

**NESTLÉ S.A.**  
Avenue Nestlé 55  
CH-1800 Vevey  
Switzerland

**Table of Contents**

	<b><u>Page</u></b>
<b>I.</b> Business Organization .....	2
<b>II.</b> Senior Management .....	13
<b>III.</b> Facilities and Employees .....	15
<b>IV.</b> Product Portfolio and Recent Launches .....	18
<b>V.</b> Marketing Tactics .....	36
<b>VI.</b> Sales and Profit Growth .....	39
<b>VII.</b> Research and Development .....	51
<b>VIII.</b> Collaborative Arrangements .....	55
<b>IX.</b> Strategic Direction .....	61

**List of Tables**

**Table 1:** Nestle Sales by Business Area

**Table 2:** Nestle Sales and Operating Profit Growth

**Table 3:** Nestle Sales by Geographic Region/Country

**Table 4:** Nestle Food and Beverage Sales by Product Group

**Table 5:** Nestle Food and Beverage Operating Profit and  
Margins by Product Group

**Table 6:** Nestle Powdered and Liquid Beverage Sales by Product Line

**Table 7:** Nestle Milk and Ice Cream Sales by Product Line

**Table 8:** Nestle Prepared Dishes and Cooking Aids Sales by Product Line

**Table 9:** Nestle Confectionery Sales by Product Line

**Table 10:** Nestle Food and Beverage Sales Growth by Product Line

**Table 11:** Nestle Food and Beverage Sales Growth by Geographic Region and Product Group