



**Nestlé**® Good food, Good life

ANNUAL REVIEW 2025







Unlocking the power of food and beverages  
to enhance quality of life for everyone,  
today and for generations to come.





## Navigating our reporting suite

This is an interactive report. Navigation tools at the top right of each page and within the report are indicated below.

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Our Reporting suite is best viewed in Adobe Acrobat for Desktop, Mobile or Tablet.

Building on a legacy spanning more than 113 years, Nestlé (Malaysia) Berhad continues to uphold our *Good food, Good life* promise to nourish Malaysians with high-quality offerings. Driven by our purpose to unlock the power of food and beverages to enhance quality of life for everyone, our growth is rooted in Creating Shared Value (CSV), benefitting both communities and the business; while our Environmental, Social and Governance (ESG) commitments drive positive impact for people and planet. This report shares how we are innovating, growing sustainably and contributing to a bright future for Malaysia.

*Certain visuals, video materials and audio content accompanying this report may have been generated or digitally enhanced using AI-based tools.*

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## Our Annual Reporting Suite

At Nestlé, we recognise that strong corporate governance begins with transparency and accountability. Towards that end, providing clear and accurate information sits at the core of our approach, helping us sustain the trust our shareholders and stakeholders have placed in us over the years.

Reflecting this, we transparently report the Group's performance for the financial year through our Annual Reporting Suite, comprising the Annual Review, Corporate Governance & Financial Report (CGFR), and Creating Shared Value & Sustainability Report (CSVSR). Together, these publications provide a comprehensive view of how we create value, covering our growth strategy, business activities, financial results, governance practices, risk management, ESG priorities and sustainability progress. In alignment with our sustainability efforts, the Annual Report 2025 continues to be made available exclusively online.

Furthermore, our quarterly financial results and material announcements are disclosed through Bursa Malaysia Securities Berhad, while press releases on key initiatives are published regularly on our corporate website at [www.nestle.com.my](http://www.nestle.com.my).

### REPORTING FRAMEWORK

- Main Market Listing Requirements of Bursa Malaysia Securities Berhad
- Corporate Governance Guide by Bursa Malaysia Securities Berhad
- Companies Act 2016
- Malaysian Code on Corporate Governance (MCCG)
- International/Malaysian Financial Reporting Standards
- Global Reporting Initiative (GRI) Standards
- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
- IFRS S2 Climate-related Disclosures

### ASSURANCE

- Internal controls and management assurance
- Compliance and internal audit reviews
- External audit by Ernst & Young PLT on financial information
- External audit by Ernst & Young PLT on the Creating Shared Value & Sustainability Report 2025

### REPORTING SCOPE AND BOUNDARIES

This Annual Report covers the performance, activities and operations of Nestlé (Malaysia) Berhad (Company) and its subsidiaries (Group) for the period of January to December 2025.

### FORWARD-LOOKING STATEMENTS

This Annual Report may include forward-looking statements that express the Company's current views, plans and objectives for its operations and business. These statements are inherently subject to risks and uncertainties that may cause actual results to differ materially from those expressed or implied. The Group assumes no obligation to update or revise any forward-looking statements in response to new information, future events or other circumstances.



### Online Annual Reporting Suite

Scan the QR code or visit  
[nes.tl/AnnualReportMY](http://nes.tl/AnnualReportMY) to explore our 2025  
 Annual Reporting Suite online.

### COVER RATIONALE

Our 2025 cover visuals capture the essence of Nestlé's purpose: enhancing lives through nutrition, joy and shared moments, while creating lasting impact in the communities we serve. These images celebrate the people and practices behind our offerings – from local farmers whose dedication and care ensure our responsibly sourced raw ingredients, to the individuals and families whose daily lives are brightened by our household brands. Through these everyday moments, the visuals illustrate how Nestlé Malaysia goes beyond food and beverages. Our brands fuel everyday achievements, uplift communities, and foster pride in local innovation and capabilities. Each image is a window into how our portfolio brings people together, supports sustainable and inclusive growth, and nourishes Malaysians across generations.



### AR Annual Review 2025

Offers a comprehensive narrative of our sustainable growth journey, covering our financial performance, key brand milestones and our capital management to drive long-term value. The Annual Review also outlines our overall ESG priorities, which are further detailed in the Corporate Governance & Financial Report 2025 and the Creating Shared Value & Sustainability Report 2025.

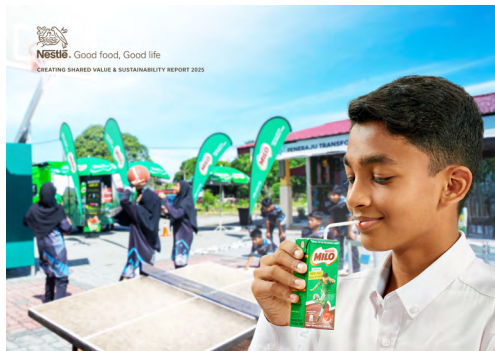


## Basis of This Report



### CGFR Corporate Governance & Financial Report 2025

Provides a detailed overview of our corporate governance framework, the potential risks we navigate and the strategies we employ to manage them effectively, and the Group's financial statements.



### CSVSR Creating Shared Value & Sustainability Report 2025

Highlights our sustainability performance, outlining the material topics that guide our actions, our progress across core ESG pillars and the various initiatives undertaken to deliver a positive impact for society and the environment.



Directs readers to pages or other supplementary reports with more information

The 2025 Annual Review presents a detailed account of Nestlé (Malaysia) Berhad's performance, key initiatives and progress in advancing sustainable growth throughout the year. It captures the operational, marketing and sales initiatives that have shaped our business and impact.

The report includes the Message from Our Chairman and Our Chief Executive Officer (CEO), sharing insights into how we create value. The Management Discussion and Analysis section provides a closer look at our financial and operational results, alongside sustainability milestones, with additional details available in the CSVSR.

The Business Review section showcases notable initiatives from our brands and business units, illustrating how we translate strategy into action across the Company.

This Annual Review was approved by the Board of Directors (Board) on 9 March 2026.

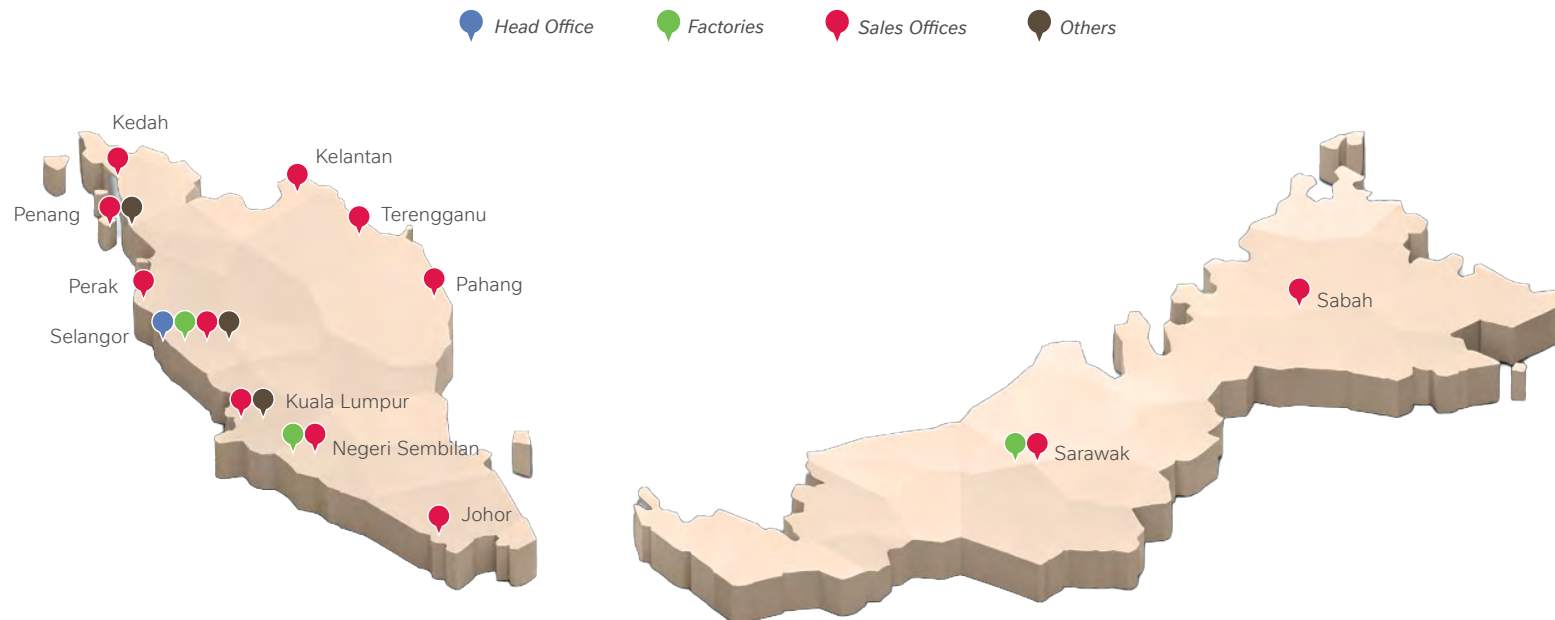




## Our Business

### Our Presence

Nestlé has been part of everyday life in Malaysia for over 113 years, earning trust by delivering products that bring nutrition, quality and enjoyment to homes across the country. Proudly made in Malaysia, by Malaysians, for Malaysians, our operations are supported by a strong nationwide infrastructure, including six (6) manufacturing facilities and 55 strategically located sales offices nationwide. From our head office in Selangor, we remain committed to offering Halal, high-quality products that meet evolving tastes and preferences, while inspiring Malaysians to embrace healthier lifestyles today and for generations to come.



**Selangor**   
 Head Office  
 3 Factories  
 11 Sales Offices  
 2 NESPRESSO Nano Boutiques  
 1 Nestlé Distribution Centre

**Kuala Lumpur**   
 1 Sales Office  
 1 NESPRESSO Boutique  
 1 NESPRESSO Nano Boutique

**Negeri Sembilan**   
 2 Factories  
 3 Sales Offices

**Melaka**   
 2 Sales Offices

**Johor**   
 9 Sales Offices

**Perak**   
 6 Sales Offices

**Penang**   
 4 Sales Offices  
 1 NESPRESSO Nano Boutique

**Kedah**   
 3 Sales Offices

**Pahang**   
 6 Sales Offices

**Terengganu**   
 1 Sales Office

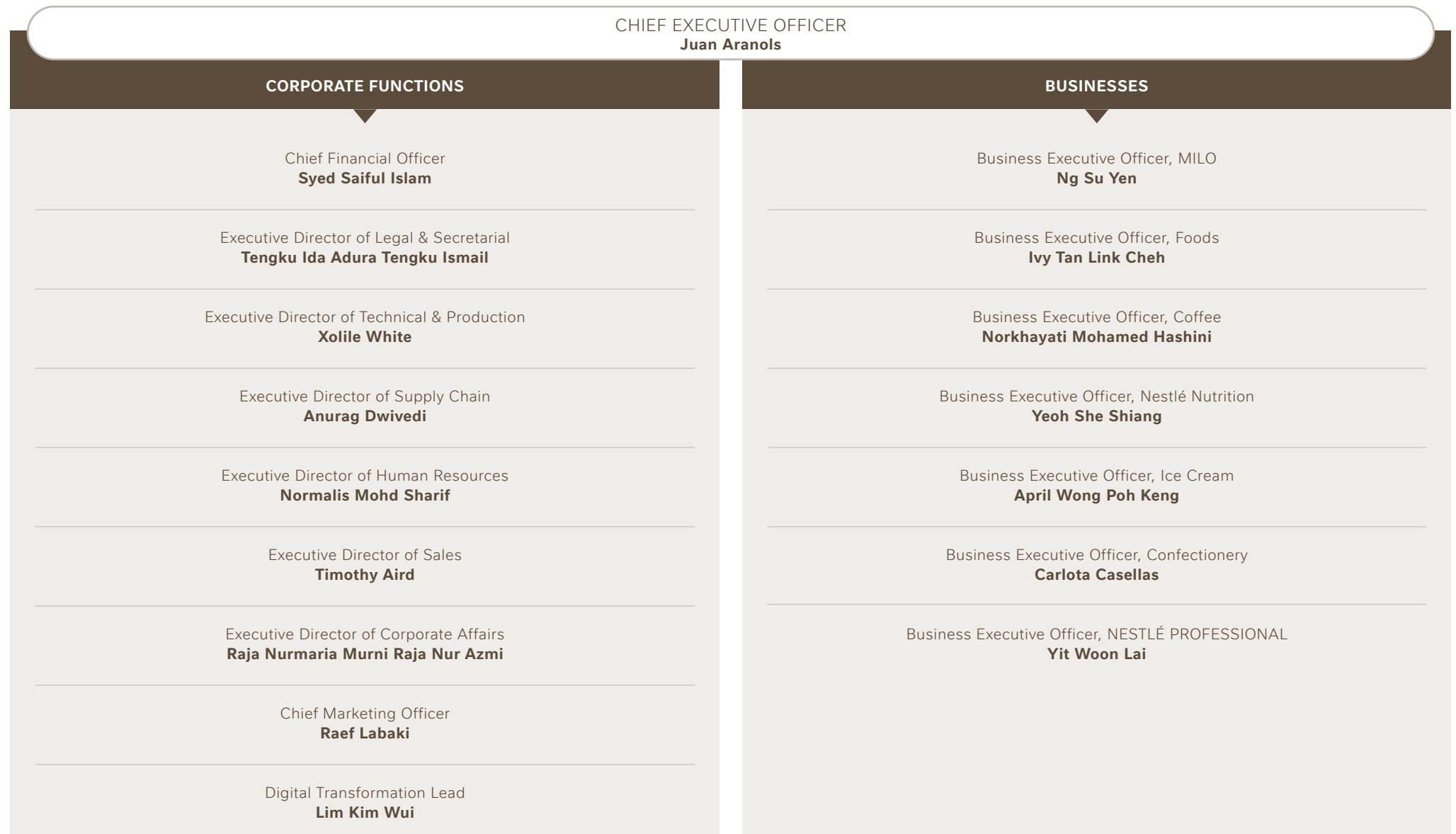
**Kelantan**   
 3 Sales Offices

**Sarawak**   
 1 Factory  
 4 Sales Offices

**Sabah**   
 2 Sales Offices



## Nestlé Organisation Structure



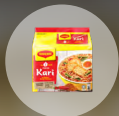




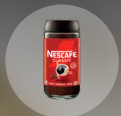
## Fast Facts



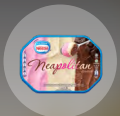
MILO



FOODS



COFFEE



ICE CREAM



CONFECTIONERY



NUTRITION

HEALTH  
SCIENCENESTLÉ  
PROFESSIONAL

Head Office in

**Bandar Utama,  
Petaling Jaya, Selangor**

Operates

**6** Factories and  
**1** National  
 Distribution Centre

 Publicly listed on  
**Bursa Malaysia since**  
**1989**

 Operating  
 commercially in  
 Malaysia since  
**1912**

 Market capitalisation of  
**RM26.7** billion  
 as at 31 December 2025

 Turnover of  
**RM6.88**  
 billion  
 in 2025

 Channelled  
**RM37.1** million  
 to community and relief  
 efforts in 2025

 Workforce of  
**4,765**  
 employees  
 as of December 2025

**100%**  
 Malaysian  
 manufacturing  
 workforce

 Over **90%**  
 of our products proudly  
 made in Malaysia,  
 by Malaysians,  
 for Malaysians

**Largest Halal  
 producer**  
 in the Nestlé world, with exports  
 reaching over  
**50** countries worldwide

 Wide range of more than  
**500**  
 Halal-certified, locally produced products,  
 including household favourites  
 MILO, MAGGI and NESCAFÉ


## Awards and Achievements

### 1. Malaysia International Halal Showcase (MIHAS) Excellence Award 2025

Nestlé Malaysia won the Excellence Award in the Service Innovation & Sustainability category at MIHAS this year. The award recognised Project SAVE, Nestlé Malaysia's sustainability and waste-management initiative. Project SAVE helps address solid waste challenges in Malaysian communities through door-to-door collection and recycling; and is currently the largest voluntary Extended Producer Responsibility (EPR) initiative in Malaysia.

### 2. HDC World Halal Excellence Award

At the World Halal Excellence Awards organised by Halal Development Corporation (HDC), Nestlé Malaysia received the Halal Prominent Brand Excellence Award, in recognition of its trusted Halal practices and market leadership, supporting the Halal industry's progress locally and globally.

### 3. ASEAN Halal Brand Awards 2025

Recognised at the ASEAN Halal Brand Awards 2025, Nestlé Malaysia was acknowledged for upholding high Halal standards and for growing a trusted, ethical business across the region. Organised by the Small and Medium Enterprises Association of Malaysia and the Kuala Lumpur Malay Chamber of Commerce, with support from HDC, the award celebrates brands that demonstrate excellence, innovation, and commitment to the Halal industry.

### 4. Australasian Reporting Awards 2025

Nestlé Malaysia was awarded Silver at the Australasian Reporting Awards (ARA) 2025, recognising the quality of its reporting and disclosures, which cover key aspects of the business and meet current legislative and regulatory requirements.

### 5. National Corporate Governance & Sustainability Awards 2025

Nestlé Malaysia was among the Top 50 listed companies under the Overall Excellence Award category at Minority Shareholders Watch Group National Corporate Governance & Sustainability Awards (NACGSA) 2025. This recognition reflects the Company's strong performance in corporate governance and sustainability, based on an assessment framework aligned with the G20/OECD Corporate Governance Principles, MCCG and Bursa Malaysia's Sustainability Reporting Framework.

### 6. Malaysia's 100 Leading Graduate Employers Awards 2025

At the M100 Leading Graduate Employers Awards 2025, Nestlé Malaysia was named the 2<sup>nd</sup> runner-up in the fast-moving consumer goods (FMCG) sector, extending a 13-year streak of recognition. Based on student votes nationwide, the award reflects Nestlé Malaysia's continued strength as an employer of choice.

### 7. Talentbank Graduates' Choice Award (GCA) 2025

Maintaining its strong standing among graduates, Nestlé Malaysia was again recognised as the No. 1 employer in the FMCG sector under Talentbank's GCA awards. The accolade is based entirely on university student votes from across Malaysia.

### 8. Lazada Most Loved Grocery Brand Partner

Nestlé Malaysia was recognised by Lazada as its Most Loved Grocery Brand Partner, driven by strong performance across key mega campaigns including 3.3, Birthday Campaign, 6.6, 9.9, and 11.11 with RM1 million in sales achieved on 11.11. Contributing brands included MILO, NESCAFÉ, and MAGGI, supported by influencer/affiliate livestreams, customised Nestlé bundles and hampers, and launches such as the MAGGI Air Fryer series, KIT KAT Mixes, MILO Intense, and ENERCAL.

### 9. TikTok Shop Mall Brand of the Year Award

The TikTok Shop Mall Brand of the Year Award (Grocery) went to Nestlé Malaysia, powered by strong performance from KIT KAT Mixes, MILO Biscuits, MILO Intense, and the MAGGI Air Fryer series. Key highlights included the brand's first Online-to-Offline (O2O) livestream at the MAGGI Kari-Lah Karnival, plus activations tied to MILO Pickleball and NESCAFÉ International Coffee Month. An All-Star livestream with celebrity Jack Lim, co-hosted by Alice Ho, also drove RM150,000 in sales within three hours during 11.11.

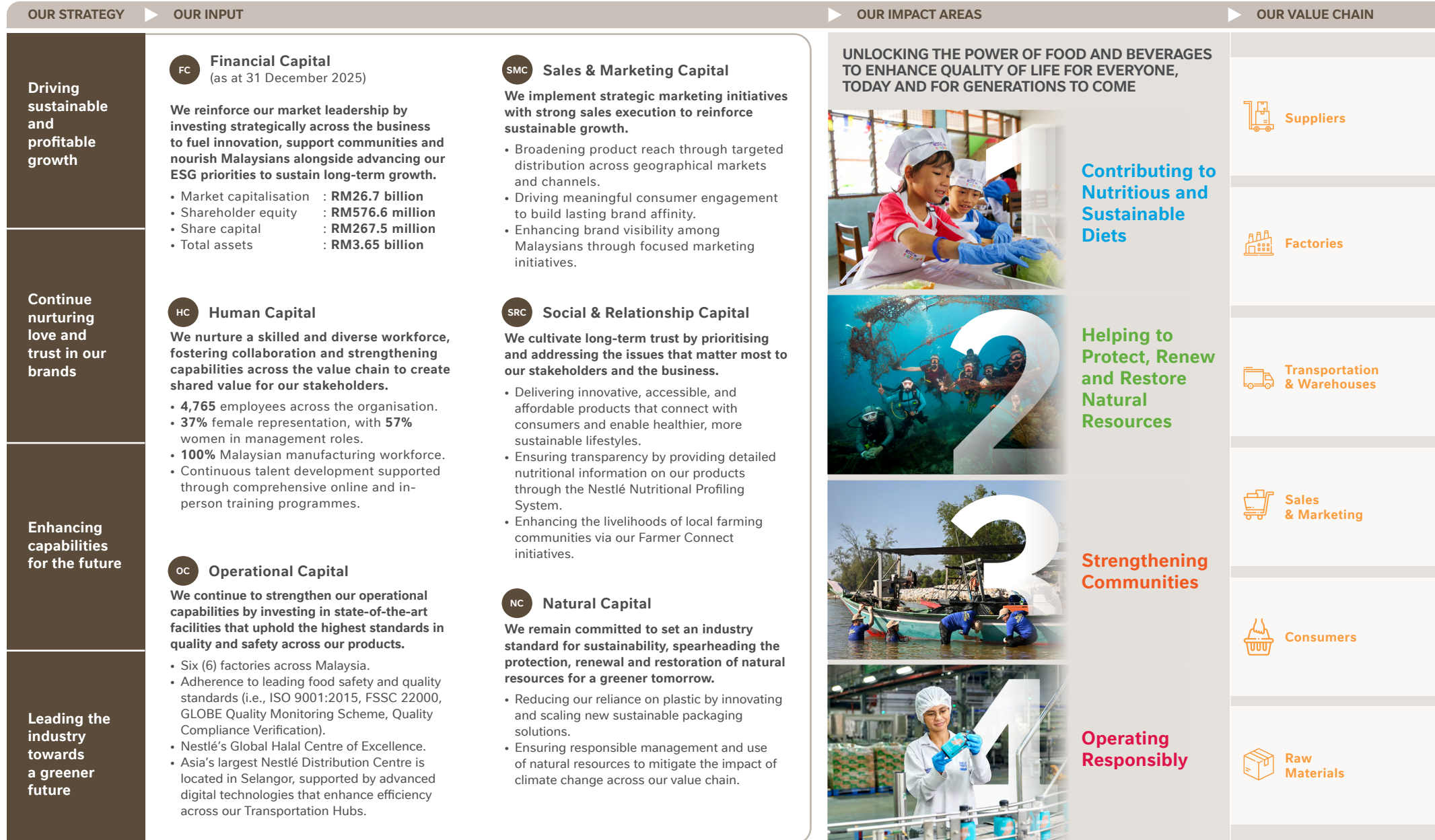
### 10. Brand Footprint Award 2025

Nestlé Malaysia continued to set the benchmark in the FMCG sector, achieving strong recognition in the Kantar Asia Brand Footprint Report 2025. MAGGI once again emerged as Malaysia's No. 1 FMCG brand, marking an impressive 13 consecutive years at the top and reflecting its deep-rooted presence in Malaysian homes. In the Beverages category, MILO and NESCAFÉ were also recognised as the country's Most Chosen Brands, securing first and second place respectively, highlighting their strong appeal among consumers nationwide.





## Business Value Creation Model



## OUR OUTPUT

### FC Financial Capital (as at 31 December 2025)

We deliver resilient results despite external pressures, underpinned by our strong fundamentals.

- Profit after tax : **RM513 million**
- Revenue : **RM6.88 billion**
- Total proposed dividend payout : **RM2.20 per share**
- Basic earnings per share : **RM2.19**
- Total dividends paid and proposed : **RM515.9 million**

### HC Human Capital

We cultivate an organisational culture that empowers our diverse talent pool to thrive, enabling them to deliver innovation and excellence across the business.

- We maintained our standing as the leading choice for graduates. Nestlé Malaysia was named second runner-up in the FMCG sector at Malaysia's 100 Leading Graduate Employers Awards 2025, extending our consistent recognition at these awards to a 13-year streak. Additionally, we secured the No. 1 ranking in the FMCG sector at the Talentbank Graduates' Choice Awards 2025. Both accolades are determined by nationwide student votes, reflecting our enduring appeal and reputation among the next generation of Malaysian talent.
- **57%** leadership roles helmed by women.
- Increased female representation in Sales, Supply Chain and Technical & Production.
- Robust engagement in local training and development initiatives, totalling **67,394** total hours of participation.

### OC Operational Capital

We maintain best-in-class manufacturing practices and rigorous standards in hygiene, quality, safety and sustainability to deliver high-quality products.

- Over **500** high-quality, Halal-certified offerings across our portfolio of products.
- **Over 20%** of our made-in-Malaysia product volume exported to more than **50** countries.
- Reducing our carbon dioxide emissions by **1,000** tonnes per annum through our Transportation Hubs.

### SMC Sales & Marketing Capital

We strengthen our market leadership through our strategic sales and marketing approach, ensuring our brands remain top-of-mind to fuel long-term business growth.

- According to the Kantar Worldpanel Brand Footprint Malaysia 2025 report, MAGGI remained the most chosen food brand, while MILO and NESCAFÉ continued to rank among the top beverage brands, demonstrating strong household penetration and ongoing relevance in Malaysian daily life.
- We were recognised as the Lazada Most Loved Grocery Brand Partner, driven by strong performances from MILO, NESCAFÉ, and MAGGI across major campaigns including 3.3, Birthday, 6.6, 9.9, and 11.11. We achieved RM1 million in sales during the 11.11 Global Brands Festival, supported by influencer and affiliate livestreams, curated bundles, and successful new product launches such as the MAGGI Air Fryer-friendly marinade series, KIT KAT Mixes, MILO Intense Dark Chocolate, and ENERCAL.
- Nestlé was named TikTok Shop Mall Brand of the Year within the Grocery category, driven by MILO, NESCAFÉ, MAGGI, and KIT KAT, alongside the successful introduction of our NPDs, full-funnel brand collaboration strategy and innovative O2O livestreams. A key highlight included an All-Star celebrity livestream during the 11.11 Mega Sale, generating RM150,000 in sales within just three hours.
- Driving strong sales backed by a wide range of products spanning nine F&B categories.
- Leveraging offline and digital marketing initiatives to deepen consumer engagement across our brands.
- Maintaining wide market reach through our extensive distribution and sales network.

### SRC Social & Relationship Capital

We achieve steady progress in our ESG commitments, driving impact in nutrition, health, wellness, rural development and communities in need.

- Over **220,000** students reached through Nestlé for Healthier Kids (N4HK) to date, promoting nutrition and healthier lifestyles.
- **50** of our products carry the Ministry of Health Malaysia's (MoH) Healthier Choice Logo (HCL), helping consumers make healthier choices.
- Our Farmer Connect programmes enhanced the livelihoods of **267** local farmers in 2025.

### NC Natural Capital

We adopt a proactive approach to environmental stewardship to ensure lasting positive impact.

- Marked the completion of 3 million trees planted through Project RELeaf in 2025.
- **80.5%** of our plastic packaging is now recyclable, enabling progress towards a circular economy.
- Our climate initiatives have driven measurable reductions in carbon emissions, setting industry benchmarks for sustainability.

## HOW WE SHARE THE VALUE WE CREATE

### Shareholders & Investors

We maintain a track record of stable returns, creating long-term value for our shareholders and investors.

### Employees

We strive to create a working environment built on fairness and equity, ensuring employees are empowered both in their professional and personal lives.

### Communities

We support rural communities by enabling sustainable income streams that enhance community wellbeing and economic stability.

### Customers & Retailers

We ensure our products remain relevant and within reach through a diverse portfolio distributed across all commercial touchpoints, including digital channels.

### Consumers & General Public

We support Malaysians in leading healthier lives by providing Halal, nutritious and great-tasting products, alongside impactful initiatives that promote community health and wellbeing.

### Government, Regulatory Bodies & Non-Governmental Organisations (NGOs)

We conduct our business with integrity and responsibility, contributing to socioeconomic advancement through employment opportunities, community development and long-term investment.



## Creating Shared Value

Our CSV approach underpins our ESG ambitions, guiding how we create positive impact for people and the planet while strengthening the long-term resilience of our business. It shapes the priorities we pursue and the solutions we drive forward to support healthier, more sustainable communities. Through this commitment, we continue to deliver shared value for our shareholders, stakeholders and society, reflecting our purpose of unlocking the power of food and beverages to enhance quality of life for everyone, today and for generations to come.

At the heart of our CSV strategy are four core pillars that ensure our initiatives deliver lasting impact:



To realise our commitments and deliver tangible outcomes, we put in place clear targets. This is complemented by regular independent assessments and materiality reviews, enabling us to track our progress and ensure our efforts remain consistent with strategic priorities.

As a global leader in the food and beverage industry, we are committed to upholding rigorous standards of compliance and corporate governance in all aspects of our business. We conduct our operations in line with local and international laws and regulations, guided by the Nestlé Corporate Business Principles (NCBP). These principles are integral to our CSV framework and provide a clear foundation for ethical conduct, transparency and responsible decision-making, aligned with global best practices.

### Our Purpose

For close to 114 years, we have been driven by a clear purpose: to unlock the power of food and beverages to enhance quality of life for everyone, today and for generations to come. This purpose reflects our aspirations to be a force for good in a rapidly changing world, inspiring us to adapt to evolving societal and environmental challenges as we continue to keep pace with shifting consumer needs.

Further guided by our *Good food, Good life* promise, we direct our efforts to where they matter most by addressing the needs of individuals, families, communities and the environment. This includes providing nutritious and more sustainable food and beverage choices, supporting social wellbeing, and taking active steps to protect and restore natural resources, all while maintaining high standards of integrity and accountability.

Firmly grounded in **RESPECT**, our core values serve as the driving force behind our actions and decision making, ensuring that business growth goes hand in hand with social responsibility and ethical behaviour:



This commitment is supported by the NCBP and our Code of Business Conduct, which establish clear expectations for integrity across our operations. These include zero tolerance towards fraud, bribery and corruption, as well as strong safeguards for personal data protection. These principles are embedded throughout Nestlé's culture and extend across our value chain, ensuring that both our teams and our partners operate with shared responsibility and transparency.

## Our Focus Areas

Unlocking the power of food and beverages to enhance quality of life for everyone, today and for generations to come.



### Contributing to Nutritious and Sustainable Diets

Providing accessible, nutritious and sustainable food options to enhance quality of life for individuals and families.

Nutrition



### Helping to Protect, Renew and Restore Natural Resources

Minimising our environmental impact through responsible stewardship of natural resources, ensuring a sustainable future for generations to come.

Climate and Nature

Water

Packaging & Circularity



### Strengthening Communities

Building resilient communities by promoting equitable growth and advancing regenerative practices.

Produced Sustainably

Youth Opportunities



### Operating Responsibly

Cultivating a culture where sustainability and accountability guide our decisions, empower our teams, and ensure business practices that deliver long-term impact.

Our People

Ethical Business

We continue to support the United Nations Sustainable Development Goals (UN SDGs) by embedding them into our strategies and initiatives to create meaningful and lasting impact.





## Message from Our Chairman and Our CEO

Dear Shareholders,

“As the world continued to weather through ongoing geopolitical uncertainties, trade volatility and dynamic consumer trends in 2025, Malaysia’s economy demonstrated notable resilience. Stable domestic demand, steady household income, and growth across key sectors provided a firm foundation, and against this backdrop, Nestlé Malaysia delivered healthy, profitable growth. Remaining steadfast to our purpose and values, our performance reflects the trust Malaysians place in our brands every day, reaffirming our commitment to delivering value to shareholders, uplifting communities, advancing sustainability and continuing to serve the ever-evolving needs of consumers with care and responsibility.”



**Tan Sri Wan Zulkiflee Wan Ariffin**  
Chairman (Left)



**Juan Aranols**  
Chief Executive Officer (Right)





## Resilience in a Dynamic Market

The Malaysian economy expanded by 5.2% in 2025, surpassing projections and reflecting stronger-than-expected momentum in domestic demand and key sectors, including services, manufacturing and construction. Fourth-quarter growth accelerated to 6.3%, reflecting the broad-based drivers of economic activity even amid external pressures.

This progress unfolded against persistent global headwinds, heightened geopolitical risks and intensive competition within the FMCG sector. Malaysian consumers remained cautious and discerning, sensitive to cost inflation and adapting consumption patterns to optimise shopping value. While targeted Government measures helped stabilise household spending, operating successfully in such an environment required agility and a keen understanding of local needs; capabilities that were central to the Group's strong performance in 2025.

Anchored in trusted household brands, strong market positions and deep consumer insights, we remained focused on delivering our *Good food, Good life* promise, maintaining the high standards of quality, nutrition, food safety and integrity that have been the hallmark of Nestlé Malaysia for over 113 years. At the same time, we continued to play an active role as a force for good in society, leading the charge in the industry with ESG activities that were purposeful and comprehensive.

## Advancing ESG and Sustainability

Our CSV approach shapes how we grow responsibly, ensuring that business performance goes hand in hand with positive outcomes for society and the environment. Demonstrating our progress, 2025 saw the completion of our Project RELeaf reforestation initiative, reaching a cumulative total of 3 million trees planted nationwide since 2021, covering approximately 1,650 hectares.



We are committed to providing Halal, nutritious, and high-quality products with sustainability at the heart of our business practices – Made in Malaysia, by Malaysians, for all Malaysians.

Together with the earlier Project RiLeaf in Sabah, our reforestation footprint now totals 4 million trees nationwide, making this the largest private-sector reforestation initiative in Malaysia and a meaningful contribution to the Government's Greening Malaysia programme. In addition to environmental restoration, these initiatives strengthen climate resilience and generate sustainable income opportunities for rural communities.

Another important pillar in our ESG efforts is responsible sourcing and advocating for more sustainable agricultural practices within Malaysia. To this end, we were honoured to be a founding member of the Malaysia Sustainable Palm Oil (MSPO) Impact Alliance in 2025, supporting industry efforts to improve traceability, strengthen smallholder inclusion and enhance alignment with international sustainability benchmarks.

Our Farmer Connect programmes continued to support rural development and national food security by enhancing farmer livelihoods and promoting sustainable production of key crops, including chilli, paddy, cocoa and coffee. Progress was evident in the Nestlé Borneo Cocoa Initiative, with locally sourced cocoa utilised in our made-in-Malaysia KIT KAT Dark Borneo and KIT KAT Dark Borneo Ice Cream products, supporting our ambition to source at least 10,000 metric tonnes of cocoa from Malaysian farms by 2034.

We continued to drive efficiencies and innovation across our manufacturing facilities. Sustainable packaging initiatives reduced virgin plastic usage by 1,738 tonnes during the year, while production optimisation helped lower energy consumption per tonne of product by 5%, further reducing our environmental footprint.





Our flagship community recycling programme Project SAVE, the largest voluntary EPR initiative in Malaysia, continued to expand in the Klang Valley and Penang. In 2025, the programme recovered over 14,000 tonnes of post-consumer packaging waste, of which 11,050 tonnes were plastic, reinforcing circularity and encouraging household recycling nationwide.

In line with our long-standing commitment to nurturing healthier future generations, we celebrated the 15<sup>th</sup> anniversary of N4HK during the year. In collaboration with the Ministry of Education and Nutrition Society of Malaysia, the programme has reached over 220,000 primary school children nationwide since its establishment, promoting healthier eating habits, balanced nutrition and active lifestyles.

### Financial Performance

In 2025, the Group delivered healthy growth with sales rising to RM6.88 billion, close to the historical record achieved in 2023, up by 10.5% compared with 2024. This performance reflects the effectiveness of our strategic priorities and disciplined execution in a demanding operating environment. Our domestic sales saw positive growth as we upheld our leadership across key categories through consistent in-market execution, innovation and a trusted portfolio of Halal-certified products made in Malaysia, by Malaysians, for Malaysians. This enabled us to serve consumers across all segments and life stages, strengthening our relevance and connection with households nationwide.

Exports also saw double-digit growth, highlighting Malaysia's strategic role as the Nestlé Group's global Halal hub. Coupled with prudent cost management and operational efficiencies under our Nestlé Virtuous Growth approach, these results are a testament to the resilience of our portfolio and our CSV approach.

### Dividends

In line with our commitment to deliver sustainable returns to shareholders, the Board of Directors declared a third interim dividend of RM0.90 per share for the financial year ended 31 December 2025, 16 sen higher than the previous financial year. This brings total dividends for the year to RM2.20 per share, reflecting our balanced approach to rewarding shareholders while continuing to reinvest for long-term growth.

### Corporate Governance

At a time where sustainability and progress are ever more reliant on high standards of accountability, transparency and ethical conduct, robust governance is essential to sustaining stakeholder trust and guiding our ESG practices. Reflecting our dedicated efforts, Nestlé Malaysia was ranked among the Top 50 in the Excellence Award category at the National Corporate Governance & Sustainability Awards 2025, which recognises outstanding corporate governance and value creation among Malaysian public listed companies.

Supported by a comprehensive governance and risk management framework, we continued to integrate ESG and climate-related considerations into our decision-making processes during the year. This ensures that long-term environmental and social risks are managed alongside financial performance, thus enabling the Group to deliver sustainable value.

### Awards

The year saw Nestlé Malaysia's sustainability stewardship and industry leadership recognised with a series of accolades. The Group received the MIHAS Excellence Award for Project SAVE, the country's largest voluntary EPR initiative, alongside the HDC World Halal Excellence Award and ASEAN Halal Brand Awards, reflecting our ongoing dedication to trusted Halal and ethical business practices.

Our workplace and talent initiatives were also celebrated, with Nestlé Malaysia named the No. 1 FMCG employer at the Talentbank Graduates' Choice Award, while maintaining a strong position in Malaysia's 100 Leading Graduate Employers Awards, demonstrating our appeal as a preferred employer. In addition, our corporate reporting and governance efforts were recognised with a Silver award at the ARA, demonstrating the strength and transparency of our disclosures.

### Outlook

Global uncertainty will persist in 2026, with geopolitical tensions, evolving trade dynamics and rapid technological advancement, including digitalisation and artificial intelligence, expected to shape a volatile global operating environment.

Within this context, Malaysia's economic outlook remains steady. Resilient domestic demand, targeted Government support, stable household income and the lowest unemployment rate in a decade are expected to support consumer confidence and spending, providing a constructive backdrop for the food and beverage (F&B) sector.

For the Group, this environment reinforces the importance of our strategic priorities. With consumers at the heart of everything we do, we will continue to strengthen our core brands, maintain leading market positions and drive meaningful innovation that keeps our portfolio relevant, while upholding our promise of delivering *Good food, Good life* to Malaysians. Operational excellence is central to improving efficiency, advancing digitalisation and strengthening supply chain resilience. At the same time, we are firmly committed to our ESG objectives to positively impact people, communities and the planet.

As we look ahead, we do so with utmost appreciation for the trust placed in us by Malaysians, our Nestlé Malaysia family, and our valued partners throughout the value chain. That trust underpins our confidence as we navigate an operating environment that continues to be complex, yet full of opportunity. Grounded in strong fundamentals and guided by our purpose and values, we are committed to building shared progress for society and the environment, in tandem with delivering sustainable value for our shareholders and all stakeholders.

## Management Discussion and Analysis

**Juan Aranols**  
Chief Executive Officer

"2025 was a year of progress for Nestlé Malaysia. Through robust plans and disciplined execution, we delivered solid results amid a complex and evolving operating environment.

We protected affordability, accessibility and quality across our 100% Halal-certified portfolio, made in Malaysia, by Malaysians, for Malaysians, alongside investing in capabilities and contributing meaningfully to communities. Present in the nation since 1912, we remain firmly committed to growing sustainably and creating long-term value for our shareholders, our employees, our customers and society at large."



Juan Aranols together with the Nestlé Leadership Team at the launch of the new NESCAFÉ Espresso Concentrate production line at the Nestlé Sri Muda Factory.



## FINANCIAL REVIEW

In 2025, Malaysian consumers continued to prioritise value and affordability. Against this backdrop, the Group leveraged our solid fundamentals, drawing on more than a century of experience and local insight that have shaped Nestlé Malaysia into the country's leading F&B company. Maintaining resilience through effective execution, we delivered an improved performance for the financial year, supported by robust commercial strategies, prudent cost management, an extensive distribution network and the strength of our brand portfolio. Turnover rose to RM6.88 billion, driven by domestic sales which increased by 10.5%. Export sales also recorded strong growth, reflecting the competitiveness of our Malaysian manufacturing base and expertise as Nestlé's Global Halal Centre of Excellence.

After investing RM1 billion in our industrial infrastructure from 2022 to 2024, our capital expenditure in 2025 was mostly directed towards strengthening supply chain resilience, and enhancing operational and environmental efficiency. With the launch of the NESCAFÉ Espresso Concentrate at our Sri Muda Factory, an important innovation for the Nestlé Group globally, we further reinforced Malaysia's role as a regional production hub for the Nestlé Group worldwide. Digitalisation and AI initiatives also played an important role as enablers of efficiencies and more agile ways of working.

## BUSINESS & OPERATIONAL REVIEW

Amid consumers' heightened focus on value, rising commodity costs and ongoing geopolitical uncertainties, we remained focused on ensuring our brands and portfolio continued to meet the needs of Malaysian households. By delivering high-quality, nutritious and great-tasting Halal products supported by locally resonant initiatives, we reinforced our market-leading position and the trust Malaysians have placed in our brands for generations.

Building on this leadership, we intensified in-market execution across all channels, online and offline. This included strengthening visibility and availability through a comprehensive retail and out-of-home (OOH) network, backed by disciplined commercial strategies and a broad distribution footprint. At the same time, we continued to capture growing digital demand through enhanced e-commerce activations and tailored channel approaches that addressed evolving shopper expectations. Our diverse offerings spanning early childhood nutrition to everyday family favourites continued to deepen our relevance across all life stages. Strong export momentum further highlighted the competitiveness of our manufacturing footprint, reinforcing Malaysia's role as the Nestlé Group's largest global Halal manufacturing hub, even as we remained focused on continued competitiveness in the domestic market.



Elevating home-cooked favourites with the MAGGI Air Fryer Series, a key innovation driving growth for our 2025 portfolio.

## Consumers at the Heart of All We Do

Alongside strong execution, we continued investing in innovation and portfolio transformation to stay ahead of evolving consumer needs. Our focus on high-potential growth platforms and strategic Big Bets is reshaping the future of our categories. These include:

- **MILO Biscuits:**  
Unlocking new snacking occasions by translating MILO's much-loved taste and energy credentials into a convenient and tasty everyday format.
- **NESCAFÉ Coffee Concentrate:**  
Capturing the rising demand for convenient, café style experiences at home.
- **ASCENDA with Growth Plus Advantage:**  
A clinically-proven formula addressing the increasing need for growth support during early childhood.
- **MAGGI Air Fryer Series:**  
Modernising everyday cooking with culinary solutions that meet the growing demand for tasty, convenient, and healthier meals.

- **KIT KAT Beverages:**

Extending the break experience into beverages, opening new consumption moments, and strengthening the brand's role across snacking and beverages.

- **NESTLÉ OMEGA Gold:**

Advancing adult nutrition in heart health and meeting the needs of Malaysia's ageing population.

Across these priority areas, we have elevated and sustained brand-building investments to ensure each platform is equipped to scale with impact. These long-term investments reinforce the momentum of our priority brands, build stronger consumer connections, and secure future pillars of growth that will continue to power the business well beyond 2026.



The MILO Malaysia Breakfast Day (MBD) Run brought together over 75,000 Malaysians in celebration of 75 years of nourishing the nation and promoting active lifestyles.

### Connecting with Malaysians

Through impactful engagement initiatives reaching individuals, families and communities, we continued to build on well-loved, long-standing activities that advocated good health and positive social impact across a range of audiences nationwide. Key programmes during the year included:

- **NESTLÉ OMEGA PLUS Walk a Million Miles (WAMM) 2025:**

In its 25<sup>th</sup> year, WAMM inspired Malaysians to take charge of their heart health. The campaign drew 36,098 participants, collectively covering 5.11 million miles, more than a two-fold increase from the previous year.

- **MILO Malaysia Breakfast Day:**

Celebrating MILO's 75<sup>th</sup> anniversary, the nationwide movement championed the importance of a balanced breakfast and active lifestyle across six states. The initiative attracted a record 35,000 participants in Putrajaya alone, energising communities and deepening MILO's emotional connection with Malaysians.

- **MAGGI Kari-Lah Malaysia Carnival:**

Bringing Malaysia's culinary heritage to life, the carnival engaged communities through interactive cooking demonstrations. It showcased MAGGI's role in preserving traditions while inspiring creativity in everyday cooking.

- **Koko Kraf Club:**

Entering its second year, this creative programme saw participation grow significantly in 2025, reaching 12,507 students across 925 schools in 149 districts.

- **MAGGI Wanita Cukup Berani:**

In its fourth season, the mentorship programme continued to empower Malaysian women to build their confidence, develop new skills, and create opportunities for personal and business growth through food. Since its launch in 2020, the programme has reached over 3,500 women nationwide.

- **MAGGI Secondary School Cooking Competition:**

In partnership with the Ministry of Education (MOE), the 28<sup>th</sup> year edition inspired over 2,000 students to showcase creativity, teamwork and balanced cooking, as well as advocating positive life skills.

- **Ministry of Education-Majlis Sukan Sekolah-sekolah Malaysia-MILO (MOE-MSSM-MILO) Sports Awards:**

MILO continued to celebrate young athletes, teachers and coaches through the MOE-MSSM-MILO Sports Awards, promoting inclusivity and grassroots talent development. Over 13,000 participants benefitted from this platform.

- **NESCAFÉ Youth Entrepreneurship Programme (NYEP) 2025:**

The 2025 edition celebrated the entrepreneurial spirit of university students who had the opportunity to pitch their bold ideas for Malaysia's most-loved coffee brand. This year's initiative drew 1,400 registrations from 44 universities and saw six students selected for fast-track placement in Nestlé's Management Trainee Programme 2026.



### Building Efficiencies to Protect Performance

Nestlé Malaysia continues to upgrade its operations by leveraging more digital tools and automated processes in its factories and supply chain. This includes digital planning, automated stock management, and smart technologies that track production in real time. New tools like digital quality checks and AI safety solutions help us to improve productivity and meet customer expectations reliably and accurately. We are also simplifying our product portfolio and making our marketing investments more effective. Cost-saving initiatives let us invest more in innovation and building our brands. By improving collaboration and information sharing across our teams, we can make quicker, data-driven decisions and provide better service across our entire value chain, from farm to fork. We are also focusing on building our employee and workforce skills to fully use these digital tools. Overall, our efforts are making Nestlé Malaysia's supply chain safer, more efficient, and ready for the future.



Celebrating 3 million trees planted through Project RELeaf, a meaningful milestone in nurturing and restoring Malaysia's ecosystems for future generations.

### Driving ESG Priorities

Our ESG objectives are firmly embedded in how we operate, with clear priorities, strong partnerships and measurable outcomes across both environmental and social dimensions. Our progress during the year is detailed in our Nestlé CSVSR. Highlights included:

- Project RELeaf:**  
 We completed our commitment to plant three million trees under Project RELeaf, contributing to carbon sequestration and biodiversity preservation. We are sustaining our efforts with Project RELeaf2030 to support long-term climate action and nature-positive outcomes aligned with Malaysia's low-carbon transition.
- MSPO Impact Alliance:**  
 Through active participation in the MSPO Impact Alliance, we reinforced our commitment to responsible sourcing across the palm oil value chain.
- Safe Water, Safe Communities Programme:**  
 As part of our efforts to improve access to clean and safe water for underserved communities, our employee volunteers helped build a gravity-fed water system for an Orang Asli village, as well as promoting healthier hygiene practices for children and families.
- Flood Relief Efforts:**  
 We strengthened our humanitarian outreach through collaborations with Malaysian Red Crescent (MRC) and Yayasan Food Bank Malaysia (YFBM). Our employee volunteers packed food aid for families affected by nationwide floods, which included those in rural and remote areas.
- 10 Years of Back to School:**  
 Our Back to School programme continued to support children from underserved communities by providing essential school supplies and food products to ease the financial burden on families. Since its inception in 2015, we have reached more than 16,300 students across Malaysia, reflecting a decade-long commitment to children's wellbeing.

### Cultivating a Resilient and Inclusive Culture

In 2025, we continued to nurture our work culture and environment, premised on the values of diversity, mutual respect and inclusivity. The strong representation of female talent in senior leadership roles is the best confirmation of our commitment to ensure gender balance, with strong emphasis in supporting talent development and employee wellbeing, while driving a culture of performance and accountability for results.

To keep pace with evolving digital trends, we introduced initiatives to equip employees with the necessary skills. Various training programmes provided hands-on experience with emerging digital tools, including responsible use of AI applications to enhance both job quality and productivity. The Nestlé Sales Academy was also relaunched as a one-stop learning platform for all sales employees, offering practical training that has already benefitted over 523 team members and strengthened our sales capabilities.



The Nestlé Roadmap for Employee Health and Wellbeing (2024–2026) provides a framework to holistically address health issues across our workforce. In 2025, a key initiative was our World Mental Health Day campaign, which engaged nearly 1,200 employees through interactive activities and talks, promoting mental wellness across the organisation.

Beyond the workplace, through our employee volunteering platform our colleagues continued to make a positive impact on communities and the environment. Activities such as coastal clean-ups, flood relief efforts and other community initiatives offered meaningful opportunities for employees to give back, reinforcing our shared purpose of creating value for society, and with over 1,200 participants throughout the year, their response was heartwarming and made a difference for many Malaysians.

## CONCLUSION

Moving forward, we remain focused on best serving Malaysians through our trusted brands and products, and a dedicated workforce equipped with the skills to respond to evolving needs. Guided by clear priorities and a commitment to long-term growth and both shareholder and societal value creation, we aim to balance performance with purpose, supporting communities, driving sustainability and creating value that is shared widely. With the trust and collaboration of our employees, partners and stakeholders, we will continue to contribute to a future that is not only stronger and more resilient, but also more inclusive and sustainable for all Malaysians.



Nestlé Sayang Komuniti volunteers bringing a gravity-fed water system to life in Kampung Lumut, enhancing access to safe water for the Orang Asli community.



## Our Business Review



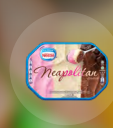
MILO



FOODS



COFFEE



ICE CREAM



CONFECTIONERY



NUTRITION



HEALTH  
SCIENCE



NESTLÉ  
PROFESSIONAL

# MILO

Since 1950, the MILO brand has been part of everyday Malaysian life, fuelling busy mornings and supporting generations of young people through grassroots sports. From school fields to national moments, the brand has grown together with the nation, championing active lifestyles and nurturing local talent to go further.

In 2025, as MILO celebrated its 75<sup>th</sup> anniversary in Malaysia, we seized this opportunity to reconnect with Malaysians in meaningful and distinctly local ways, most notably by leveraging Malaysia's beloved *Abang MILO* and our iconic MILO trucks to bring the nutritious goodness of a cup of MILO even closer to the *Rakyat*. Through targeted campaigns, we celebrated the shared memories Malaysians associate with MILO, reigniting brand love across key touchpoints nationwide.

These efforts earned several accolades, including Gold for MILO Malaysia Breakfast Day and Bronze for "MILO *Hidup Bola*" at the Malaysia PR Awards 2025, as well as a Silver at the People's Choice Putra Brand Awards. This reinforces MILO's position as a trusted and much-loved household favourite.



### Reinforcing Relevance Through 75 Years of Heritage

Celebrating its 75-year heritage, MILO brought this milestone to life by reaffirming its position as a well-loved beverage and strengthened the trust built across generations of Malaysians. Anchored in the tagline "*Dulu, Kini, Selamanya Demi Malaysia*", the campaign highlighted MILO's enduring role in fuelling the nation with nourishing energy and spearheading grassroots sports development.

The celebration came to life nationwide through a blend of media amplification and on-ground activations that reached Malaysians from all walks of life. The "MILO *Minum & Tebus*" redemption campaign encouraged participation through limited-edition anniversary merchandise, supported by activations at retail outlets and our iconic MILO trucks nationwide. This was complemented by the nationwide breakfast movement MILO Malaysia Breakfast Day, held across six (6) states, bringing communities together to promote the importance of a balanced breakfast while deepening emotional connections with consumers. In conjunction with *Hari Kebangsaan*, MILO expanded its presence through large-scale sampling at the National Independence Day Parade, making the brand part of a moment of national pride and celebration.

These initiatives generated strong participation and positive consumer sentiment. Highlights included a record turnout of 35,000 participants at the Putrajaya edition of MILO Malaysia Breakfast Day and more than 70,000 participants in the MILO *Minum & Tebus* campaign. This further strengthened MILO's brand relevance and deepened its everyday connection with Malaysians.





### Connecting with Young Adults Through Authenticity

To deepen affinity among young Malaysian adults, MILO Mixes expanded its energy brand equity beyond providing physical energy to also supporting mental strength and empowerment. This enhanced positioning reflects MILO's understanding of the evolving aspirations and pressures faced by young people today, supporting them as they push boundaries and pursue their goals. The campaign aimed to build genuine emotional connections, spark engagement and solidify MILO's leadership as a modern, trusted companion in their everyday journeys.

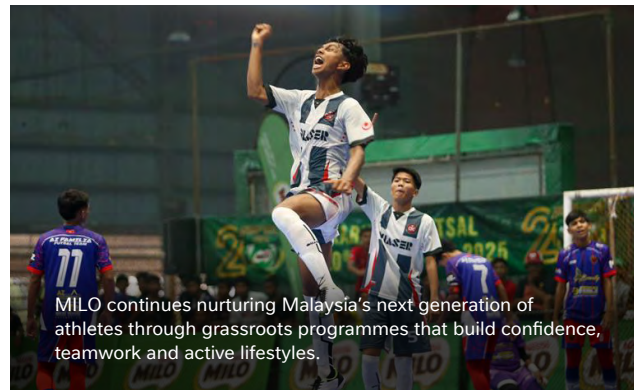
Authentic storytelling anchored this approach. We spotlighted the real-life journeys of rising talents Nadhir Nasar and Erysha Emyra, whose stories reflected the resilience, focus and energy needed to take on new challenges. Their stories illustrated how MILO Mixes supports not just physical stamina but also the mental strength needed to move forward with confidence.

The campaign was activated through "Pentas Tenaga MILO 2.0", with on-ground activations at Universiti Kebangsaan Malaysia and Universiti Tenaga Nasional. These sessions engaged students through personal storytelling, interactive discussions and shared conversations centred on ambition and perseverance, supported by digital amplification.

By leaning into authenticity and youth-led storytelling, the campaign resonated strongly with young adults, driving meaningful engagement across social and on-ground platforms. These efforts strengthened brand affinity, enhanced MILO Mixes' refreshed positioning and built a solid foundation for sustained relevance among the next generation.



Pentas Tenaga MILO 2.0 engaging local university students through meaningful dialogue and shared experiences.



MILO continues nurturing Malaysia's next generation of athletes through grassroots programmes that build confidence, teamwork and active lifestyles.

### Advancing Grassroots Sports Through Long Standing Partnership

For over six (6) decades, MILO has worked closely with the MOE to drive the development of grassroots sports across Malaysia, guided by the belief that "Sports Is A Great Teacher". This long-standing partnership continues to inspire generations of student athletes, reinforcing MILO's role within the national school sports ecosystem.

Throughout the year, close collaboration with MOE enabled MILO to champion key sports initiatives such as the MSSM Championships, engaging over 13,000 student athletes nationwide. We remained as the main sponsor of the 56<sup>th</sup> MOE-MSSM-MILO Awards, which celebrate young athletes who excel both on the field and in the classroom. Beyond mainstream competitions, we extended support to inclusive programmes such as *Kejohanan Sukan Sekolah Murid Orang Asli (KSSMOA)*, *Program Sukan Pedalaman* in Sabah and Sarawak, and Special Education sports initiatives, reflecting our commitment to ensuring that all children benefit from sporting opportunities.

Through this long-running partnership, MILO remains a steadfast advocate for youth sports and active lifestyles.

#### CSVSR

To learn more about MILO's grassroots sports initiatives, including MILO Hidup Bola Futsal Carnival and MILO Champions Clinic, kindly refer to page 36 of the CSV & Sustainability Report.



Building a greener future through MILO Energy for Good, providing Malaysian students with sustainable classrooms outfitted with recycled-carton furniture and sports equipment.

### Empowering Youth Through Sports and Sustainability with MILO Energy for Good

As part of MILO's role in empowering young Malaysians, we launched "MILO Energy for Good", combining grassroots sports development with environmental responsibility. Building on 13 years of Project CAREton, the initiative aimed to support communities by transforming Used Beverage Cartons (UBC) into sports equipment and classroom furniture, creating sustainable learning environments while encouraging collective action.

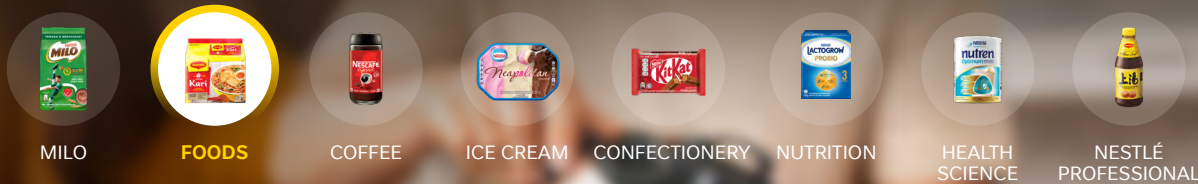
Working alongside MOE, Tetra Pak Malaysia and AFN Sports, the programme mobilised students, parents and teachers through a point-based recycling and redemption system, whereby used beverage cartons are collected and exchanged for eco-friendly sports and classroom equipment. Incubator schools in the East Coast also received durable weather-proof furniture and sports items to improve access to learning and physical activities.

Through MILO Energy for Good, we engaged more than 250,000 students across over 200 schools nationwide, collecting 4.2 tonnes of cartons, equivalent to over 300,000 packs. The initiative showcased MILO's sustainability efforts and further strengthened sales within the education channel.

#### CSVSR

To learn more, kindly refer to page 37 of the CSV & Sustainability Report.





# FOODS



Since 1969, the MAGGI brand has been a familiar presence in Malaysian kitchens, enriching everyday meals and family moments across generations. Deeply rooted in local tastes and cooking traditions, MAGGI's range of instant noodles, seasonings and sauces has grown alongside Malaysian households for over five decades, adapting to evolving preferences while staying true to its identity as a brand made by Malaysians, for Malaysians. MAGGI continues to reflect the flavours, traditions and shared experiences that shape Malaysia's rich food culture.

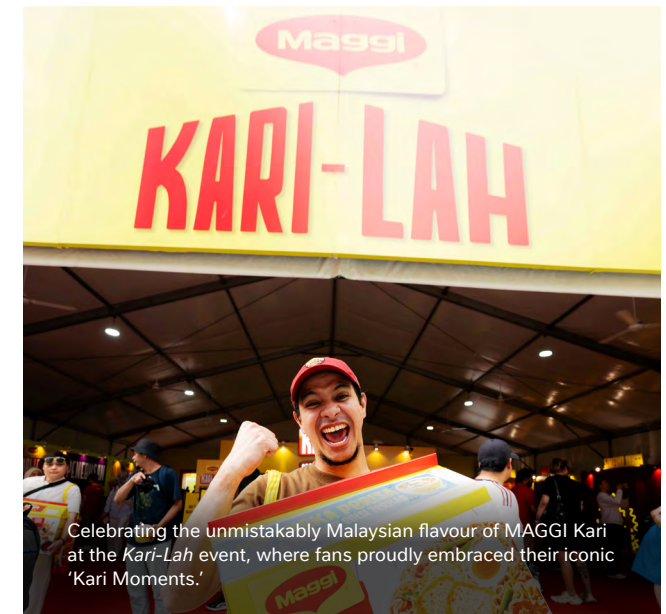
This year, even as the market posed challenges, we strengthened our bond with consumers nationwide. Through campaigns that celebrated local flavours and initiatives that brought communities closer together, MAGGI was honoured to be named the No. 1 Most Chosen Brand in Malaysia by the Kantar Asia Brand Footprint Report.



## Celebrating What Makes MAGGI Kari Unmistakably Malaysian

Recognising the deep cultural connection Malaysians have with MAGGI Kari, we launched the Kari-Lah campaign in 2025 to celebrate a flavour that is unmistakably local and irreplaceable. By shining a spotlight on the familiar taste of MAGGI Kari, the initiative sought to amplify brand love and reinforce its role in everyday Malaysian meals.

The campaign brought MAGGI Kari to life through immersive on-ground activations across key touchpoints, allowing consumers to sensorially experience the much-loved product, from its aroma and taste to the fond memories it evokes; truly bringing the five senses of MAGGI Kari to reignite Malaysians' love for the flavour. This was complemented by mass media outreach, alongside social and digital amplification that invited Malaysians to celebrate their own "Kari Moments" and take pride in a flavour that feels uniquely theirs. These efforts continued nurturing a flavour that has been part of Malaysian lives for generations.



Celebrating the unmistakably Malaysian flavour of MAGGI Kari at the Kari-Lah event, where fans proudly embraced their iconic 'Kari Moments.'

### Empowering Women by Strengthening Their Confidence and Improving Their Livelihoods Through Food

Returning for its fourth season, *Wanita Cukup Berani* (WCB) continued to champion MAGGI's belief that when women are given the confidence and support to be brave, they can go further for themselves, their families and their communities. Rooted in the idea that courage begins at home, WCB helps Malaysian women discover their strength, resilience and potential through the power of food.

This year, in partnership with the Ministry of Women, Family and Community Development, Google and TikTok, the programme featured four structured online learning modules designed for the digital age. Guided by inspiring mentors, participants gained practical skills, built their self-belief and connected with a supportive community that understands their journey.

Since its launch in 2020, WCB has reached more than 3,500 women, with 1,352 new registrations recorded in 2025 alone. The programme has helped women take meaningful steps forward, unlocking opportunities in their personal and professional lives, and aims to inspire and empower 10,000 women over the next two years.

**CSVSR** For more information on WCB, kindly refer to page 89 of the CSV & Sustainability Report.

### Strengthening Community Bonds Through Bubur Lambuk

For close to two decades, we have brought communities together through our annual MAGGI *Bubur Lambuk* programme. Now a beloved tradition, it reflects how we uphold the spirit of *gotong-royong* to support underserved communities and honour the community cooks who help keep our culinary heritage alive.

In 2025, we distributed over 370,000 hearty bowls of *bubur lambuk* at locations nationwide, including mosques, police stations and orphanages. To widen our reach, we partnered with Hawa Pertiwi, a women-led NGO, as well as retail and non-retail outlets. Reflecting the spirit of Ramadan, these efforts demonstrate MAGGI's long-standing commitment to supporting communities in need.



Students hone their culinary skills at MSSCC, discovering their passion for balanced and creative cooking.

### Nurturing Young Talent Through MAGGI Secondary School Cooking Competition (MSSCC)

In collaboration with the MOE, the MSSCC nurtures balanced cooking and eating habits among the next generation of everyday cooks, inspiring students to discover their culinary passion and gain skills that will serve them for life. In its 28<sup>th</sup> year, MSSCC 2025 kicked off with state rounds and culminated in a Grand Finale themed "*Dari Negeri ke Pentas Dunia*", where 16 state representatives showcased their culinary talent and creativity.

Reflecting the competition's strong appeal and continued relevance, we received 2,044 student entries from 420 schools in 2025; a 50% year-on-year increase.

**CSVSR** For more information on MSSCC, kindly refer to page 38 of the CSV & Sustainability Report.

### Portfolio Innovations Driving Everyday Relevance

As Malaysian cooking habits shift and flavour cravings evolve, MAGGI remains committed to meaningful innovation, staying close to everyday needs while bringing excitement and variety to local favourites.



#### MAGGI Sup Ayam Berempah

Developed with working young adults and busy Malaysian families in mind, we introduced the new MAGGI *Sup Ayam Berempah* as a comforting and flavourful variant for consumers seeking both convenience and an authentic local taste. Made with local herbs and spices, the recipe delivers a warm, familiar flavour inspired by the out-of-home experience, now brought into the home for an authentic, homemade taste that is easy to enjoy anytime. The launch was supported by holistic marketing communications, alongside enhanced in-store visibility and sampling.



#### MAGGI Syiok Shoyu Daging Kaw

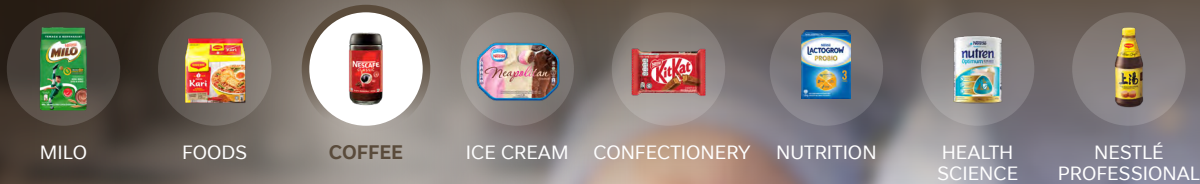
Responding to the growing demand for bolder flavours, we expanded the MAGGI *Syiok* range with the new *Shoyu Daging Kaw* variant. Offering a richer and more indulgent taste experience featuring a rich shoyu beef broth with a spicy kick loved by Malaysians, this innovative product attracted new consumers and sparked excitement among young adults. The launch was supported by a full 360-degree campaign spanning impactful marketing communications, engaging in-store activations and strong digital engagement. These efforts strengthened consumer interest and reinforced our presence within the everyday premium segment.



#### MAGGI Air Fryer Marinade Paste

Tapping into the increasing adoption of air fryers in Malaysian homes, we introduced the MAGGI Air Fryer Marinade Paste range to simplify the preparation of authentic, traditional meals while supporting modern cooking needs. Inspired by time-honoured Malaysian flavours and crafted for effortless "*campak-campak*" convenience, the range helps consumers create homestyle dishes with ease. Supported by our "*Campak-campak, Enak*" film and amplified through digital touchpoints and on-ground activations, the launch strengthened our brand story, celebrating Malaysians' love for easy, flavourful cooking made specially for air fryers and engaging over 180,000 shoppers nationwide.



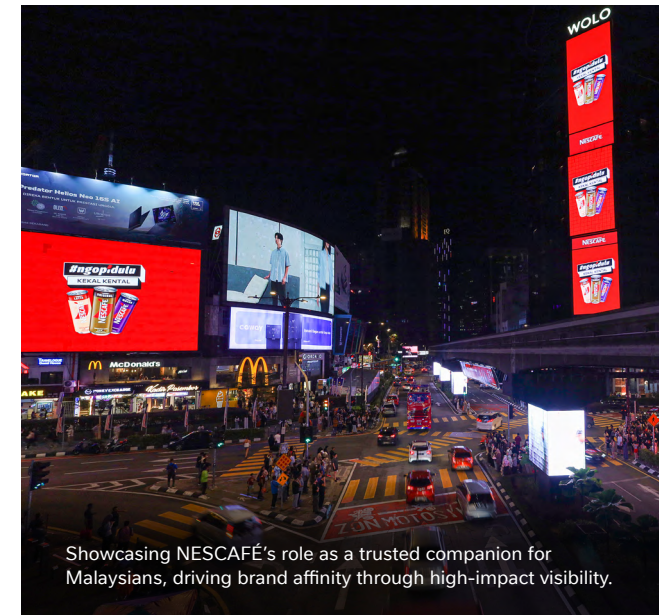


# COFFEE



With a broad portfolio tailored to diverse tastes, lifestyles and consumption moments, NESCAFÉ remains a brand that deeply resonates with coffee lovers around the world. In Malaysia, the NESCAFÉ brand is a meaningful part of everyday life, creating moments of connection, comfort and upliftment for millions of consumers. This strong resonance reflects the brand's long-standing commitment to delivering great-tasting coffee experiences that inspire and energise Malaysians.

In 2025, amidst rising commodity prices, we focused on restoring brand love to drive growth. This meant strengthening core offerings and advancing category growth through innovation. This strategy earned NESCAFÉ recognition at the Putra Brand Awards and reaffirmed its position as a resilient and trusted brand.



Showcasing NESCAFÉ's role as a trusted companion for Malaysians, driving brand affinity through high-impact visibility.

## Strengthening Brand Affinity Through *Ngopi Dulu & Kekal Kental Bersama*

For generations, NESCAFÉ has held a special place in the lives of Malaysians as a trusted companion that recharges, motivates and stands by them through their daily pursuits. The *Ngopi Dulu & Kekal Kental Bersama* campaign set out to honour this relationship and forge a deeper emotional connection with consumers.

Launched as an aspirational storytelling platform, the campaign began with a heartfelt tribute to gig workers on Labour Day, celebrating resilience across everyday moments. This tribute featured a short music reel led by local personality Black Hanifah, an inspirational figure for many Malaysians. After strong consumer response, the tribute evolved into a full anthem that resonated with the Malaysian experience, built on true stories from inspiring individuals. This culminated on International Coffee Day with *Konsert Kental*, which brought Malaysians together through music and created a shared moment of connection and celebration.

This campaign strengthened brand trust and loyalty, driving positive sales momentum across the NESCAFÉ core range and reinforcing its position as a dependable partner supporting Malaysians in their daily journeys.

### Winning with Youth Through “Start the Yay”

To truly connect with young adults, we introduced “Start the Yay”, a bold campaign anchored in self-expression and positivity. Moving beyond traditional communication style, the campaign aimed to meet youth on their own terms, reflecting their creativity, optimism and pace of life, while accelerating adoption of the NESCAFÉ Iced range.

Music was the launchpad, tapping into a platform that resonates strongly with youth culture. We amplified our presence across TikTok and YouTube, and created immersive experiences at youth-centric locations such as universities and weekend markets. Our collaboration with local illustrator Bichi Mao brought an artistic edge to the campaign, infusing creativity into every touchpoint and ensuring strong visibility.

Generating excitement, the campaign garnered over 10.7 million views on TikTok and delivered strong gains, including increased brand awareness among youth, and improved consumption for NESCAFÉ Iced range which contributed to a boost in sales.

### Empowering Youth and Shaping the Future of Coffee

In line with our commitment to nurturing young talent while building connections with the next generation of consumers, we engaged with students from 44 universities nationwide, a significant increase in participation compared to 2024, through the NESCAFÉ Youth Entrepreneurship Programme (NYEP) 2025, challenging them to reimagine the future of coffee through an entrepreneurial lens.

Designed to be participative and youth-driven, the programme provided students with real-world exposure in pitching strategic ideas while enabling NESCAFÉ to tap into fresh, Gen Z led perspectives. Importantly, the programme was opened to students from a wide range of disciplines beyond marketing and business; encouraging entrepreneurial thinking and capability-building among talents from engineering, design, social sciences, technology, and more.

As part of the programme, the finalist teams received dedicated mentorship and presented their proposals at a Grand Finale to Nestlé’s Leadership Team. The winning teams received a total cash prize of RM32,000. Additionally, top-performing students were offered the opportunity to apply their learning directly at Nestlé through a fast-track pathway into the Nestlé Internship or Management Trainee Programme 2026.

The initiative recorded positive growth in participation and engagement, and expanded NESCAFÉ’s campus footprint. NYEP also strengthened brand equity by positioning NESCAFÉ as a purposeful brand that invests meaningfully in the next generation.



Young innovators showcasing their talents at NYEP, redefining the future of coffee through creativity and innovation.



Celebrating the launch of NESCAFÉ Espresso Concentrate, crafted for limitless iced-coffee creativity: pour it, mix it, hack it!

### Driving Growth with Coffee Innovations

In 2025, we continued to expand our coffee portfolio by tapping into new and growing consumer segments through targeted innovations that reflect evolving tastes and consumption habits.



#### NESCAFÉ Espresso Concentrate

In 2025, the NESTLÉ Sri Muda Factory was established as the Asian manufacturing hub for Nestlé’s latest global innovation, NESCAFÉ Espresso Concentrate. Made from carefully selected Arabica and Robusta beans, this premium concentrate delivers café-quality iced coffee at home, encouraging creative and versatile consumption. The launch was supported by in-store and mall sampling activations that drove strong trial and engagement, and further amplified through a digitally-led campaign featuring vibrant, on-trend communications. This pioneering product reinforces NESCAFÉ’s leadership in convenient, high-quality coffee solutions.



#### NESCAFÉ 3in1 White Coffee

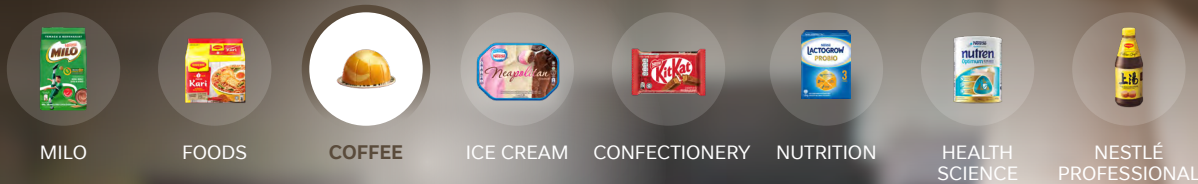
Tapping into local preferences, we ramped up NESCAFÉ’s presence in the growing white coffee segment with an improved recipe that delivers a richer, creamier taste. We also introduced a Less-Sugar variant, recognising that Malaysians increasingly seek balance without compromising on flavour. Launched in conjunction with *Hari Kebangsaan* and *Hari Malaysia*, the relaunch was supported by comprehensive activations, including nationwide sampling and a strategic partnership with Firefly Airlines, which strengthened competitiveness and drove strong consumer response.



#### NESCAFÉ 3in1 Kurma

For the holy month of Ramadan, we introduced NESCAFÉ 3in1 *Kurma*, a limited-edition flavour offering a culturally relevant and affordable indulgence. The seasonal innovation generated strong consumer interest and sales offtake. Online feedback further reinforced its success, with consumers highlighting its delicious taste and suitability for the fasting period. Collectively, the initiative validated the role of festive, locally inspired product innovations in driving engagement and delivering incremental growth.





# NESPRESSO



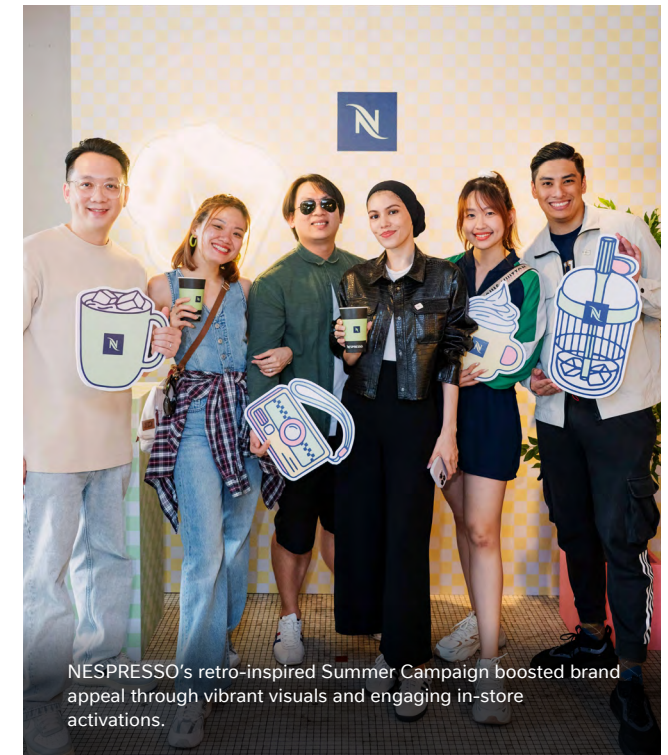
The NESPRESSO brand continues to set the standard in the super-premium coffee segment, defined by its commitment to quality, craftsmanship and sustainability. Through its iconic capsule systems and machines, NESPRESSO has consistently elevated coffee experiences, both globally and in Malaysia.

During the year, we sharpened our focus on engaging younger consumers, particularly Gen Z and iced-coffee drinkers, while upholding NESPRESSO's leadership in the premium coffee category. Key priorities included building brand awareness through targeted on-ground activations, strengthening our digital presence through authentic and engaging content, and highlighting the value of subscriptions and machine ownership. In the Business to Business (B2B) space, efforts continued to drive acquisition and expand presence across notable Hotel, Restaurant, and Café/Catering (HORECA) locations, supporting broader growth.

## Expanding the In-Home Cold Coffee Occasion

Tapping into the in-home cold coffee segment, we launched the Summer Campaign to enhance brand appeal among Gen Z consumers, featuring a colourful retro-inspired rollout that balanced visual appeal with a clear focus on coffee quality. Our fully integrated execution spanned digital media, social media platforms and influencer partnerships, in addition to retail activations such as the accessibly-priced VERTUO Pop machine in a limited-edition Pistachio colour, a Surprise Machine and collectible pin badges. We also partnered with local gelato brand Paolo Paolo Gelato on a lifestyle activation that paired Nespresso's Limited Edition iced coffees with curated premium gelato desserts, engaging over 2,400 younger consumers.

The campaign contributed to double-digit sales growth across capsules and machines.



NESPRESSO's retro-inspired Summer Campaign boosted brand appeal through vibrant visuals and engaging in-store activations.





### Advancing Subscription Adoption

With the aim of increasing subscription adoption, we introduced the VERTUO Pop machine into NESPRESSO's subscription programme, accompanied by subscription-exclusive colourways. This approach provided consumers with a more accessible pathway to explore NESPRESSO ownership, while highlighting the benefits of monthly coffee credits and flexible subscription management.

Our campaign included clear communication of subscription features, supported by influencer partnerships and compelling creative content. The subscription model also gained traction in the B2B segment, where businesses adopted the programme as a flexible and cost-efficient solution for premium in-office coffee experiences.

The introduction of more affordable VERTUO Pop plans and the exclusivity of subscription-only colourways helped us solidify our market leadership in subscription adoption and deliver enhanced value to customers. These efforts contributed to year-on-year growth in machine subscriptions. In recognition of this strong performance, NESPRESSO Malaysia was recognised as the Best Subscription Market in the APAC region among all NESPRESSO markets.

### Enhancing Brand Presence Through Digital Media

In 2025, we refreshed our digital media approach to strengthen awareness and engagement among target audiences, particularly younger consumers. This was focused on optimising reach and delivering content that resonated locally, leveraging influencer and celebrity collaborations.

These initiatives improved visibility, engagement and brand perception across key channels, delivering a significant year-on-year increase in impressions and a strong campaign reach. Partnership content was recognised as a global Meta best practice and shortlisted for the Asia-Pacific (APAC) Meta Reels Impact Awards 2025, demonstrating the effectiveness of our digital strategy.



Enjoying the cool, vibrant spirit of Nespresso's Summer Collection, crafted for spontaneous moments and sunny adventures.





# ICE CREAM

NESTLÉ Ice Cream has long been committed to bringing little smiles to Malaysians with high-quality, delicious offerings. Proudly made in Malaysia at our Chembong facility, our portfolio spans from classic favourites to innovative creations, catering to diverse tastes while delivering value and enjoyment.

Our focus remains on delighting consumers with new products that reflect evolving consumer preferences, while keeping our brands meaningful, accessible and close to Malaysians' hearts.



## Celebrating Malaysian Cocoa Heritage with KIT KAT Ice Cream

In 2025, KIT KAT Ice Cream launched a meaningful extension – KIT KAT Dark Ice Cream, crafted using locally harvested cocoa, sustainably sourced from the Nestlé Borneo Cocoa Initiative. This new variant brought the KIT KAT brand distinctive chocolate indulgence into an ice cream experience, rooted in Malaysia's rich cocoa origins that expressed the depth and character of Borneo through both the taste delivery and packaging design.

First introduced to East Malaysians as a tribute to the cocoa's local origin before rolling out nationwide, the product quickly gained traction online through engaging content and influencer collaborations. KIT KAT Dark was well accepted and emerged as one of the best-selling ice cream variants of the year. This reflected the brand's continued ability to resonate with Malaysians through flavours that are relevant and familiar, while proudly supporting local farming communities.

### CSVSR

For more details on the Nestlé Borneo Cocoa Initiative, kindly refer to page 82 of the CSV and Sustainability Report.



Celebrating the launch of KIT KAT Dark Ice Cream, crafted with locally harvested Borneo cocoa in partnership with local farming communities.



### DRUMSTICK collaborates with Netflix to connect with Malaysian Youths

DRUMTICK generated buzz and excitement through a global partnership with Netflix Stranger Things, timed with the premiere of its fifth season. The limited-edition DRUMSTICK x STRANGER THINGS ice cream drew inspiration from the series, combining bold visual cues and playful expressions featuring a red-white-black distinctive design, combining vanilla and chocolate ice cream with mixed berry sauce and red velvet cookie bits.

The collaboration came to life through a series of high-impact, immersive touchpoints spanning digital and OOH presence, creator-led content, standout in-store displays and shared fan experiences at the Stranger Things Fan Event. Anchored in a culturally resonant moment, this sparked curiosity and conversation online among youths, making this one of the most sought after limited-edition ice creams. This rejuvenated DRUMSTICK's connection with youths in a way that was timely and authentic.

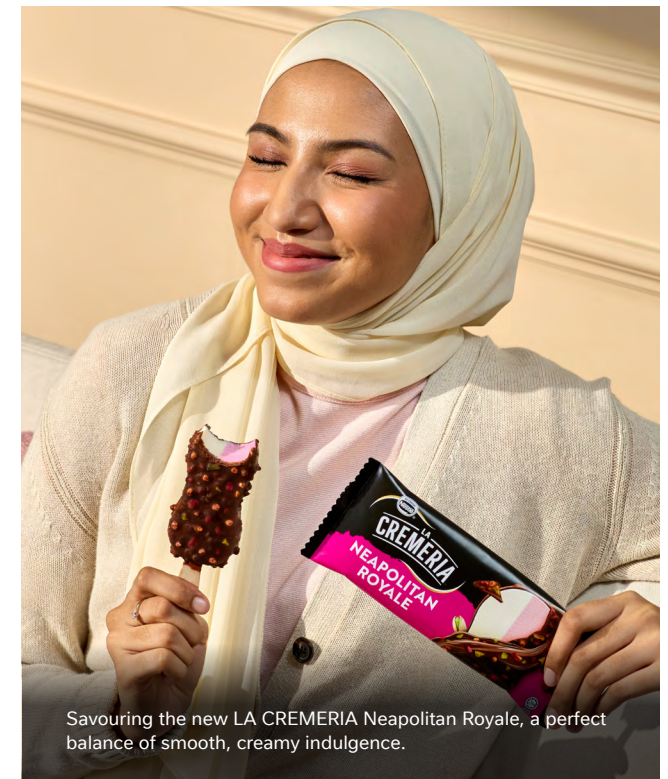


LA CREMERIA brand ambassador Bella Astillah bringing the simple pleasures of the new Neapolitan Royale Stick to life.

### LA CREMERIA Warms the Hearts of Malaysians with Bella Astillah

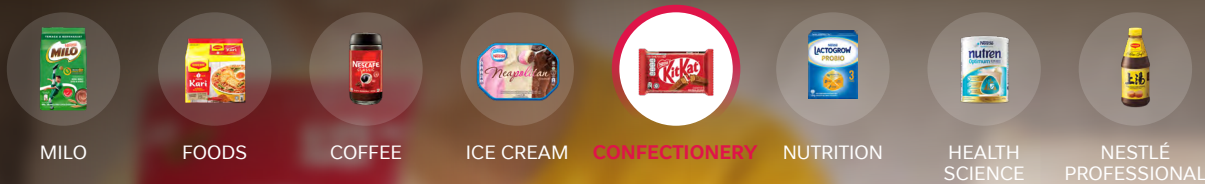
LA CREMERIA continued to deepen its place in Malaysians' everyday lives by celebrating simple pleasures. Through indulgent, multi-sensorial ice cream offerings, LA CREMERIA invites Malaysians to enjoy small pauses in their day, turning ordinary moments into extraordinary experiences. This was brought to life through the introduction of two new creations LA CREMERIA Neapolitan Royale Stick, a thoughtfully crafted blend of smooth vanilla and strawberry ice cream, wrapped in a rich chocolate coating and topped with a delightful medley of crunchy pistachio nuts, tangy cranberries, and golden granola; whereas the ChocoBerry Royale Pint swirls together rich, creamy chocolate and strawberry ice cream, elevated by a luscious drizzle of chocolate sauce and chocolate crispies for an added satisfying crunch.

We also collaborated with well-loved local talent, Bella Astillah, as LA CREMERIA's brand ambassador. With her down-to-earth and relatable nature, Bella naturally embodied the brand's belief in finding simple pleasures in the little things and embracing moments of self-reward. This helped deepen LA CREMERIA's emotional connection with Malaysians, reaching over 13.6 million consumers within the first month.



Savouring the new LA CREMERIA Neapolitan Royale, a perfect balance of smooth, creamy indulgence.





# CONFECTIONERY

Anchored by well-loved brands such as KIT KAT and MILO, our range of confectionery offerings continues to bring moments of delight into everyday and special occasions.

With Malaysia's favourite KIT KAT at the heart of this portfolio, in 2025, we focused on locally inspired initiatives and key festive seasons to bring the brand closer to consumers. In parallel, we expanded into the biscuits segment with MILO, growing the brand's presence within the snacking category. These efforts were recognised through multiple awards, including Gold at the 2025 MIFT Product Innovation Awards for KIT KAT Dark Borneo.



## Winning Hearts with Cultural Relevance and Festive Innovation

The Chinese New Year festivities provided a meaningful opportunity to deepen KIT KAT's cultural connection with Malaysians, while strengthening its presence in festive gifting. Inspired by the beloved local festive delicacy, we introduced the limited-edition KIT KAT Pineapple Tart, reimagining this festive favourite in KIT KAT form and presented in premium gift-ready packaging to enhance its appeal during the season.

The launch included a social-first campaign featuring a music video and dance challenge with an AI-generated KIT KAT Auspicious Cat, amplified through an influencer-led strategy to drive high engagement with consumers. These efforts were further strengthened by in-store displays and activations. Together, the campaign delivered KIT KAT's most successful Chinese New Year performance to date, with the limited-edition KIT KAT Pineapple Tart selling out within three weeks, doubling seasonal year-on-year sales and contributing to positive growth in market share.



### Amplifying KIT KAT Dark Borneo as a Single-Origin Offering

Sustaining momentum from its 2024 debut, we relaunched KIT KAT Dark Borneo in 2025 with a renewed focus on its single-origin story and local production narrative, strengthening top-of-mind recall.

The relaunch featured enhanced packaging with a single-origin stamp, alongside advertisements that highlighted KIT KAT Dark Borneo as a premium single-origin chocolate crafted from locally grown cocoa beans. Nestlé Malaysia's participation as a Platinum Sponsor at the Malaysia International Cocoa Fair (MICF) 2025 further showcased our support for the local cocoa ecosystem and farming communities, in line with our sustainability goals.

Underpinned by authentic storytelling and impactful activations, this initiative helped to strengthen consumer trust and heighten local engagement with broad visibility across various touchpoints. The campaign generated 3.8 million and 3.2 million views on YouTube and TikTok respectively, complemented by digital OOH placements nationwide. Furthermore, by positioning KIT KAT Dark Borneo as a strategic pillar within this segment, we paved the way for cross-category innovations such as KIT KAT Dark Borneo Ice Cream.

**CSVSR** For more details on responsible local sourcing, kindly refer to page 82 of the CSV and Sustainability Report.

### Redefining Breaks for a Hyper-Connected Generation

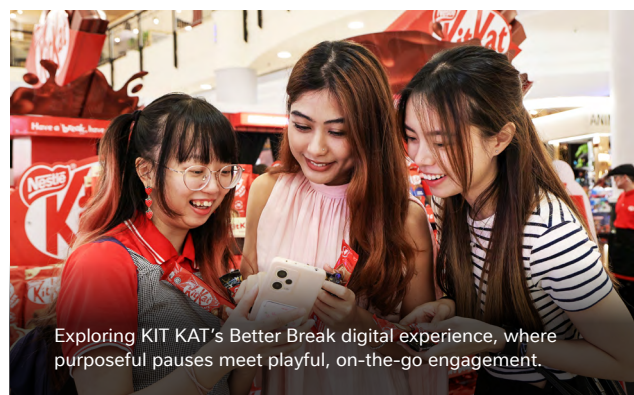
In 2025, we renewed the relevance of KIT KAT's iconic "break" proposition to better resonate with today's hyper-connected generation. Our ambition was to recruit new category buyers more broadly by strengthening brand equity and reframing the idea of taking a break as more purposeful and meaningful in an increasingly fast-paced world.

Guided by consumer insights, we adapted the global Better Break brand concept into localised ASEAN assets, retaining the core idea but creating our own assets with local talents and language. The campaign was rolled out across television, digital OOH platforms and social media, including KIT KAT's first-ever TikTok drama series. Engagement was further deepened through immersive experiences such as Break Boxes activated at a high-traffic locations, creating restful moments within busy environments.

A key element of the campaign was a custom-built TikTok branded effect with gamification, which transformed the idea of "breaking free" into a playful, interactive experience where users dodged distractions in real time. Simple, intuitive and fun, the effect

resonated strongly, generating 182% more submissions than TikTok's average benchmark. Strategic influencer partnerships added further momentum and helped spark conversation, reflected in a rise in social mentions of the KIT KAT brand.

This integrated approach refreshed KIT KAT's relevance, delivering improvements in brand awareness and consideration. The campaign also contributed to renewed momentum for the core KIT KAT range, driving double-digit sales growth within the first three months and solidifying our leadership position in the countlines segment.



Exploring KIT KAT's Better Break digital experience, where purposeful pauses meet playful, on-the-go engagement.

### Unlocking Snacking Moments with MILO Biscuits

Recognising the strong growth and scale of the biscuits category, we seized the opportunity to extend the MILO brand footprint into everyday snacking while introducing the brand's familiar energy and goodness in a new format.

To bring this to life, we introduced MILO Biscuits Active Original and Milk as a full portfolio to meet different snacking needs throughout the day. The launch involved a comprehensive 12-week multi-channel campaign spanning television and digital platforms including OOH and TikTok. Executed through a full-funnel approach, the campaign was amplified by over 250 content creators. Trial and engagement were further driven through extensive on-ground sampling via roadshows and in-store promoters, with distinctive twin-tower displays to enhance retail visibility. The launch also featured a limited-edition Merdeka-themed tin, creating a stronger emotional connection with Malaysians nationwide.

This campaign became one of our strongest new product launches to date, delivering significant incremental sales growth in its first year, achieving double-digit penetration and repeat rates above category benchmarks, and capturing meaningful market share. Performance exceeded expectations, with results nearly doubling our original targets, demonstrating the positive reception to MILO Biscuits and reinforcing our confidence in the brand's expansion into everyday snacking occasions.

### Reimagining Indulgent Breaks with KIT KAT Chocolate Drink

As more consumers embrace self-care and moments of indulgence, we introduced a new way to "have a break" with the launch of KIT KAT Chocolate Drink. This innovation brings the much-loved KIT KAT experience into the beverage space, while reflecting Nestlé Malaysia's commitment to responsible sourcing, as the product is made with 100% sustainably sourced cocoa.

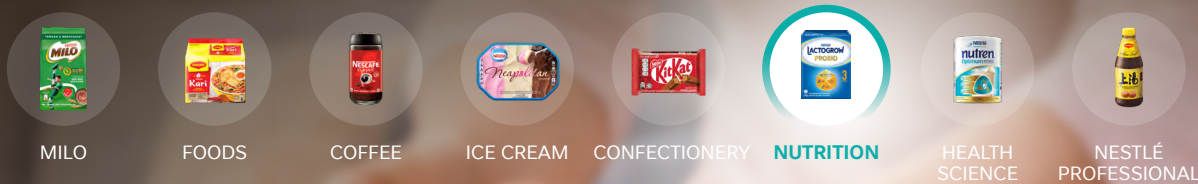
Awareness was built through strategic communications across television and digital platforms, with messaging designed to reach a broad consumer base. This was complemented by sampling initiatives through roadshows and mall-based pop-up activations, alongside focused in-store execution with selected retail partners to encourage trial and enhance visibility.

The launch of the KIT KAT Chocolate Drink represents a significant milestone for Nestlé Malaysia as it is the first KIT KAT drink to be introduced globally. Reflecting positive consumer response, the product ranked among the top 10 products on Shopee following its launch.



Celebrating the debut of KIT KAT Chocolate Drink, crafted with 100% sustainably sourced cocoa for a new indulgent way to take a break.





# NUTRITION

After integrating Infant Nutrition with Dairy & Adult Nutrition into a single Nutrition portfolio last year, we deepened our commitment in 2025 to helping Malaysian families live healthier lives across generations. We combine science-backed innovations with practical guidance to support consumers from early childhood through adulthood and into healthy ageing.

In 2025, we advanced our adult nutrition offerings with solutions for muscle strength, heart health and overall wellness, while maintaining our leadership in child nutrition. Our focus on education, engagement and accessibility empowered families to make informed nutritional choices and reinforced our position as a trusted partner at every life stage.



## Building Strong Foundations for Children's Growth

### Promoting Early Gut Health with LACTOGROW Probio

Nurturing children's gut health is essential to their overall growth and development. In 2025, LACTOGROW Probio; the only Growing Up Milk with Probiotic *L. reuteri* and DHA, was launched through a nationwide campaign to raise awareness of healthy digestion and cognitive development during the toddler years.

Our multi-channel outreach spanned TV, digital platforms, social media, influencer collaborations, mothers' community groups and in-store engagement, ensuring parents received consistent, science-based information they could trust.

For the second year, the LACTOGROW *Impian Si Manja* contest reinforced our purpose by encouraging parents to support their children's educational aspirations, while strengthening awareness of gut health as a foundation for long-term development. Through these efforts, we reached more than 1.2 million parents nationwide, achieving a 14% year-on-year increase in contest participation.



### Supporting Every Feeding Milestone with CERELAC

Introducing solid foods is a pivotal stage in a child's development, and CERELAC continued to provide trusted nutrition and guidance for early feeding milestones. In 2025, our *Suapan Pertama Pastinya CERELAC* campaign strengthened brand presence through digital platforms, social media and in-store activations, reaching parents with advice on safe, nutritious first foods.

To drive trial and recruit new users, targeted sampling enabled more parents to experience CERELAC's quality first-hand. We also enhanced visibility across key parenting platforms and retail touchpoints, while relaunching the CERELAC Healthy Snacks range including CERELAC Puff to support nutritional needs beyond weaning.

Engaging content and interactive campaigns highlighted the emotional significance of a child's first spoonful, expanding our reach among first time parents and supporting category growth and strengthening long-term brand affinity.

### Preventing Allergy with NANKID Optipro HA

With childhood allergies continuing to worry many parents, NANKID Optipro HA offers a scientific formulation of partially hydrolysed proteins and probiotics, clinically proven to help reduce allergy risk in children. In 2025, we rolled out a nationwide digital campaign and community workshops to educate caregivers on the importance of early intervention during the first 1,000 days.

We strengthened engagement with paediatricians and allergists through scientific forums and worked with healthcare professionals to implement allergy screening trackers, supporting early risk identification and personalised nutritional solutions. At the same time, we expanded omnichannel availability across pharmacies, e-commerce and modern trade, making specialised allergy preventive nutrition more accessible. These efforts reinforced brand credibility and upheld NANKID Optipro HA's trusted position in proactive allergy care.

### Pioneering Early Brain Development with S-26 GOLD Progress

Early cognitive growth remains a key focus of our nutrition portfolio. In 2025, the "Think Quick, Learn Fast" campaign highlighted the advanced science behind S-26 GOLD Progress. We strengthened our presence at major parenting fairs and regional events, featuring immersive experiences such as the Brain Visualiser to help parents understand how nutrition supports brain connectivity and cognitive milestones. These on ground efforts were complemented by live digital expert sessions and collaborations with trusted parenting creators to extend educational reach and credibility. We also expanded recruitment for our Parent Team community, building a strong network of engaged consumers.

These touchpoints engaged nearly 23,000 consumers and generated over 2 million impressions, reinforcing the brand's reputation as science-led and trusted for early brain development. By translating clinical insights into meaningful experiences, we empowered parents to make informed nutritional choices and strengthened S-26 GOLD Progress's leadership in cognitive growth.

### Accelerating Catch-Up Growth with ASCENDA

Leveraging growth opportunities in catch-up nutrition, we strengthened ASCENDA's positioning in 2025 with clearer communication of its clinically proven benefits. This included refreshed packaging with simplified messaging that highlighted support for height and weight gain within three weeks, along with educational outreach for parents and healthcare professionals.

We expanded engagement across medical and digital channels through workshops and targeted content to build healthcare advocacy, supported by stronger in-store visibility and sampling. These efforts drove market share gains and new user recruitment, reinforcing ASCENDA as a clinically proven, nutritionally complete solution for catch-up growth.



The "Think Quick, Learn Fast" campaign showcased the advanced science behind S-26 GOLD PROGRESS, strengthening our presence at major parenting fairs and live-stream events.



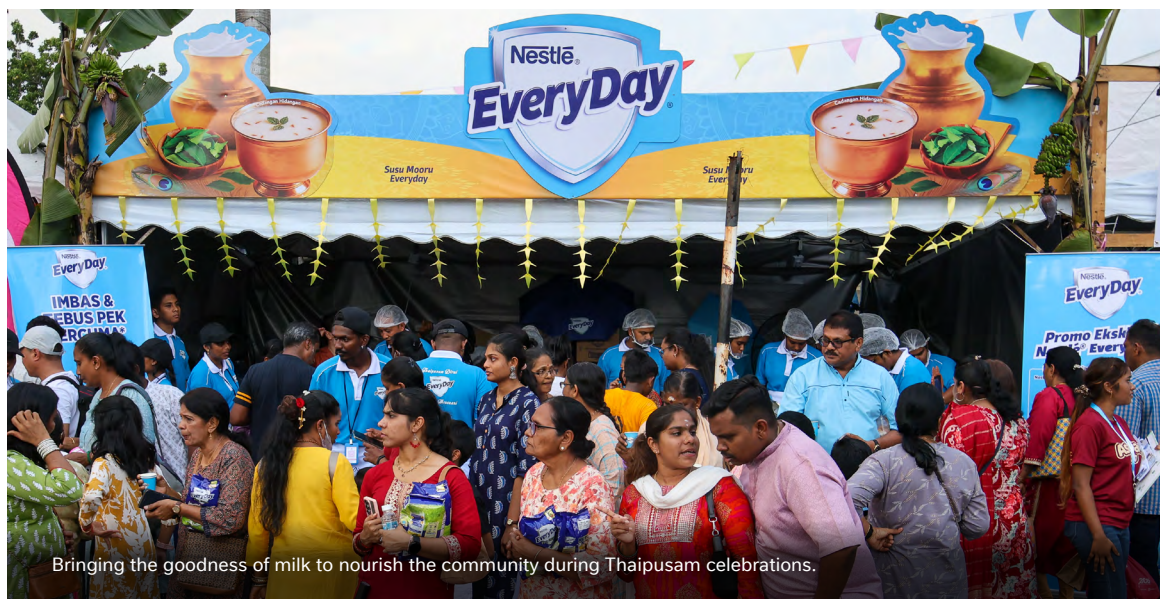
## Empowering Wellness Through Dairy and Adult Nutrition

### NESTUM 5 Grains Broadening Choices for Health-Conscious Consumers

As Malaysians continue to seek nutritious options that fit modern lifestyles, we expanded the NESTUM portfolio with the launch of NESTUM 5 Grains in two variants; Quinoa & Black Rice, and Oats & Red Rice with Berry Flavour, offering greater variety within the hot cereals segment while retaining NESTUM's familiar taste and multigrain goodness.

To build awareness, we leveraged digital media to drive reach and strengthen product understanding, supported by impactful in-store premium displays. On ground activations, including roadshows and sampling, brought the brand experience to life and encouraged trial.

These efforts enhanced NESTUM's relevance among health conscious consumers, elevated its presence in the hot cereals category and supported incremental growth through premiumisation.



Bringing the goodness of milk to nourish the community during Thai Pusam celebrations.

### Nourishing Families and Strengthening Community Connections with NESTLÉ EVERYDAY

In 2025, we strengthened the NESTLÉ EVERYDAY range with the launch of NESTLÉ EVERYDAY Full Cream Milk Powder, offering high calcium along with essential vitamins, iron, zinc and protein, complemented by a rich, creamy taste suitable for beverages, cooking and baking. The launch was supported by a multi-channel strategy spanning digital media, impactful in-store visibility, roadshows and a dedicated TV commercial to build strong consumer awareness.

We also deepened community connections during key festive moments. During Thai Pusam, on-ground sampling introduced NESTLÉ EVERYDAY to more than 31,000 devotees, while a Deepavali partnership with Astro provided meals prepared with NESTLÉ EVERYDAY to 10 orphanages, benefitting 300 children.

Together, these efforts strengthened brand relevance in daily nourishment while reinforcing NESTLÉ EVERYDAY's role in meaningful community engagement.



### NESTUM Strengthening Festive Bonds with Consumers

Festive occasions play a central role in Malaysian households, often centred around shared meals and home-prepared treats. In 2025, we positioned NESTUM as a familiar and versatile ingredient that fits naturally into everyday cooking and festive preparations, underpinned by its iconic taste, aroma and multigrain goodness. For Chinese New Year, collaborations with TikTok creators showcased creative NESTUM-infused dishes, while Hari Raya content highlighted simple, culturally relevant baking ideas. These efforts reached over 20 million Malaysians on social platforms, inspiring practical festive usage.

Through recipe-led inspiration and engaging touchpoints, we strengthened NESTUM's relevance across festive and everyday moments, contributing to continued growth.



Participants stepping up for healthier lifestyles at the NESTLÉ OMEGA PLUS WAMM event.

### Advancing Heart Health Nutrition and Community Wellness

As cardiovascular health becomes an increasing concern among ageing Malaysians, we expanded our adult nutrition portfolio with NESTLÉ OMEGA GOLD milk, formulated with ACTICOL plant sterols, potassium and inulin to support cholesterol, blood pressure and blood sugar management. Collaboration with medical experts and heart health partners, including Yayasan Jantung Malaysia (YJM) and Institut Jantung Negara (IJN), strengthened consumer education and product credibility, with the launch generating RM1.0 million in PR value.

Reflecting our commitment to proactive heart health, we continued with the NESTLÉ OMEGA PLUS WAMM campaign, aligned with the World Heart Federation priorities. Over eight weeks, the programme engaged 36,098 participants nationwide, achieving 5.11 million miles, while contributions to YJM and the IJN Foundation were doubled to RM200,000 in support of patient care, research, education and outreach. Mall activations, free screenings and experiential events created accessible touchpoints, reinforcing our long-standing advocacy for healthier hearts and inspiring sustained wellness habits across communities.

### NESTLÉ ENERCAL COMPLETE Supporting Strength and Independence Among Seniors

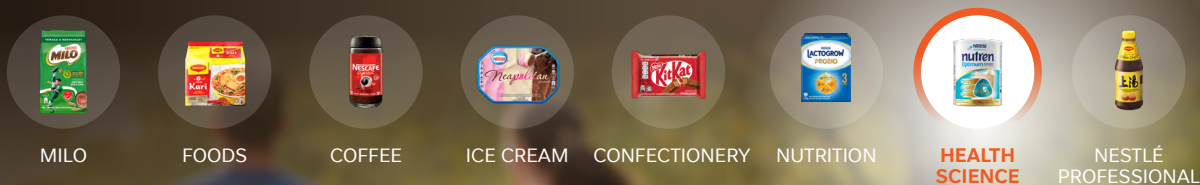
Maintaining adequate muscle mass is essential for older adults to remain active and independent. To support this, we intensified NESTLÉ ENERCAL COMPLETE activations through educational sessions, expert talks and sampling at key locations, enabling seniors and caregivers to better understand the importance of muscle health.

These engagements provided opportunities for first-hand product experience, reinforcing confidence in NESTLÉ ENERCAL COMPLETE's role as part of daily nutrition. Through these efforts, brand visibility was enhanced among ageing consumers, supporting NESTLÉ ENERCAL COMPLETE's mission of "Driving Strength to Live One's Passion", encouraging seniors to continue pursuing the activities that matter to them.



Empowering consumers through hands-on sessions and expert guidance to strengthen muscle health and support independent, active living with NESTLÉ ENERCAL COMPLETE.





# HEALTH SCIENCE

Through our Nestlé Health Science (NHS) portfolio, we provide science-based nutrition to support consumers with specific dietary needs across all life stages and health conditions. Our offerings span preventative and therapeutic solutions, supporting healthy ageing as well as the management of metabolic health and acute care.

In 2025, we focused on strengthening our core medical nutrition portfolio while continuing to invest in the healthy ageing segment. Despite a challenging operating environment, we remained committed to maintaining product quality and building strategic partnerships to help empower healthier lives through nutrition. These efforts were recognised externally, with our flagship product, NUTREN OPTIMUM, receiving an award at the Watsons Health, Wellness and Beauty Awards 2025.



## Expanding Healthy Ageing Choices with NUTREN OPTIMUM Cereal Flavour

As part of our commitment to growing the healthy ageing category in Malaysia, we expanded our offerings with a new Cereal flavour within the NUTREN OPTIMUM range, complementing the existing Vanilla option. This new variant helps reduce taste fatigue while maintaining the product's core nutritional profile, including 50% whey protein to improve strength in six weeks and pre and probiotics to support gut health and immunity.

To broaden our consumer reach and strengthen engagement, we conducted sampling activities for the new flavour as part of a nationwide NUTREN roadshow. These activations enabled consumers and caregivers to experience the product first-hand while offering practical guidance on how NUTREN OPTIMUM can support healthy ageing.

The campaign generated positive responses across medical and trade channels, reinforcing NUTREN OPTIMUM's relevance within the healthy ageing segment and strengthening its position as a science-based nutritional solution.



Expanding nutritional choices for healthy ageing.



## Driving Engagement and Growth Through NUTREN Concourse Roadshows

Building on the success of our 2024 NUTREN Concourse Roadshow, we expanded this initiative in 2025 to boost visibility, attract new users and deepen loyalty among existing consumers.

From June to October 2025, the roadshow spanned three high-traffic malls: Sunway Pyramid, Queensbay Mall and Mid Valley Megamall, offering free muscle strength and blood glucose screenings, interactive games, nutrition education and product tastings. Visitors also enjoyed special promotions designed to reward loyal consumers and encourage trial among health-conscious audiences.

Collectively, the three roadshows engaged over 4,000 visitors and contributed to year-on-year sales growth above target. Beyond driving sales, the direct-to-consumer format enabled meaningful engagement with consumers and caregivers, strengthening NUTREN's presence in the adult complete and balanced nutrition category and supporting conversions across all touchpoints.



Engaging the community through on-ground screenings and nutrition education at the NUTREN Concourse Roadshow.



A knowledge-sharing session by Prof. Dr. Nisak to equip healthcare professionals to better support patients while fasting.

## Empowering Safe Fasting with the Ramadan Nutrition Plan

To support Muslims with diabetes who choose to fast during Ramadan, we continued to provide evidence-based guidance through our Ramadan Nutrition Plan (RNP). The plan equips healthcare professionals (HCPs) with practical tools to advise patients on safe fasting practices, incorporating NUTREN GLUCOBALANCE as a diabetes-specific formula clinically proven to help support glucose control and sustained energy.

Since 2020, our National Diabetes and Ramadan workshops have been a key platform for sharing the RNP with HCPs. In 2025, the workshops were held in Kota Bharu, Ipoh, Johor Bahru and Kuala Lumpur, led by Prof. Dr. Barakatun Nisak Mohd Yusof, the principal author of the RNP, alongside leading endocrinologists. The workshop featured updates on Ramadan-focused diabetes management, case discussions and practical guidance on applying the RNP toolkit in clinical practice.

The workshops engaged 357 HCPs, including endocrinologists, physicians, dietitians, nurses and pharmacists. Post-session feedback reinforced the strong relevance of the RNP, with 96% of participants indicating that they would prescribe diabetes-specific formulas such as NUTREN GLUCOBALANCE during Ramadan. Participants also shared RNP learnings within their hospital networks, further reinforcing the workshop's clinical credibility and strengthening advocacy for our nutrition solutions.



Strengthening clinical advocacy through regional workshops that equip healthcare professionals with evidence-based nutrition insights.

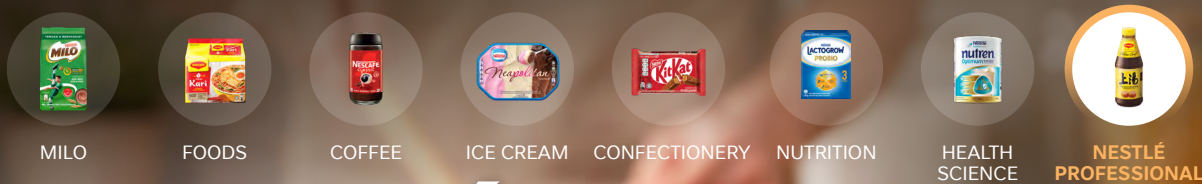
## Advancing Clinical Nutrition for Critical Care and Surgery

In 2025, we conducted a series of clinical education workshops to strengthen nutrition practices in intensive care and surgical settings. The sessions focused on raising awareness of Enteral Feeding Intolerance (EFI) in intensive care patients, nutrition-related surgical risks, and the role of specialised nutritional solutions. These sessions also highlighted our key products, including PEPTAMEN for malabsorption and ORAL IMPACT with immunonutrients to support post-surgery recovery.

Held across the central and northern regions, the workshops featured leading clinical experts who shared the latest evidence in managing EFI and optimising post-operative nutrition. Discussions covered practical use of PEPTAMEN in supporting patients to achieve nutrition goals and reduce post-operative complications.

The initiative engaged 217 delegates, comprising intensivists, anaesthesiologists, surgeons and dietitians. Post-programme feedback indicated that 90% of participants would consider incorporating immunonutrition for surgical patients, reflecting strong confidence in our science-based solutions and reinforcing advocacy among clinical partners.





# NESTLÉ PROFESSIONAL

As a trusted partner in Malaysia's OOH F&B ecosystem, NESTLÉ PROFESSIONAL continues supporting food service operators with integrated solutions that extend beyond products. By combining our portfolio of well-loved brands including NESCAFÉ, MILO, MAGGI and KIT KAT with industry expertise and strategic collaborations, we enable customers to elevate experiences across key channels.

In 2025, as operators increasingly sought holistic, experience-led offerings, we strengthened our role as a Total F&B Solutions Provider. Through on-ground brand activations and close collaboration with industry partners, we reinforced our leadership in the OOH segment and demonstrated our commitment to our customer success.

Our efforts were recognised by key partners and associations, including Persatuan Pengusaha Restoran Muslim Malaysia (PRESMA), Persatuan Pengusaha Restoran India Malaysia (PRIMAS), the Malaysia Singapore Coffee Shop Proprietors' General Association, Petaling Jaya Coffeeshop Association and its respective chapters, the Malaysia Selangor and Federal Territory Ku Su Shin Choong Hung Restaurant Association (KUSU), Penang Chefs Association, as well as the Ministry of Tourism, Culture & Environment Sabah in conjunction with the 25<sup>th</sup> Sabah Hospitality Fiesta.



## Accelerating Coffee Solutions with NESCAFÉ

Tapping into the rising demand for elevated coffee experiences, we advanced our NESCAFÉ Coffee Solutions strategy to strengthen NESCAFÉ's leadership in the OOH channel. Building on our wide portfolio spanning soluble and Roast & Ground offerings, we expanded our range in 2025 with innovative coffee machines such as IPILOT, FRANKE and CREM to cater to the evolving needs of business, industrial and hotel customers. This was supported by ongoing capability-building to empower our teams to engage customers effectively and provide consultative expertise.

These initiatives enabled us to increase machine installations, secure hotel partnerships, retain key placements and strengthen loyalty, all anchored in delivering consistently great coffee experiences.

## Building Brand Love through Immersive Engagement

Bringing the beloved MILO brand closer to consumers, the MILO Fan Zone activation created engaging on-ground experiences across 30 outlets nationwide. From August to December 2025, the activation offered sports-themed challenges such as "MILO Skill Bola", "Goal or Go Home" and "Mini Goal Mania", inviting consumers to play, compete and connect with the brand. Winners were rewarded with MILO-branded premiums, adding excitement and encouraging participation.

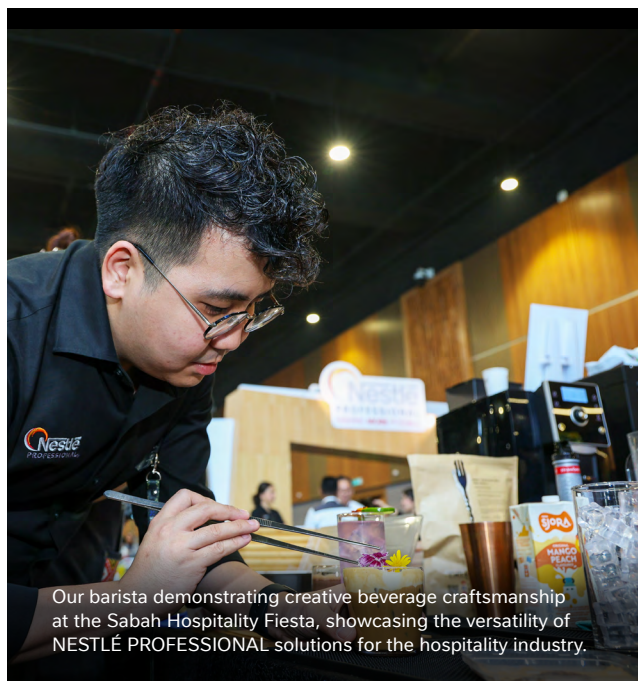
These immersive, gamified experiences strengthened MILO's brand equity and demonstrated our capability to deliver end-to-end activations. By combining gamification with meaningful rewards, the activation boosted traffic and consumption, deepening consumer connections while supporting OOH channel growth.



### Strengthening Hospitality Industry Partnerships

At the 25<sup>th</sup> Sabah Hospitality Fiesta, we delivered immersive brand experiences that highlighted the breadth and versatility of our offerings. The activation featured product innovations by NESCAFÉ, MAGGI and MILO, as well as leading brands such as KIT KAT, We Proudly Serve STARBUCKS, SJORA and NESTEA. Through live chef and barista demonstrations paired with curated F&B concepts, hospitality operators explored how our solutions can elevate guest experiences.

Attracting more than 1,000 industry attendees, the event served as a dynamic platform for operators to interact with products, experience our service offerings first-hand and gain insights into emerging F&B trends. By engaging hotel leadership teams through knowledge-sharing sessions, the event also generated strong leads for coffee and beverage placements, boosted brand visibility through experiential showcases and extended reach via social media coverage.



Our barista demonstrating creative beverage craftsmanship at the Sabah Hospitality Fiesta, showcasing the versatility of NESTLÉ PROFESSIONAL solutions for the hospitality industry.



Local and international chefs bring their best to the World Golden Chef Competition, featuring MAGGI Professional ingredients at the heart of their creations.

### Celebrating MAGGI's Culinary Excellence

Reinforcing MAGGI Professional's culinary leadership, our strategic partnership with KUSU Malaysia for the 6<sup>th</sup> World Golden Chef Competition positioned the brand as a trusted partner for leading Chinese cuisine chefs. The competition brought together 200 chefs from Malaysia and abroad and featured celebrity judges, including renowned Chef Martin Yan, providing a prestigious platform to showcase MAGGI products in competition dishes. The introduction of the Nestlé Professional Green Spatula Award further celebrated culinary excellence and raised awareness of the importance of sustainable kitchen practices.

The event delivered significant brand exposure to a global culinary audience and strengthened relationships with chefs and HORECA operators. Overall, this partnership elevated MAGGI Professional's profile on an international stage, deepened long-term engagement and supported growth in Malaysia's professional food service sector.

### Driving Innovation through "Made With" Partnerships

In 2025, we expanded our presence in the Business to Business (B2B2C) space through the "Made With" proposition, bringing iconic brands into new consumer experiences. Key initiatives included Choco Mochi made with KIT KAT at KFC, the MILO McFlurry at McDonald's, Iced Dinosaur Pearl at Marry Brown, KIT KAT cakes at SDS Bakery outlets and creative KIT KAT desserts at Baskin-Robbins.

These partnerships translated our well-loved brands into memorable menu innovations while helping operators differentiate their offerings and drive growth. By combining product innovation, distinctive presentation and operational support, our "Made With" initiatives strengthened collaboration with key partners and expanded our footprint across OOH and retail channels.







# Our Product Portfolio

For well over a century, we have delivered on our *Good food, Good life* promise, guided by our purpose to unlock the power of food and beverages to enhance quality of life for everyone, today and for generations to come.







### Our Online Store

Scan the QR code or visit [www.nproclub.com.my](http://www.nproclub.com.my) to purchase our products online.



Throughout this journey, we have continued to innovate and adapt, growing a portfolio of more than 500 made-in-Malaysia and Halal-certified products. Our offerings serve individuals and families across every stage of life, providing familiar favourites as well as convenient, nutritious options for in-home, on-the-go, and OOH consumption. With every product, we uphold rigorous standards of taste, nutrition and quality, ensuring our brands consistently meet the expectations of Malaysians and consumers around the world.

Equally committed to sustainability, we embed responsible practices at every step of our value chain, from sourcing and production to community engagement. Through our purpose-driven brands, we strive to bring positive change, while the Nestlé Quality Management System ensures the highest standards of food safety and manufacturing excellence across our operations. As a leading F&B manufacturer, our holistic efforts reinforce the trust that consumers place in us every day.



## Our Leadership

### Board of Directors and Company Secretary



1 Chin Kwai Fatt

2 YM Dr. Tunku Alina Alias

3 Syed Saiful Islam

4 Tengku Ida Adura Tengku Ismail

5 Tan Sri Wan Zulkiflee Wan Ariffin

6 YTM Tan Sri Tunku Puteri Intan  
Safinaz Sultan Abd Halim

7 Dato' Hamidah Naziadin

8 Juan Aranols



## TAN SRI WAN ZULKIFLEE WAN ARIFFIN

Chairman,  
Independent Non-Executive Director

### BOARD MEETING ATTENDANCE IN THE FINANCIAL YEAR

Attended all five meetings  
5/5

65



### DATE OF APPOINTMENT

- 1 October 2023
- 1 May 2024 (Chairman)

### DATE OF LAST RE-ELECTION

- 30 April 2025

### MEMBERSHIP OF BOARD COMMITTEE

- Audit and Risk Committee

### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Fellow Member for Institute of Corporate Directors Malaysia (ICDM)
- Honorary Fellow Member of the Institution of Chemical Engineers, United Kingdom
- Advanced Management Program, Harvard Business School, USA
- Senior Management Program, INSEAD
- Bachelor of Chemical Engineering, University of Adelaide, Australia

### PRESENT DIRECTORSHIP (LISTED ENTITIES)

- Chairman, Malakoff Corporation Berhad
- Chairman, DRB-HICOM Berhad
- Chairman, Gas Malaysia Berhad

### OTHER APPOINTMENTS

- Chairman, EON Petromin Sdn. Bhd.
- Board of Advisors, National Energy Services Reunited Corp., Houston
- Board of Advisors, Yayasan Prihatin Nasional

### PAST EXPERIENCES

- Adjunct Professor, Kuliyah of Economics and Management Sciences, International Islamic University Malaysia (IIUM)
- Board of Trustees, Razak School of Government
- Chairman, Malaysia Airlines Berhad
- Chairman, Malaysia Aviation Group Berhad
- Board of Governors, IIUM
- Chairman of University Risk Management Committee, IIUM
- Director, Exxon Mobil Corporation
- President and Group CEO, Petronas
- Chairman, Malaysia's National Trust Fund
- Council Member, East Coast Economic Region Development Council
- Council Member, Northern Corridor Implementation Authority
- Council Member, ASEAN Council on Petroleum
- Member, World Economic Forum's (WEF) Stewardship Board of System Initiative on Shaping the Future of Energy
- Member, WEF's Oil and Gas Governors Forum and the WEF Oil and Gas Action Group
- Pro Chancellor, Universiti Teknologi PETRONAS
- Member of the Advisory Council, Institut Tadbiran Awam Negara (INTAN)
- Industry Advisor, University Putra Malaysia

## CHIN KWAI FATT

Independent Non-Executive Director

### BOARD MEETING ATTENDANCE IN THE FINANCIAL YEAR

Attended all five meetings  
5/5

70



### DATE OF APPOINTMENT

- 29 April 2021

### DATE OF LAST RE-ELECTION

- 28 April 2022

### MEMBERSHIP OF BOARD COMMITTEE

- Chairman of the Audit and Risk Committee

### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Fellow Member of the Institute of Chartered Accountants in England and Wales (ICAEW)
- Member of the Malaysian Institute of Accountants (MIA)
- Member of the Malaysian Institute of Certified Public Accountants (MICPA)
- Bachelor of Science (Economics), University of Hull, United Kingdom

### PRESENT DIRECTORSHIP (LISTED ENTITIES)

- Independent Non-Executive Director, Dialog Group Berhad

### OTHER APPOINTMENTS

- Independent Non-Executive Director, Prudential Assurance Malaysia Berhad

### PAST EXPERIENCES

- Senior Advisor, Creador Sdn. Bhd.
- Various senior management positions in PricewaterhouseCoopers Group (PwC) in Malaysia, including Managing Partner, Corporate Finance Leader of PwC Malaysia and Senior Advisor of PwC South East Asia Corporate Finance.



## DATO' HAMIDAH NAZIADIN

*Independent Non-Executive Director*

### BOARD MEETING ATTENDANCE IN THE FINANCIAL YEAR

Attended all five meetings  
5/5

62



### DATE OF APPOINTMENT

- 1 May 2020

### DATE OF LAST RE-ELECTION

- 26 April 2023

### MEMBERSHIP OF BOARD COMMITTEE

- Chairman of the Governance, Nomination and Compensation Committee

### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Bachelor of Laws, University of Wolverhampton, United Kingdom
- Certificate in Personnel Management, Malaysian Institute of Personnel Management
- Certified in-house Facilitator for CIMB Group - Franklin Covey's The 7 Habits of Highly Effective People®

### PRESENT DIRECTORSHIP (LISTED ENTITIES)

- Non-Independent Non-Executive Director, Maxis Berhad
- Independent Non-Executive Director, Sime Darby Property Berhad
- Independent Non-Executive Director, MR D.I.Y Group (M) Berhad

### OTHER APPOINTMENTS

- Member of the Board of Trustees, Yayasan Wilayah Persekutuan
- Director, Institute of Corporate Directors Malaysia

### PAST EXPERIENCES

- Chairman, Nomination and Remuneration Committee, Maxis Berhad
- Board Member, Majlis Sukan Negara
- Advisory Council Member, Faculty of Business and Accountancy, University of Malaya
- Chief Executive Officer, CIMB Foundation
- Group Chief People Officer, CIMB Group
- Member of Board of Commissioners, CIMB Niaga
- Member of Nomination and Remuneration Committee, CIMB Niaga
- President of Malaysian Commercial Banks Association (MCBA)
- Head of Group Corporate Resources, CIMB Group
- Head of Human Resources, CIMB Securities Sdn. Bhd.
- Personnel Officer, The Pacific Bank Berhad

## YM DR. TUNKU ALINA ALIAS

*Independent Non-Executive Director*

### BOARD MEETING ATTENDANCE IN THE FINANCIAL YEAR

Attended all five meetings  
5/5

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### DATE OF APPOINTMENT

- 21 June 2021

### DATE OF LAST RE-ELECTION

- 30 April 2024

### MEMBERSHIP OF BOARD COMMITTEE

- Member of the Governance, Nomination and Compensation Committee
- Member of the Audit and Risk Committee

### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- PhD in Islamic Finance, International Centre for Education in Islamic Finance, Malaysia
- Master in Laws (LLM) (Corporate and Commercial Law), King's College, London, United Kingdom
- Advanced Management Programme, Oxford University - Green Templeton College
- Bachelor of Laws, University of Malaya, Malaysia
- Malaysian Bar Council
- Associate Mediator of Singapore Mediation Centre
- Fellow Member for Institute of Corporate Directors Malaysia (ICDM)

### PRESENT DIRECTORSHIP (LISTED ENTITIES)

- Independent Non-Executive Director, Telekom Malaysia Berhad
- Independent Non-Executive Director, Batu Kawan Berhad
- Independent Non-Executive Director, Inari Amerton Berhad

### OTHER APPOINTMENTS

- Independent Non-Executive Director, United Overseas Bank (Malaysia) Berhad
- Director, Chairperson, J A Russell & Company Sdn. Bhd.
- Director, Joyous Waves Sdn. Bhd.

### PAST EXPERIENCES

- Independent Non-Executive Director, IJM Corporation Berhad
- Independent Non-Executive Director, Malaysian Pacific Industries Berhad
- Trustee, Raja Alias Foundation
- Council Member, Climate Governance Malaysia
- Non-Independent Non-Executive Director, Chemical Company of Malaysia Berhad
- Independent Non-Executive Chairperson, Harps Holding Berhad
- Chair of the Governing Council, Yayasan CCM
- Non-Independent Non-Executive Director, MBSB Bank Berhad
- Independent Non-Executive Director, Malaysia Building Society Berhad
- Partner, Wong Lu Peen & Tunku Alina, Advocates & Solicitors
- Legal Assistant, Skrine & Co.

## YTM TAN SRI TUNKU PUTERI INTAN SAFINAZ SULTAN ABD HALIM

*Independent Non-Executive Director*

### BOARD MEETING ATTENDANCE IN THE FINANCIAL YEAR

Attended all five meetings  
5/5



### DATE OF APPOINTMENT

- 2 May 2023

### DATE OF LAST RE-ELECTION

- 30 April 2025

### MEMBERSHIP OF BOARD COMMITTEE

- Member of the Governance, Nomination and Compensation Committee

### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Bachelor of Political Studies, University of Sussex, United Kingdom

### PRESENT DIRECTORSHIP (LISTED ENTITIES)

- Nil

### OTHER APPOINTMENTS

- National Chairperson, Malaysian Red Crescent Society
- Governing Board Member, International Federation of Red Cross and Red Crescent Societies, Geneva, Switzerland
- Chairperson, Sultanah Bahiyah Foundation
- Royal Patron and Adviser, Langkawi UNESCO Global Geopark

### PAST EXPERIENCES

- Pro-chancellor, The National University of Malaysia
- Pro-chancellor, Universiti Utara Malaysia

## JUAN ARANOLS

*Chief Executive Officer,  
Executive Director*

### BOARD MEETING ATTENDANCE IN THE FINANCIAL YEAR

Attended all five meetings  
5/5



### DATE OF APPOINTMENT

- 1 December 2018

### DATE OF LAST RE-ELECTION

- 30 April 2024

### MEMBERSHIP OF BOARD COMMITTEE

- Nil

### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Bachelor of Economic Science and Business, University of Barcelona, Spain
- Executive Development Programme, International Institute for Management Development (IMD), Lausanne, Switzerland

### PRESENT DIRECTORSHIP (LISTED ENTITIES)

- Nil

### OTHER APPOINTMENTS

- Director, GS1 Malaysia Berhad
- Adjunct Professor, Universiti Malaya-Wales
- Board Member, Malaysian Recycling Alliance Berhad
- Council Member, Federation of Malaysia Manufacturers (FMM)
- Chairman, FMM Sustainability Committee
- Director, Nihon Canpack (Malaysia) Sdn. Bhd.

### PAST EXPERIENCES

- Chairman, Malaysian Recycling Alliance Berhad
- Chief Financial Officer (CFO) of Zone Asia, Oceania & sub-Saharan African (AOA), Nestlé S.A.
- Senior Vice President, Head of Global Group Control, Nestlé S.A.
- Chief Financial Officer, Nestlé Iberian region
- Chief Financial Officer, Nestlé Caribbean region
- Chief Financial Officer, Nestlé Plata region
- Finance Manager of Nestlé Ice Cream and Frozen Food business, Nestlé Italy
- Strategic Business Controller, Nestlé S.A.
- Auditor, Nestlé Spain



## SYED SAIFUL ISLAM

Chief Financial Officer,  
Executive Director

### BOARD MEETING ATTENDANCE IN THE FINANCIAL YEAR

Attended all five meetings  
5/5

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### DATE OF APPOINTMENT

- 1 August 2022

### DATE OF LAST RE-ELECTION

- 26 April 2023

### MEMBERSHIP OF BOARD COMMITTEE

- Nil

### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Master of Commerce in Finance and Banking, University of Dhaka, Bangladesh
- Chartered Accountant IMD

### PRESENT DIRECTORSHIP (LISTED ENTITIES)

- Nil

### OTHER APPOINTMENTS

- Director, Nihon Canpack (Malaysia) Sdn.Bhd

### PAST EXPERIENCES

- Head of Finance & Control, Nestlé Pakistan
- Head of Finance & Control, Nestlé Nigeria
- Country Controller, Nestlé Sri Lanka
- Country Controller, Nestlé Bangladesh
- Financial Planning Manager, Nestlé India
- Financial Accounting Manager, Nestlé Bangladesh

### \*Declarations by the Board:

Save as disclosed, the above Directors have no family relationship with any Director and/or major shareholder of Nestlé (Malaysia) Berhad, have no conflict of interest or potential conflict of interest, including any interest in any competing business with Nestlé (Malaysia) Berhad and its Group, have not been convicted of any offence, other than traffic offences (if any) within the past five years and have not been imposed any penalty by the relevant regulatory bodies during the financial year 2025. Save for the Chief Executive Officer and Chief Financial Officer, all the Non-Executive Directors satisfy the criteria of an independent director as defined under Bursa Malaysia Main Market Listing Requirements, which include being independent of management, free from any business or other relationship which could interfere with the exercise of independent judgment, objectivity or the ability to act in the best interests of the Company, and also being independent of its major shareholders. Save for Syed Saiful Islam, none of the Directors own shared in Nestlé (Malaysia) Berhad.

## TENGKU IDA ADURA TENGKU ISMAIL

Company Secretary

### BOARD MEETING ATTENDANCE IN THE FINANCIAL YEAR

Attended all five meetings  
5/5

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### DATE OF APPOINTMENT

- 6 August 2013

### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Certified Company Secretary, Malaysian Association of Company Secretaries
- Bachelor of Laws (LLB), University of Nottingham, United Kingdom
- Barrister-at-Law of the Honourable Society of Lincoln's Inn
- Diploma in Syariah Law and Legal Practice, International Islamic University of Malaysia
- Called to the Malaysian Bar
- Leadership Course, London Business School, United Kingdom
- Leadership Course, Melbourne Business School, Australia

### PRESENT DIRECTORSHIP (LISTED ENTITIES)

- Nil

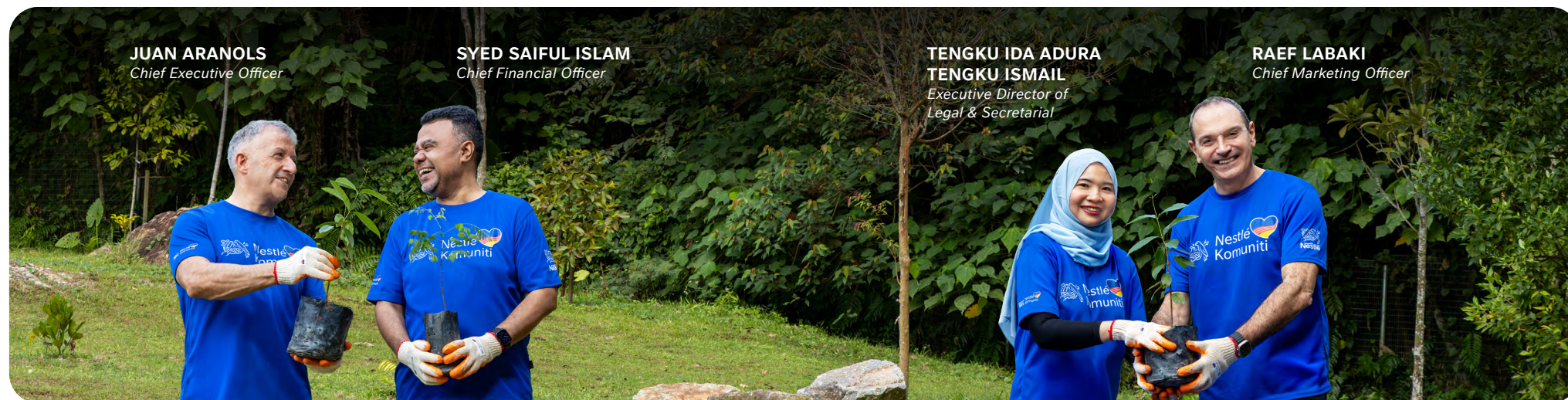
### OTHER APPOINTMENTS

- Vice Chairperson, ICC Malaysia Berhad
- Member, FMM Business Ethics & Governance Committee

### PAST EXPERIENCES

- Malaysian Trustee & Board Member, ASEAN CSR Network
- Vice Chairman, FMM Business Ethics & Governance Committee
- Chairman for ICC Corporate Responsibility & Anti-Corruption Working Committee
- Legal Counsel for Zone Asia, Oceania, Africa & Middle East, Nestlé S.A.
- Legal Counsel, Nestlé Malaysia
- Legal Manager, Kumpulan Guthrie Berhad
- Legal Practitioner

## Key Senior Leadership Team



**JUAN ARANOLS**  
Chief Executive Officer

**SYED SAIFUL ISLAM**  
Chief Financial Officer

**TENGKU IDA ADURA  
TENGKU ISMAIL**  
Executive Director of  
Legal & Secretarial

**RAEF LABAKI**  
Chief Marketing Officer



**DATE OF APPOINTMENT**  
1 December 2018

### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Bachelor of Economic Science and Business, University of Barcelona, Spain
- Executive Development Programme, International Institute for Management Development (IMD), Lausanne, Switzerland

### PAST WORKING EXPERIENCES

- Chairman, Malaysian Recycling Alliance Berhad
- Chief Financial Officer (CFO) of Zone Asia, Oceania & sub-Saharan African (AOA), Nestlé S.A.
- Senior Vice President, Head of Global Group Control, Nestlé S.A.
- Chief Financial Officer, Nestlé Iberian region
- Chief Financial Officer, Nestlé Caribbean region
- Chief Financial Officer, Nestlé Plata region
- Finance Manager of Nestlé Ice Cream and Frozen Food business, Nestlé Italy
- Strategic Business Controller, Nestlé S.A.
- Auditor, Nestlé Spain



**DATE OF APPOINTMENT**  
1 August 2022

### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Master of Commerce in Finance and Banking, University of Dhaka, Bangladesh
- Chartered Accountant IMD

### PAST WORKING EXPERIENCES

- Head of Finance & Control, Nestlé Pakistan
- Head of Finance & Control, Nestlé Nigeria
- Country Controller, Nestlé Sri Lanka
- Country Controller, Nestlé Bangladesh
- Financial Planning Manager, Nestlé India
- Financial Accounting Manager, Nestlé Bangladesh



**DATE OF APPOINTMENT**  
1 January 2013

### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Certified Company Secretary, Malaysian Association of Company Secretaries
- Bachelor of Laws (LLB), University of Nottingham, United Kingdom
- Barrister-at-Law of the Honourable Society of Lincoln's Inn
- Diploma in Syariah Law and Legal Practice, International Islamic University of Malaysia
- Called to the Malaysian Bar
- Leadership Course, London Business School, United Kingdom
- Leadership Course, Melbourne Business School, Australia

### PAST WORKING EXPERIENCES

- Malaysian Trustee & Board Member, ASEAN CSR Network
- Vice Chairman, FMM Business Ethics & Governance Committee
- Chairman for ICC Corporate Responsibility & Anti-Corruption Working Committee
- Legal Counsel for Zone Asia, Oceania, Africa & Middle East, Nestlé S.A.
- Legal Counsel, Nestlé Malaysia
- Legal Manager, Kumpulan Guthrie Berhad
- Legal Practitioner



**DATE OF APPOINTMENT**  
1 August 2022

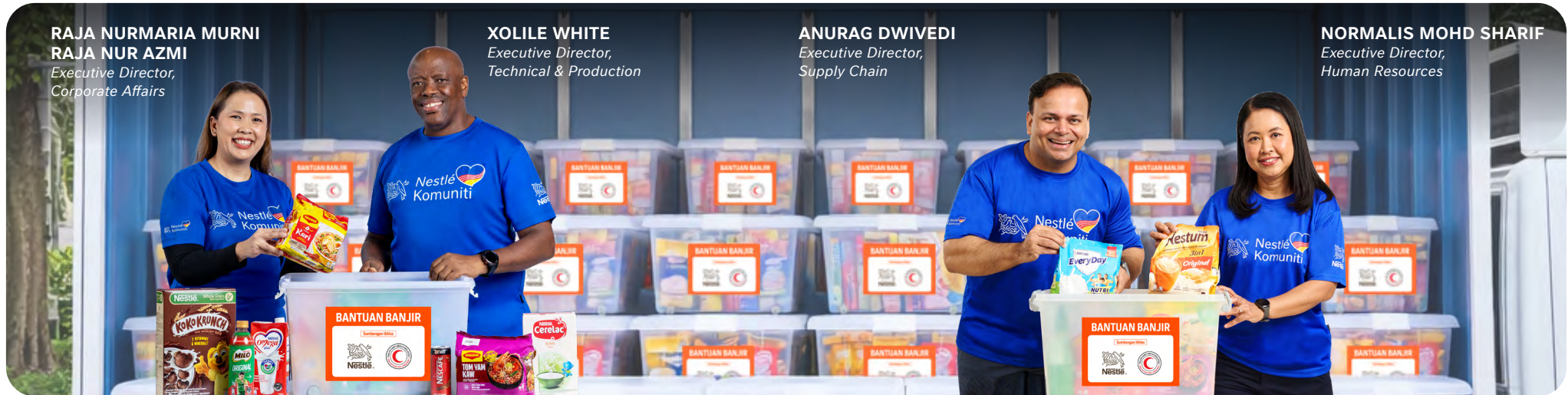
### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Bachelor of Business Administration (BBA), American University of Beirut, Lebanon
- Bachelor of Science (BSc) in Biology, American University of Beirut, Lebanon

### PAST WORKING EXPERIENCES

- Business Executive Officer, Coffee, Nestlé Malaysia
- Business Executive Officer, Coffee, Middle East and North Africa (MENA) region, Nestlé Dubai
- Head of Communication and Marketing, Nestlé Dubai
- Media Manager, Nestlé Middle East





**RAJA NURMARIA MURNI  
RAJA NUR AZMI**  
Executive Director,  
Corporate Affairs

**XOLILE WHITE**  
Executive Director,  
Technical & Production

**ANURAG DWIVEDI**  
Executive Director,  
Supply Chain

**NORMALIS MOHD SHARIF**  
Executive Director,  
Human Resources

45



**DATE OF APPOINTMENT**  
1 October 2024

#### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Advanced Diploma Electronic Design and Interactive Multimedia, Limkokwing University of Creative Technology, Malaysia
- Bachelor of Arts, Multimedia, Royal Melbourne Institute of Technology University, Australia

#### PAST WORKING EXPERIENCES

- Global Marketing Lead, MILO & NESCAU, Nestlé S.A.
- Global Brand Manager, Plant Based Beverages, Nestlé S.A.
- Consumer Marketing Manager, MILO, Nestlé Malaysia
- Senior Brand Manager, MILO, Nestlé Malaysia
- Media & Advertising Manager, Nestlé Malaysia
- Account Director, JWT Malaysia

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**DATE OF APPOINTMENT**  
1 November 2023

#### ACADEMIC / PROFESSIONAL QUALIFICATION

- Exec. Masters in Business Admin, National Institute of Business Management, Dubai
- Bachelor's Degree in Labour Law – Industrial Relations, Graduate Institute of Management, South Africa
- Bachelor's Degree in Business Management, Damelin College, South Africa
- Diploma in Mechanical Engineering, PE Technikon, South Africa
- Leadership Course, London Business School, United Kingdom

#### PAST WORKING EXPERIENCES

- Technical and Manufactory Director, Nestlé East & Southern Africa region
- Technical and Manufacturing Director, Nestlé Turkey
- Factory Manager, Nestlé Technopark, Dubai
- Factory Manager, Nestlé East London Factory, South Africa
- Project Leader, Nestlé S.A.
- Production Manager, Nestlé East London Factory, South Africa

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**DATE OF APPOINTMENT**  
1 November 2023

#### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- Bachelor Of Science (Honours), Bangalore, India
- Post Graduate Diploma, Indian Institute of Management, Ahmedabad, India

#### PAST WORKING EXPERIENCES

- Head of Customer Supply Chain, Nestlé South Asian region
- Zone AOA Supply Chain, Nestlé S.A
- Global Supply Chain Lead, Nestlé S.A
- Head of Distribution, Nestlé South Asian region
- Supply Chain Manager, Nestlé South Asian region

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**DATE OF APPOINTMENT**  
1 February 2026

#### ACADEMIC / PROFESSIONAL QUALIFICATIONS

- BSc (ECON), London School of Economics, UK
- MA in Training & Development, University of Warwick, UK

#### PAST WORKING EXPERIENCES

- Human Resource Director, South East Asia, Danone
- Human Resource Director, Malaysia, Singapore, Brunei, Cambodia & Myanmar, Danone
- Human Resource Director, Malaysia & Singapore, Danone
- Vice-President – Organization Development, Recruitment, Manpower Planning & HR Communication, Sime Darby Group
- Policy Advisor, Shell Malaysia
- Global Diversity & Inclusion Consultant, Shell Downstream
- Global Project Manager, Learning Services, Shell Shared Services
- Change Manager, Downstream-One Project, Shell Malaysia
- HR Manager, ShellCard Center for Malaysia, Singapore & Hong Kong
- HR Manager, Lee Hishammuddin Allen & Gledhill
- HR Manager, Public Mutual



**TIMOTHY AIRD**  
Executive Director, Sales

**NG SU YEN**  
Business Executive Officer, MILO

**CARLOTA CASELLAS**  
Business Executive Officer, Confectionery



**DATE OF APPOINTMENT**  
1 November 2024

**ACADEMIC / PROFESSIONAL QUALIFICATION**

- BA, Business Studies, Nottingham Trent University, United Kingdom

**PAST WORKING EXPERIENCES**

- Global Head for Route to Market and Sales Operations, Nestlé S.A.
- Assistant Regional Manager, Zone AOA, Nestlé S.A.
- Head of National Customer Management, Nestlé Malaysia
- Commercial Director, Tesco Global Business Unit, Nestlé United Kingdom
- Senior Business Development Manager, Nestlé United Kingdom
- Business Development Manager, Nestlé United Kingdom



**DATE OF APPOINTMENT**  
3 January 2004

**ACADEMIC / PROFESSIONAL QUALIFICATIONS**

- Program for Executive Development, International Institute of Management Development (IMD) Switzerland
- Masters of Business, University of New South Wales, Australia
- Bachelor of Business, University of Technology, Sydney, Australia

**PAST WORKING EXPERIENCES**

- Business Executive Officer, Ready-to-Drink, Nestlé Malaysia
- Business Executive Officer, Milks, Nestlé Malaysia
- Consumer Marketing Manager, MILO, Nestlé Malaysia
- Project Lead, Coffee & Beverage Strategic Business Unit, Nestlé S.A.
- Brand Manager, MILO, Nestlé Malaysia



**DATE OF APPOINTMENT**  
1 August 2024

**ACADEMIC / PROFESSIONAL QUALIFICATIONS**

- Master in Business Administration, MBA ESADE Business School, Spain
- Industrial Engineering, Polytechnic University of Catalonia, Spain

**PAST WORKING EXPERIENCES**

- Zone AOA Confectionery Category Development Manager, Nestlé S.A.
- Global Brand Manager KIT KAT, Nestlé S.A.
- Global Innovation Project Leader, Nestlé S.A.
- Marketing Manager KIT KAT, Nestlé Spain
- Demand and Supply Planner Food & Ice Cream, Nestlé Spain
- Demand Planner, Danone, Spain



**NORKHAYATI MOHAMED HASHINI**  
Business Executive Officer, Coffee

**IVY TAN LINK CHEH**  
Business Executive Officer, Foods

**YEOH SHE SHIANG**  
Business Executive Officer, Nutrition

**APRIL WONG**  
Business Executive Officer, Ice Cream



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**DATE OF APPOINTMENT**  
1 September 2024

**ACADEMIC / PROFESSIONAL QUALIFICATION**

- Bachelor in Food Study Major Marketing, University Putra Malaysia

**PAST WORKING EXPERIENCES**

- Business Executive Officer for RTD, Nestlé Malaysia
- Business Executive Officer for CPW MYSG, Nestlé Malaysia
- Global Brand Manager Starbucks, Nestlé S.A
- Marketing Manager NESCAFÉ, Nestlé Philippines

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**DATE OF APPOINTMENT**  
1 April 2023

**ACADEMIC / PROFESSIONAL QUALIFICATIONS**

- Bachelor of Business, University Technology of Sydney, Australia
- Leadership Course, London Business School, UK
- Nestlé Senior Executive Program, Nestlé Rive Reine

**PAST WORKING EXPERIENCES**

- Assistant Regional Manager – Zone AOA, Nestlé S.A.
- Business Executive Officer – Purina Petcare Malaysia
- Marketing Manager – MAGGI, Nestlé Malaysia
- Senior Marketing Manager – Nestlé Myanmar
- Business Development Manager East Malaysia – Food, Nestlé MYSG
- Senior Brand Manager – MILO Nestlé Malaysia
- Regional Brand Manager – Munchy's Malaysia
- Brand Manager – Guinness Anchor Marketing S/B

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**DATE OF APPOINTMENT**  
1 September 2023

**ACADEMIC / PROFESSIONAL QUALIFICATION**

- Degree in Dietetic, the University of British Columbia, Canada

**PAST WORKING EXPERIENCES**

- Vice President – China Mainland Business Executive Officer of Infant Nutrition
- Chairman, Nestlé Shuangcheng Ltd, China
- Business Director for Baby Food, Nestlé China
- Regional Marketing Manager, Nestlé Nutrition South East Asia and the Pacific Rim
- Consumer Marketing Manager, Infant and Milks, Nestlé Malaysia
- Product Manager, Wyeth Malaysia

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**DATE OF APPOINTMENT**  
1 September 2023

**ACADEMIC / PROFESSIONAL QUALIFICATION**

- Bachelor of Commerce (Management), Nelson Marlborough Institute of Technology, New Zealand

**PAST WORKING EXPERIENCES**

- Business Executive Officer, Ready-to-Drink, Nestlé Malaysia/Singapore
- Head of Marketing, Cambodia, Nestlé Indochina
- Consumer Marketing Manager, MILO, Nestlé Malaysia & Singapore
- Consumer Marketing Manager, Nestlé Ice Cream, Nestlé Malaysia/Singapore
- Marketing Manager, PepsiCo, Malaysia
- Marketing Manager, Castrol, Malaysia
- Sr. Brand Manager, Guinness, Malaysia
- Sr. Brand Manager, NESCAFÉ, Nestlé Malaysia
- Category Sales Development Manager, Nestlé Malaysia
- Category Management Manager, F&N Malaysia
- Field Sales Executive, F&N Malaysia



**LIM KIM WUI**  
Digital Transformation Lead

**YIT WOON LAI**  
Business Executive Officer,  
NESTLÉ PROFESSIONAL



**DATE OF APPOINTMENT**  
1 May 2025

**ACADEMIC / PROFESSIONAL QUALIFICATIONS**

- Bachelor of Social Science, University Science Malaysia
- Student Exchange Programme, University of Adelaide, South Australia

**PAST WORKING EXPERIENCES**

- BEO, Purina Petcare Malaysia & Singapore
- Head of Commercial Development, Nestlé Malaysia
- National Customer Business Manager, Indirect & CVSMM, Nestlé Malaysia
- Customer Business Manager, Giant, Nestlé Malaysia
- Head of Modern Trade, Permais Sandilands Malaysia
- Key Account Manager, Permais Sandilands Malaysia
- Department Head, Giant Dairy Farm
- Sales Manager, Carrefour Malaysia
- Customer Service, Hong Leong Bank Malaysia



**DATE OF APPOINTMENT**  
1 July 2017

**ACADEMIC / PROFESSIONAL QUALIFICATIONS**

- Bachelor's Degree in Economics majoring in Business, University of Malaya
- Executive Development Programme, International Institute for Management Development, Lausanne, Switzerland

**PAST WORKING EXPERIENCES**

- Business Executive Officer, Nestlé Ice Cream MYSG
- Business Manager, Chilled Dairy, Nestlé Malaysia MYSG
- Group Brand Manager, Chilled Dairy, Nestlé Malaysia MYSG
- Senior Brand Manager, MILO, Nestlé Malaysia
- Brand Executive, Nestlé Ice Cream

**\*Declaration by the Key Senior Management Team:**

- None of them have directorship in public listed companies or listed issuers.
- None of them have any conflict of interest, any personal interest or any family relationship with any director and/or major shareholder of Nestlé (Malaysia) Berhad and the Group.
- None of them have been convicted for any offences within the past five years nor have they been imposed with any public sanction or penalty by any relevant regulatory bodies, other than traffic offences (if any).



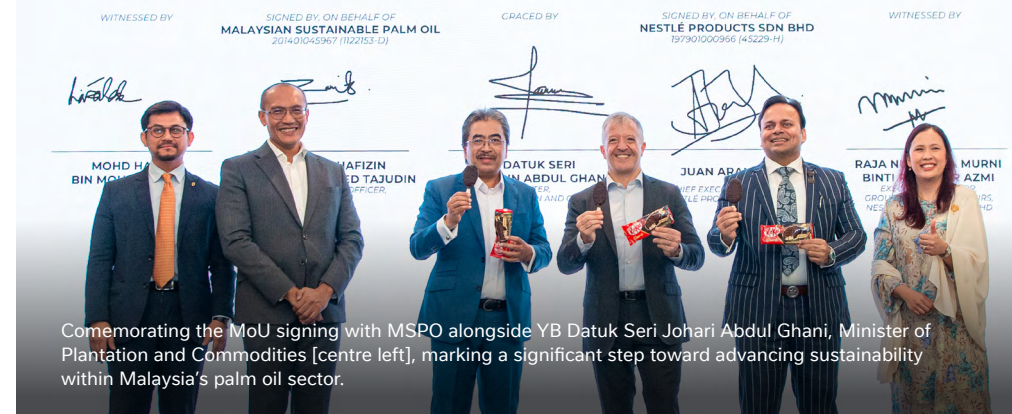


[Centre] Kebawah Duli Paduka Baginda Tengku Ampuan Pahang gracing MILO Malaysia Breakfast Day 2025.



Juan Aranols and Nestlé volunteers removing ghost nets from the ocean floor to restore marine habitats and protect coral reefs from damage.

# Together, We Are Nestlé



Comemorating the MoU signing with MSPO alongside YB Datuk Seri Johari Abdul Ghani, Minister of Plantation and Commodities [centre left], marking a significant step toward advancing sustainability within Malaysia's palm oil sector.



[Third from left to right] Norhayati Mohamed Hashini, Raef Labaki and Juan Aranols with the top three winning teams of NYEP.



MOE representatives, the MILO team and students coming together at the MILO Energy for Good Finale to champion sustainability and inspire children to embrace responsible recycling habits.





Syed Saiful Islam sharing insights at the 41<sup>st</sup> Nestlé Malaysia Annual General Meeting.



Carlota Casellas joins Nestlé Sayang Komuniti volunteers to pack flood-relief aid boxes for affected communities.



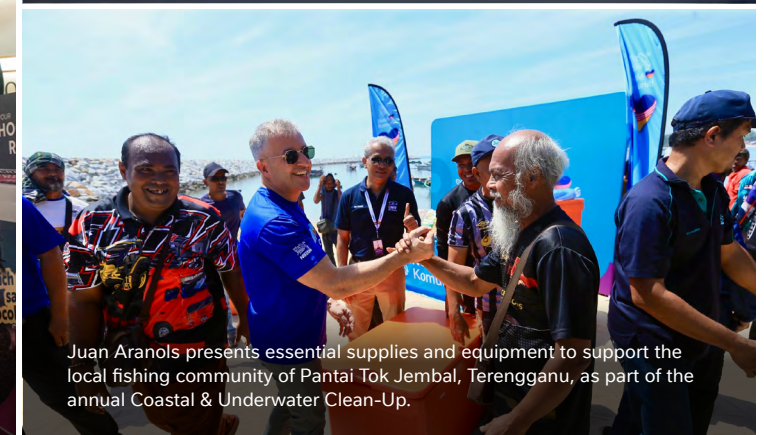
Lim Kim Wui speaking at the Nestlé Malaysia's Digital Day.



[From left] Raja Nurmaria Murni, brand ambassador Bella Astillah, April Wong and Khoo Sui Ying celebrating the launch of the new LA CREMERIA products.



Ng Su Yen enjoying fun-filled activities at MILO Malaysia Breakfast Day, celebrating energy, community spirit and the joy of active living.



Juan Aranols presents essential supplies and equipment to support the local fishing community of Pantai Tok Jembal, Terengganu, as part of the annual Coastal & Underwater Clean-Up.





The Nestlé Leadership Team rings in a bright start to the season with festive cheer and renewed optimism.



[Right] Juan Aranols with [left] Yit Woon Lai and [centre] Timothy Aird touring the newly launched Nestlé Malaysia partner facility in Kelantan.



[From left] Anurag Dwivedi, Raef Labaki, Juan Aranols and Xolile White flagging off the electric vehicle transporting NESCAFÉ Espresso Concentrate, underscoring Nestlé Malaysia's commitment to sustainability.



(From left) Nasrul Hadi Mohamed Nor, Nestlé Malaysia's Head of Halal Affairs and Raja Nurmahira Murni alongside Ustazah Nurul Ameerah Binti Sokeri, Officer of JAWI Food Bank, uplifting communities with the distribution of food packs, ensuring essential provisions reach vulnerable families during Ramadan.





[From left to right] Yeoh She Shiang, Juan Aranols with distinguished guests from IJN and YJM performing the symbolic heartbeat rhythm at the launch of the NESTLÉ OMEGA PLUS WAMM 2025 campaign.



[Third from left] Tan Sri Wan Zulkiflee Wan Ariffin, Chairman of Nestlé Malaysia, and his family gracing the MILO Malaysia Breakfast Day kickoff in Putrajaya.



Remy Ejel, EVP & CEO of Nestlé Zone Asia, Oceania, and Africa (AOA) touring the Nestlé Distribution Centre.

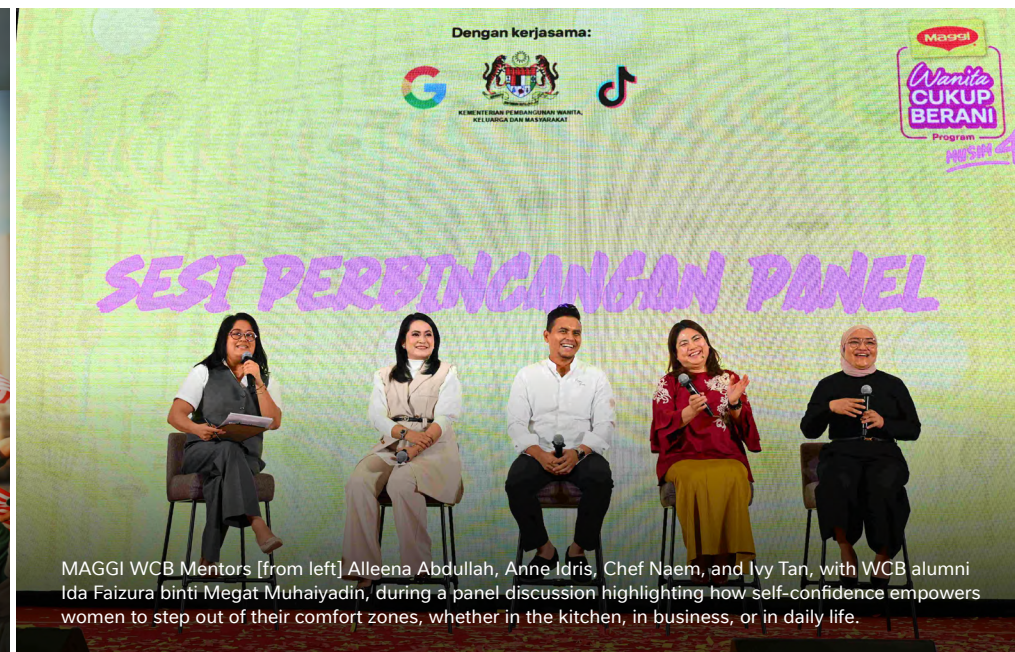


(From left) Tengku Ida Adura, YTM Tan Sri Tunku Puteri Intan Safinaz Sultan Abdul Halim, Chairperson of the MRC and Juan Aranols packing food aid supplies with MRC and Nestlé Sayang Komuniti volunteers ahead of the monsoon season.





[Right] Yit Woon Lai sharing a light moment with members of PRESMA at the organisation's 21<sup>st</sup> Annual General Meeting.



MAGGI WCB Mentors [from left] Alleena Abdullah, Anne Idris, Chef Naem, and Ivy Tan, with WCB alumni Ida Faizura binti Megat Muhaiyadin, during a panel discussion highlighting how self-confidence empowers women to step out of their comfort zones, whether in the kitchen, in business, or in daily life.



Nestlé Sayang Komuniti volunteers building a dam to improve water supply for the Orang Asli community in Kampung Lumut, Lenggeng, Negeri Sembilan, under the Safe Water, Safe Communities programme.



[From left] Mr. Thiagarajan Marappan, Senior Lecturer, MUST; Anurag Dwivedi; Juan Aranolis; YBrs. Dr. Mohamad Norjayadi Tamam, Deputy Director-General, Malaysia Productivity Corporation; Prof. Ts. Shafinar binti Ismail, Dean, UiTM; and Professor Dr. Ho Chin Kuan, Vice Chancellor, APU, marking the strategic partnership with the Nestlé Needs YOUth initiative to shape future-ready local graduates.



## Corporate Information

### BOARD OF DIRECTORS

**Tan Sri Wan Zulkiflee Wan Ariffin**  
Chairman  
Independent Non-Executive Director

**Mr. Chin Kwai Fatt**  
Independent Non-Executive Director

**Dato' Hamidah Naziadin**  
Independent Non-Executive Director

**YM Dr. Tunku Alina Alias**  
Independent Non-Executive Director

**YTM Tan Sri Tunku Puteri Intan Safinaz Sultan Abd Halim**  
Independent Non-Executive Director

**Juan Aranols**  
Chief Executive Officer  
Executive Director

**Syed Saiful Islam**  
Chief Financial Officer  
Executive Director

### BOARD COMMITTEES

#### Audit and Risk Committee

**Chairman**  
Mr. Chin Kwai Fatt

**Members**  
YM Dr. Tunku Alina Alias  
Tan Sri Wan Zulkiflee Wan Ariffin

#### Governance, Nomination and Compensation Committee

**Chairman**  
Dato' Hamidah Naziadin

**Members**  
YM Dr. Tunku Alina Alias  
YTM Tan Sri Tunku Puteri Intan Safinaz  
Sultan Abd Halim

### COMPANY SECRETARY

**Tengku Ida Adura Tengku Ismail**  
(MACS 01686) (SSM PC No.: 201908001581)  
Tel : +603 7965 6000  
E-mail : CompanySecretary.Nestle@my.nestle.com

### INVESTOR RELATIONS

**Syed Saiful Islam**  
Chief Financial Officer  
Tel : +603 7965 6000  
E-mail : InvestorRelations.Malaysia@my.nestle.com

### REGISTERED OFFICE

**Nestlé (Malaysia) Berhad**  
Registration No.: 198301015532 (110925-W)  
Level 22, 1 Powerhouse  
No. 1, Persiaran Bandar Utama  
Bandar Utama  
47800 Petaling Jaya  
Selangor Darul Ehsan

Tel : +603 7965 6000

**Company Website**  
www.nestle.com.my

### SHARE REGISTRAR

**Tricor Investor & Issuing House Services Sdn. Bhd.**  
Registration No.: 197101000970 (11324-H)  
Unit 32-01, Level 32, Tower A  
Vertical Business Suite, Avenue 3  
Bangsar South, No. 8, Jalan Kerinchi  
59200 Kuala Lumpur

Tel : +603 2783 9299  
E-mail : is.enquiry@my.tricorglobal.com

### AUDITORS

**Ernst & Young PLT**  
(Firm No. 202006000003 (LLP0022760-LCA) & AF 0039)  
Chartered Accountants  
Level 23A, Menara Milenium  
Jalan Damanlela, Pusat Bandar Damansara  
50490 Kuala Lumpur  
  
Tel : +603 7495 8000

### PRINCIPAL BANKERS

**HSBC Bank Malaysia Berhad**  
Registration No.: 198401015221 (127776-V)  
  
**Malayan Banking Berhad**  
Registration No.: 196001000142 (3813-K)

### STOCK EXCHANGE LISTING

**Main Market of Bursa Malaysia Securities Berhad**  
Stock Code : 4707  
Stock Name : NESTLÉ





## Corporate Directory

### HEAD OFFICE

#### Nestlé (Malaysia) Berhad

Registration No.: 198301015532 (110925-W)

Level 22, 1 Powerhouse

No. 1, Persiaran Bandar Utama

Bandar Utama

47800 Petaling Jaya

Selangor Darul Ehsan

Tel : +603 7965 6000

#### Consumer Services

1 800 88 3433

#### Website

[www.nestle.com.my](http://www.nestle.com.my)

#### Facebook

[www.facebook.com/Nestle.Malaysia](http://www.facebook.com/Nestle.Malaysia)

#### Instagram

<https://www.instagram.com/nestle.malaysia>

#### Tiktok

<https://www.tiktok.com/@nestlemalaysia>

### FACTORIES

#### Shah Alam Complex

##### Nestlé Manufacturing (Malaysia) Sdn. Bhd.

Registration No.: 199401029400 (315081-K)

PT 927, Jalan Playar 15/1

Seksyen 15, 40200 Shah Alam

Selangor Darul Ehsan

Tel : +603 5522 5600

#### Batu Tiga

##### Nestlé Manufacturing (Malaysia) Sdn. Bhd.

Registration No.: 199401029400 (315081-K)

PT 927, Jalan Playar 15/1

Seksyen 15, 40200 Shah Alam

Selangor Darul Ehsan

Tel : +603 5522 5600

#### Sri Muda

##### Nestlé Manufacturing (Malaysia) Sdn. Bhd.

Registration No.: 199401029400 (315081-K)

PT 927, Jalan Playar 15/1

Seksyen 15, 40200 Shah Alam

Selangor Darul Ehsan

Tel : +603 5520 6400

#### Chembong

##### Nestlé Manufacturing (Malaysia) Sdn. Bhd.

Registration No.: 199401029400 (315081-K)

Lot 691, Jalan Perusahaan Utama

Kawasan Perindustrian Chembong

71300 Rembau

Negeri Sembilan Darul Khusus

Tel : +606 686 3900

#### Chembong (Ice Cream)

##### Nestlé Manufacturing (Malaysia) Sdn. Bhd.

Registration No.: 199401029400 (315081-K)

Lot 20075, Jalan Perusahaan 4

Kawasan Perindustrian Chembong

71300 Chembong, Rembau

Negeri Sembilan

Tel : +606 686 3900

#### Kuching

##### Nestlé Manufacturing (Malaysia) Sdn. Bhd.

Registration No.: 199401029400 (315081-K)

Lot 844, Block 7 Muara Tebas Land District

Estet Perindustrian Demak Laut

93450 Kuching Sarawak

Tel : +6082 472 800

### DISTRIBUTION CENTRE

#### Nestlé Products Sdn. Bhd.

Registration No.: 197901000966 (45229-H)

Lot 7316 (PT3609)

Jalan Klang-Banting

Mukim Telok Panglima Garang

42500 Telok Panglima Garang

Selangor Darul Ehsan

Tel : +603 3123 3000



# Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the **42<sup>nd</sup> Annual General Meeting (AGM)** of the Company will be held at the **Grand Ballroom, M World Hotel, No. 1, Persiaran Bandar Utama, Bandar Utama, 47800 Petaling Jaya, Selangor Darul Ehsan, Malaysia** on **Wednesday, 29 April 2026** at **10.00 a.m.** for the transaction of the following businesses:

## AGENDA

### Ordinary Business

1. TO RECEIVE the statutory financial statements for the financial year ended 31 December 2025 and the Directors' and Auditors' reports thereon.

*Please refer to Explanatory Note 1*

2. TO RE-ELECT the following Directors who will be retiring in accordance with Article 97.1 of the Constitution of the Company:

**2.1** Dato' Hamidah Naziadin

**2.2** Syed Saiful Islam

*Please refer to Explanatory Note 2*

3. TO RE-APPOINT Ernst & Young PLT (Firm No. 202006000003 (LLP0022760-LCA) & AF 0039) as Auditors of the Company and to authorise the Board of Directors to fix their remuneration.

*Please refer to Explanatory Note 3*

### Special Business

TO CONSIDER AND IF THOUGHT FIT, to pass the following as Ordinary Resolutions, with or without modification:

4. TO APPROVE the following payments to the Non-Executive Directors:

**4.1** Fees of up to RM1,210,000 for the financial year ended 31 December 2025.

**4.2** Benefits of up to RM250,000 for the financial period from 1 July 2026 to 30 June 2027.

*Please refer to Explanatory Note 4*

5. Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with Related Parties.

### Resolution 6

"THAT approval be hereby given for the renewal of the mandate granted by the Shareholders of the Company on 30 April 2025 pursuant to paragraph 10.09 of the Main Market Listing Requirements of 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 2.3(a) of the Circular to Shareholders dated 30 March 2026 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 its 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 meeting, the authority is renewed;
- (ii) the expiration of the period within which the next AGM of the Company after that date is required to be held pursuant to Section 340(2) of the Companies Act 2016 (but must not extend to such extension as may be allowed pursuant to Section 340(4) of the Companies Act 2016); or
- (iii) revoked or varied by resolution passed by the Shareholders in general meeting;

whichever is the earlier;

### Resolution 1

### Resolution 2

### Resolution 3

### Resolution 4

### Resolution 5

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."

*Please refer to Explanatory Note 5*

6. TO TRANSACT any other business for which due notice shall have been given.

#### BY ORDER OF THE BOARD

#### TENGKU IDA ADURA TENGKU ISMAIL

Company Secretary  
 (SSM PC No. 201908001581)  
 (MACS 01686)

Petaling Jaya  
 30 March 2026

#### Notes:

##### Appointment of Proxy

- (i) A member of the Company entitled to participate at the meeting is entitled to appoint a proxy to participate on his/her behalf. A proxy may, but need not be, a member of the Company.

Where a member appoints two proxies, the proportion of holding(s) to be represented by each proxy must be specified in the instrument appointing the proxies, otherwise the appointment shall be invalid.

- (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 Security Industry (Central Depositories) Act 1991 (the Act), it may appoint not more than two 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 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. An exempt authorised nominee refers to an authorised nominee defined under the Act which is exempted from compliance with the provisions of Section 25A(1) of the Act.

Where an authorised nominee appoints two proxies, or where an exempt authorised nominee appoints two 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 one Securities Account must submit a separate instrument of proxy for each securities account.
- (v) For the purpose of determining who shall be entitled to participate this AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, a **Record of Depositors as at Tuesday, 21 April 2026**. Only a depositor whose name appears on this Record of Depositors shall be entitled to participate in this AGM or appoint a proxy to attend, speak and vote (collectively "participate") on his/her behalf.



(vi) 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 office of the Share Registrar of the Company, Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or the proxy form can be electronically lodged with the Share Registrar of the Company via Vistra Share Registry and IPO (MY) portal ("the Portal") at <https://srmy.vistra.com>. All proxy forms submitted must be received by the Share Registrar of the Company not less than 48 hours before the time appointed for the holding of the meeting (i.e. Monday, 27 April 2026 at 10.00 a.m.) or any adjourned meeting thereof. In default, the instrument of proxy shall not be treated as valid.

## Explanatory Notes on Ordinary Business:

### 1. Audited Financial Statements

This item of the Agenda is meant for discussion only. The provisions of Sections 248(2) and 340(1) of the Companies Act 2016 requires that the audited financial statements and the Reports of the Directors and Auditors thereon be laid before the Company at its AGM. As such, this Agenda item is not a business that requires a resolution to be put to vote by the Shareholders.

### 2. Re-election of Retiring Directors

The Board of Directors had through its Governance, Nomination and Compensation Committee carried out an assessment of the Directors who are standing for re-election under Article 97.1 of the Company's Constitution (Article 97.1) and agreed that they have met the Board's expectation in the discharge of their duties and responsibilities.

Directors standing for re-election under Article 97.1 of the Company's Constitution are:-

- **Dato' Hamidah Naziadin**
- **Syed Saiful Islam**

All the Directors who will be retiring for re-election according to Article 97.1 were assessed based on the following criteria:-

- the results of the Board Effectiveness Evaluation 2025 (BEE 2025) taking into consideration the Directors' contributions, performance, expertise, and skill sets;
- level of independence demonstrated by each Independent Director, and her ability to act in the best interests of the Company in decision-making; and
- the Directors' Fit and Proper Policy.

All Directors have completed the conflicts of interest assessment, and there are no conflicts of interest or potential conflicts of interest with the Company or its subsidiaries, and the Directors have no family relationships with any Director and/or major shareholder of the Company.

All Directors standing for re-election have offered themselves for re-election at the 42<sup>nd</sup> AGM and have abstained from deliberations and decisions on their own eligibility.

The Board has endorsed the recommendation of the Governance, Nomination and Compensation Committee (GNCC) for the re-election of the retiring Directors.

#### **Dato' Hamidah Naziadin**

The re-election of Dato' Hamidah Naziadin (Dato' Hamidah) is supported by her solid performance score in the BEE 2025 and her extensive expertise in human resources, organisational development and talent management. With decades of senior leadership experience in people strategy, she brings deep insight into workforce capability building, leadership succession, and cultural stewardship. Her strong grounding in human capital development continues to support the Board in having oversight to ensure a sustainable leadership pipeline, and strengthening the Company's people-centric governance approach.

Dato' Hamidah also serves as the Chairman of the GNCC, where she plays a pivotal role in overseeing key governance processes, including Board composition reviews, Directors' development, succession considerations and remuneration governance. Through her leadership, the GNCC ensures structured, transparent and principles-based oversight of governance, nomination and compensation matters. She also plays an important role in strengthening Board and Management interactions through her emphasis on transparent communication, constructive challenge and well-structured oversight.

Her re-election will preserve leadership continuity, strengthen stability and provide strategic direction in promoting strong governance practices, while reinforcing the Company's commitment to building a future-ready, resilient and high-performance organisation for sustainable long-term growth.

### **Syed Saiful Islam**

The re-election of Syed Saiful Islam (Syed Saiful) is supported by his commendable performance score in the BEE 2025 and strong professional grounding in accounting, finance and risk-related disciplines.

As the Group Chief Financial Officer, Mr. Syed Saiful Islam brings over 27 years of experience within the Nestlé S.A. Group, encompassing financial management, strategic budgeting, capital allocation and financial reporting. Having built a long and progressive career across multiple Nestlé markets, including Bangladesh, India, Sri Lanka, Nigeria, Pakistan and regional roles in Singapore, he possesses deep institutional knowledge and broad cross-border experience in financial governance and oversight. His continued presence on the Board supports effective financial stewardship, regulatory compliance and financially grounded appraisal of forward-looking assumptions, and the Company's long-term financial sustainability.

Syed Saiful also provides valuable perspectives on risk management, internal controls and financial resilience, helping the Board to assess risks and business continuity considerations. His contributions ensure that discussions remain analytically driven, balanced and aligned with the Company's broader strategic direction. His continued presence on the Board will further strengthen its financial oversight capabilities and reinforce prudent governance in guiding the Company's long-term growth and stability.

### **3. Re-appointment of Ernst & Young PLT (Firm No. 202006000003 (LLP0022760-LCA) & AF 0039), as Auditors of the Company ("Ernst & Young PLT")**

The Board had on its meeting held on 25 February 2026 approved the recommendation by the Audit and Risk Committee to re-appoint Ernst & Young PLT. The Board and the Audit and Risk Committee collectively agreed that Ernst & Young PLT has met the relevant criteria prescribed by Paragraph 15.21 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

### **Explanatory Notes on Special Business:**

#### **4. Non-Executive Directors' Fees and Benefits**

Section 230(1) of the Companies Act 2016 provides that fees of directors and any benefits payable to the directors including any compensation for loss of employment of a director or former director of a public company or of a listed company and its subsidiaries shall be approved at a general meeting.

In determining the estimated Directors' fees and benefits totalling to RM1,460,000.00, the Board has taken into account various factors, including the number of scheduled and ad hoc meetings of the Board and Board Committees.

The remuneration payable in respect of the Independent Non-Executive Directors' fees is categorised as below:

|                                                                                                                                                              | CHAIRMAN<br>(RM) | MEMBER<br>(RM) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------|
| <b>BOARD</b>                                                                                                                                                 | 360,000.00       | 150,000.00     |
| <b>AUDIT AND RISK COMMITTEE</b>                                                                                                                              | 70,000.00        | 35,000.00      |
| <b>GOVERNANCE, NOMINATION AND COMPENSATION COMMITTEE</b>                                                                                                     | 50,000.00        | 30,000.00      |
| <b>BENEFITS</b><br>(Meeting allowance of RM2,000 per meeting; and other claimable benefits incurred in the course of carrying out their duties as Directors) | 250,000.00       |                |

In the event the proposed amount is insufficient (e.g. due to more meetings or appointment of additional Directors), approval will be sought at the next AGM for the shortfall.

#### **5. Recurrent Related Party Transactions**

The proposed Ordinary Resolution 6 is to seek renewal of the Shareholders' mandate to allow the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature. For further information, please refer to the Circular to Shareholders dated 30 March 2026 accompanying the Company's Annual Report for the financial year ended 31 December 2025.

The Annual Report 2025 and other accompanying documents are available online at <https://www.nestle.com.my/investors/shareholders-meeting> and will be sent by electronic mail to Shareholders who have maintained their e-mail addresses in the Record of Depositors with Bursa Malaysia Depository Sdn. Bhd.



# Proxy Form

I/We \_\_\_\_\_  
NRIC/Passport/Registration No. \_\_\_\_\_  
of \_\_\_\_\_

being a member of Nestlé (Malaysia) Berhad, hereby appoint the person(s) below as my/our proxy to vote for \*me/us on \*my/our behalf at the **42<sup>nd</sup> Annual General Meeting** of the Company to be held at the **Grand Ballroom, M World Hotel, No. 1, Persiaran Bandar Utama, Bandar Utama, 47800 Petaling Jaya, Selangor Darul Ehsan, Malaysia** on **Wednesday, 29 April 2026** at **10.00 a.m.** and at any adjournment thereof.

\* Delete if not applicable

| Option <sup>#</sup>      | Name of Proxy(ies)                                                     | MyKAD/<br>Registration No. | Email Address/<br>Tel No. | Proportion of<br>shareholding<br>to be represented |
|--------------------------|------------------------------------------------------------------------|----------------------------|---------------------------|----------------------------------------------------|
| <input type="checkbox"/> | Chairman of Meeting                                                    |                            |                           | %                                                  |
| <input type="checkbox"/> | Appoint ONE proxy only (Please complete details of proxy below)        |                            |                           | %                                                  |
| <input type="checkbox"/> | Appoint MORE THAN ONE proxy (Please complete details of proxies below) |                            |                           |                                                    |
| Proxy 1                  |                                                                        |                            |                           | %                                                  |
| Proxy 2                  |                                                                        |                            |                           | %                                                  |

<sup>#</sup> Please tick (✓) ONE box only.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2026  
Witnessed by : \_\_\_\_\_

Signature : \_\_\_\_\_  
Address/ : \_\_\_\_\_  
Contact No. : \_\_\_\_\_

Company Stamp : \_\_\_\_\_  
Occupation : \_\_\_\_\_

## Nestlé (Malaysia) Berhad

Registration No.: 198301015532 (110925-W) (Incorporated in Malaysia)

|                    |  |
|--------------------|--|
| No. of shares held |  |
| CDS Account No.    |  |

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.

| Resolution No. | Resolutions                                                                                                                                                             | For | Against |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|---------|
| 1.             | To re-elect Dato’ Hamidah Naziadin as a Director of the Company.                                                                                                        |     |         |
| 2.             | To re-elect Syed Saiful Islam as a Director of the Company.                                                                                                             |     |         |
| 3.             | To re-appoint Ernst & Young PLT (Firm No. 202006000003 (LLP0022760-LCA) & AF 0039) as Auditors of the Company and to authorise the Directors to fix their remuneration. |     |         |
| 4.             | To approve the payment of Non-Executive Directors’ fees of RM1,210,000 for the financial year ended 31 December 2025.                                                   |     |         |
| 5.             | To approve the payment of Non-Executive Directors’ benefits of RM250,000 for the financial period from 1 July 2026 to 30 June 2027.                                     |     |         |
| 6.             | Proposed Renewal of Shareholders’ Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with Related Parties.                                 |     |         |

\_\_\_\_\_  
Signature of Shareholder or Common Seal

**Notes:**

**Appointment of Proxy**

- (i) A member of the Company entitled to participate in the meeting is entitled to appoint a proxy to participate on his/her behalf. A proxy may, but need not be, a member of the Company.

Where a member appoints two proxies, the proportion of holding(s) to be represented by each proxy must be specified in the instrument appointing the proxies, otherwise the appointment shall be invalid.

- (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 Security Industry (Central Depositories) Act 1991 (the Act), it may appoint not more than two 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 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. An exempt authorised nominee refers to an authorised nominee defined under the Act which is exempted from compliance with the provisions of Section 25A(1) of the Act.

Where an authorised nominee appoints two proxies, or where an exempt authorised nominee appoints two 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 one Securities Account must submit a separate instrument of proxy for each securities account.
- (v) For the purpose of determining who shall be entitled to participate in this AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, a **Record of Depositors as at Tuesday, 21 April 2026**. Only a depositor whose name appears on this Record of Depositors shall be entitled to participate in this AGM or appoint a proxy to attend, speak and vote (collectively "participate") on his/her behalf.
- (vi) 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 office of the Share Registrar of the Company, Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or the proxy form can be electronically lodged with the Share Registrar of the Company via Vistra Share Registry and IPO (MY) portal ("the Portal") at <https://srmy.vistra.com>. All proxy forms submitted must be received by the Share Registrar of the Company not less than 48 hours before the time appointed for the holding of the meeting (i.e. Monday, 27 April 2026 at 10.00 a.m.) or any adjourned meeting thereof. In default, the instrument of proxy shall not be treated as valid.

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**THE SHARE REGISTRAR**

**TRICOR INVESTOR & ISSUING HOUSE SERVICES SDN. BHD.**

Registration No.: 197101000970 (11324-H)

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Publication Date  
**30 March 2026**