Credit Suisse Group, CH
Vice Chairman of the Advisory Board

Edward George (Lord George)

- Bank for International Settlements, Basle, CH
Board member
- Grosvenor Group Holdings Ltd, GB
Board member
- N. M. Rothschild and Sons Ltd, GB
Board member
- Rothschilds Continuation Holdings A.G., CH
Board member

Rolf Hänggi

- Bank Rüd, Blass & Cie AG, Bankers, CH
Chairman
- Roche Holding Ltd., CH
Vice Chairman
- GFG Gesellschaft für Grundeigentum, CH
Chairman
- AG für Immobilien und Handelswerte, CH
Chairman
- Deutsche Asset Management Investmentgesellschaft mbH (previously DEGEF), DE
Member of the Supervisory Board
- Werner Abegg Fonds Foundation, CH
Member of the Foundation Board

Activities in governing and supervisory bodies of important Swiss and foreign organisations, institutions and foundations under private and public law

Permanent management and consultancy functions for important Swiss and foreign interest groups

- Activities in companies in which Nestlé holds a major strategic interest

Jean-Pierre Meyers

Rothschild Ophthalmological Foundation, FR
Board member
Téthys S.C.A., FR
Member of the Supervisory Board

Peter Böckli

Assivalor AG, CH
Board member
Doerenkamp-Stiftung, CH
Secretary of the Board of Trustees
Hason AG, CH
Board member
Holler-Stiftung, DE
Member of the Board of Trustees
Manufacture des Montres Rolex S.A., CH
Vice Chairman
UBS AG, CH
Vice Chairman
Vinetum AG, CH
Board member

Nobuyuki Idei

Nippon Keidanren, JP
Vice Chairman

Bank of Japan, JP
Counsellor
General Motors Corporation, US
Asian Advisory Council
World Economic Forum, CH
Member of the Foundation Board
Vice Chairman of the International Business Council, Asia-Pacific Region

André Kudelski

Dassault Systèmes S.A., FR
Board member
Groupe Edipresse, CH
Board member
Swiss-American Chamber of Commerce, CH
Board member

Credit Suisse Group, CH
Member of the Advisory Board

Kaspar Villiger

AG für die Neue Zürcher Zeitung, CH
Board member
Swiss Re (Swiss Reinsurance Company AG), CH
Board member

Daniel Borel

Phonak A.G., CH
Board member
Bank Julius Baer, CH
Board member
Defitech Foundation, CH
Member of the Foundation Board
Foundation for Excellence in Education in Switzerland, CH
Chairman

Activities in governing and supervisory bodies of important Swiss and foreign organisations, institutions and foundations under private and public law

Permanent management and consultancy functions for important Swiss and foreign interest groups

- Activities in companies in which Nestlé holds a major strategic interest

Carolina Müller-Möhl

Medica Holding AG, CH
Board member
Pestalozzianum Foundation, CH
Member of the Foundation Board

1.3 Cross-involvement

Indication of cross-involvement among the boards of listed companies

Messrs Rainer E. Gut, Peter Brabeck-Letmathe and Jean-Pierre Meyers are on the Board of Directors of both Nestlé and L'Oréal. Messrs Peter Brabeck-Letmathe and Rolf Hänggi are on the Board of Directors of both Nestlé and Roche Holding.

1.4 Time of first election and remaining term of office

	First election	Remaining term of office ⁽¹⁾
Rainer E. Gut Chairman	14.05.1981	2005
Peter Brabeck-Letmathe Vice Chairman and CEO	05.06.1997	2007
Andreas Koopmann	03.04.2003	2008
Edward George (Lord George)	22.04.2004	2007
Rolf Hänggi	22.04.2004	2008
Jean-Pierre Meyers	30.05.1991	2006
Peter Böckli	27.05.1993	2008
Nobuyuki Idei	05.04.2001	2006
André Kudelski	05.04.2001	2006
Kaspar Villiger	22.04.2004	2009
Daniel Borel	22.04.2004	2009
Carolina Müller-Möhl	22.04.2004	2009

⁽¹⁾ until the General Meeting of shareholders

1.5 Allocation of tasks within the Board of Directors:

	Committee of the Board	Remuneration Committee	Audit Committee
Rainer E. Gut Chairman	• (Chair)	• (Chair)	
Peter Brabeck-Letmathe Vice Chairman and CEO	•		
Andreas Koopmann	•	•	
Edward George (Lord George)	•	•	
Rolf Hänggi	•		• (Chair)
Jean-Pierre Meyers			•
Peter Böckli			
Nobuyuki Idei			
André Kudelski			
Kaspar Villiger			•
Daniel Borel			
Carolina Müller-Möhl			

2. Executive Board⁽¹⁾**2.1 Members of the Executive Board****a) Name / Year of birth / Nationality / Function**

Name	Year of birth	Nationality	Current Function
Peter Brabeck-Letmathe	1944	Austrian	Vice Chairman of the Board of Directors and CEO
Michael W. O. Garrett	1942	British & Australian	EVP: Zone Asia, Oceania, Africa, Middle East
Francisco Castañer	1944	Spanish	EVP: Pharmaceutical & Cosmetic Products, Liaison with L'Oréal, Human Resources, Corporate Affairs
Wolfgang H. Reichenberger	1953	Swiss & Austrian	EVP: Finance, Control, Legal, Tax, Purchasing, Export
Lars Olofsson	1951	Swedish	EVP: Zone Europe
Werner Bauer	1950	German	EVP: Technical, Production, Environment, Research & Development
Frits van Dijk	1947	Dutch	EVP: Nestlé Waters
Ed Marra	1952	Canadian/American	EVP: Strategic Business Units, Marketing
Paul Bulcke	1954	Belgian	EVP Zone USA, Canada, Latin America, Caribbean
Chris Johnson	1961	American	Deputy EVP: GLOBE Programme, Information Systems, Strategic Supply Chain, eNestlé, Group Information Security
Luis Cantarell (EVP: Executive Vice President)	1952	Spanish	Deputy EVP: Nutrition Strategic Business Division

⁽¹⁾ For complete information: please refer to individual CVs on www.nestle.com

b) Education		Joined Nestlé in
Peter Brabeck-Letmathe	Degree in Economics	1968
Michael W. O. Garrett	Degree in Business Administration	1961
Francisco Castañer	Degree in Economics	1964
Wolfgang H. Reichenberger	Degree in Economics	1977
Lars Olofsson	Degree in Business Administration	1976
Werner Bauer	Degree in Chemical Engineering	1990
Frits van Dijk	Degree in Economics	1970
Ed Marra	Degree in Business Administration	1981
Paul Bulcke	Degree in Economics and Business Administration	1979
Chris Johnson	Degree in Economics and Business Administration	1983
Luis Cantarell	Degree in Economics	1976

c) Activities previously carried out for Nestlé or its Group companies

Peter Brabeck-Letmathe	Executive Vice President, Strategic Business Group II, Nestlé S.A., CH (1992–1997) Senior Vice President, Culinary Products Division, Nestec S.A., CH (1987–1991) Chairman and Managing Director, Nestlé Venezuela S.A. (1983–1987)
Michael W. O. Garrett	Executive Vice President for Asia and Oceania, Nestlé S.A., CH (1993–1996) Managing Director, Nestlé Japan Ltd. (1990–1992) Managing Director, Nestlé Australia Ltd. (1985–1990)
Francisco Castañer	Managing Director, Nestlé España S.A. (1986–1996) Deputy Managing Director, Nestlé España S.A. (1984–1986) General Manager, Alimentos Refrigerados S.A. (Nestlé Group), ES (1982–1984)
Wolfgang H. Reichenberger	Managing Director, Nestlé Japan Ltd. (1999–2001) Managing Director, Nestlé New Zealand Ltd. (1996–1999) Senior Vice President, Finance, Nestlé S.A., CH (1993–1996)
Lars Olofsson	Chairman and Managing Director, Nestlé France S.A. (1997–2001) Managing Director, Nestlé Norden AB, SE (1995–1996) General Manager, France Glaces Findus S.A. (1992–1995)
Werner Bauer	Managing Director, Nestlé South & East Africa, ZA (2000–2002) Technical Manager, Nestlé South & East Africa, ZA (1998–2000) Head, Nestlé Research & Development, Nestec S.A., CH (1996–1998)
Frits van Dijk	Managing Director, Nestlé Japan Ltd. (1995–1999) Managing Director, Nestlé Malaysia, Bhd. (1988–1995) Marketing Director, Nestlé Philippines, Inc. (1985–1987)
Ed Marra	Managing Director, Nestlé Canada, Inc. (2000–2003) President, Beverage Division, Nestlé USA, Inc. (1996–2000) Executive Vice President, Marketing and Sales, Nestlé USA, Inc. (1993–1996; General Manager as of 1996)

Paul Bulcke

Managing Director, Nestlé Germany AG (2000–2003)
 Managing Director, Nestlé Cesko s.r.o. and Nestlé Slovensko s.r.o. (1998–2000)
 Managing Director, Nestlé Portugal S.A. (1996–1998)
 Marketing, Sales and Division Functions, Nestlé Peru S.A., Nestlé Ecuador S.A. and Nestlé Chile S.A. (1980–1996)

Chris Johnson

Managing Director, Nestlé Taiwan Ltd. (1998–2000)
 Senior Area Manager, Asia Region, Perrier Vittel S.A. (Nestlé Group), FR (1995–1997)
 Business Unit Manager, Refreshment Beverages, Nestlé Japan Ltd. (1993–1995)

Luis Cantarell

Senior Vice President, Nutrition Strategic Business Division, Nestec S.A., CH (2001–2002)
 Managing Director, Nestlé Portugal S.A. (1998–2001)
 Head of Coffee, Culinary, Foodservices, Nestlé España S.A. (1996–1998)

2.2 Other activities and functions

<p>Activities in governing and supervisory bodies of important Swiss and foreign organisations, institutions and foundations under private and public law</p> <ul style="list-style-type: none"> • Activities in companies in which Nestlé holds a major strategic interest 	<p>Permanent management and consultancy functions for important Swiss and foreign interest groups</p>
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Peter Brabeck-Letmathe

(see point 1.2 above)

Michael W. O. Garrett

<ul style="list-style-type: none"> • Cereal Partners Worldwide Member of the Supervisory Board • Nestlé India Ltd, IN Board member • Nestlé Malaysia Bhd., MY Board member • Nestlé Milkpak Ltd, PK Board member • Nestlé Nigeria PLC, NG Board member • OSEM Investments Ltd, IL Chairman Europe-Asia Economic Forum (Evian Group), CH, Chairman Swiss-Japanese Chamber of Commerce, CH Board member 	<p>APEC (Asia-Pacific Economic Cooperation) Food System, US Member of Advisory Committee Lausanne Tokyo Business Leaders' Club, CH Member Sir William Tyree Foundation of the Australian Industry Group, AU Visiting International Fellow World Economic Forum, CH Member of Food Governors</p>
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Francisco Castañer

- Alcon, Inc., CH
Board member
- Galderma Pharma S.A., CH
Chairman
- L'Oréal S.A., FR
Board member

Activities in governing and supervisory bodies of important Swiss and foreign organisations, institutions and foundations under private and public law

Permanent management and consultancy functions for important Swiss and foreign interest groups

- Activities in companies in which Nestlé holds a major strategic interest

Wolfgang H. Reichenberger

- Alcon, Inc., CH
Board member
- Life Ventures S.A., CH
Chairman
- Nestlé Deutschland AG, DE
Member of the Supervisory Board
- Montreux Palace S.A., CH
Board member
- Industrie-Holding, CH
Member of the Committee
- Swiss-American Chamber of Commerce, CH
Board member and member of the Committee
- Swiss Association of Financial Executives, CH
Member
- SWX Swiss Exchange, CH
Admission Board, Member of the Executive Committee
- Venture Incubator AG, CH
Board member

American-Swiss Foundation, CH
Member of the Swiss Advisory Council

Lars Olofsson

- Cereal Partners Worldwide
Member of the Supervisory Board
- Nestlé Entreprises S.A.S., FR
CEO
- Nestlé Holdings PLC, UK
Board member
- Nestlé Italia S.P.A., IT
Board member
- Société des Produits Nestlé S.A., CH
Chairman
- Nestlé Suisse S.A., CH
Chairman
- Association des Industries de Marque (AIM), BE
Chairman

Foreign Investment Advisory Council, RU
Member

Werner Bauer

- Alcon, Inc., CH
Board member
- Cereal Partners Worldwide
Member of the Supervisory Board
- Life Ventures S.A., CH
Co-Chairman
- Rychiger AG, CH
Chairman
- Bertelsmann Foundation, DE
Member of the Board of Trustees
- Swiss Society of Chemical Industries, CH
Board member

Activities in governing and supervisory bodies of important Swiss and foreign organisations, institutions and foundations under private and public law

Permanent management and consultancy functions for important Swiss and foreign interest groups

- Activities in companies in which Nestlé holds a major strategic interest

Frits van Dijk

- **Compagnie Financière du Haut Rhin SA, LX**
Chairman and CEO
- **Manantiales la Asunción, S.A. de C.V., MX**
Board member
- **Nestlé Waters MT (Management & Technology) SAS, FR**
Chairman
- **Nestlé Waters North America Holdings, Inc., US**
Chairman
- **Nestlé Waters SAS, FR**
Chairman

Ed Marra

- **Beverage Partners Worldwide S.A., CH**
Co-Chairman of the Board
- **Food Industry Association, CA**
Member of the Executive Committee
- **Food and Consumer Products Manufacturers of Canada, CA**
Member of the Executive Committee and Board of Directors
- **Grocery Industry Foundation, CA**
Board member

Paul Bulcke

- **Cereal Partners Worldwide**
Member of the Supervisory Board

Chris Johnson

Global Commerce Initiative (GCI), BE
Member of the Executive Board
EAN International, BE
Member of the Management Board

Luis Cantarell

- **Laboratoires Innéov SNC, FR**
Co-Chairman
- **Life Ventures S.A., CH**
Board member
- **Sofinol S.A., CH**
Chairman and Director