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Documentation provided

Please include only recent documentation which has not previously been sent to SAM Research.

1. 2005 Community support
2. 2006 Consolidated Nestlé Environmental Performance Indicators
3. 2007 Financial Statements
4. 2007 Financial Statements
5. 60-40 Plus for questions on NHW
6. Africa Nestle
7. Announcement of Corporate Wellness Unit
8. Articles of Association
9. Australian Corporate Equity Study Example
10. Best Practices in Care Center Reporting
11. Board of Directors - Board Regulations
12. Brand Health Tracking Dashboard
13. Brand Health Tracking Guidelines
14. Branded Active Benefits for questions on NHW
15. Business Principles Nestle
16. CG Report Nestle
17. Case studies Environment
18. Chocolate that melts in... your garden
19. Code of Business Conduct
20. Comment Question 28 SAM - Brand Management
21. Comment Question 36 SAM - Health and Nutrition
22. Comments document for questions 36
23. Comments document for questions 37
24. Comments document for questions 38
25. Comments document for questions 39
26. Commitment to Nutrition, Health and Wellness
27. Community Nestle
28. Compliance with Nestlé Corporate Business Principles
29. Consumer communication principles

30. [Contact Handling Best Practices Guidelines](#)
31. [Corporate Business Principles](#)
32. [Corporate Business Principles](#)
33. [Corporate Governance Report 2006](#)
34. [Corporate Governance and Compliance at Nestlé](#)
35. [Corporate Governance report 2006](#)
36. [Corporate Governance report 2007](#)
37. [Corporate Management Development & Sourcing](#)
38. [Creating Shared Value](#)
39. [Creating shared value: Sustainable agriculture](#)
40. [Definition BAB overview](#)
41. [Document explaining our Packaging "Compass"](#)
42. [ERM Update - Status June 2007](#)
43. [ERM02 - Risk and Opportunity Assessment Best Practice](#)
44. [Ends article on Nestlé bioplastic packaging](#)
45. [Enterprise Risk Management Principles \(DRAFT\)](#)
46. [Enterprise Risk Management \(updated version 2007\)](#)
47. [Enterprise Risk Management Process \(supporting documents\)](#)
48. [Environment Report 2000 Nestle](#)
49. [Every day counts](#)
50. [Faces of coffee](#)
51. [Factsheet 60/40+](#)
52. [Factsheet Nutrition Foundation](#)
53. [Factsheet Nutrition Health Wellness Values & Principles](#)
54. [Factsheet Nutritional Compass](#)
55. [Financial statement 2004 Nestle](#)
56. [Financial statements 2006](#)
57. [Food and Nutrition Communication](#)
58. [Food and Nutrition Communication](#)
59. [Food and Nutrition Communication](#)
60. [Food and Nutrition Communication](#)
61. [Food and Nutrition Communication](#)

62. Food and Nutrition Communications
63. Food and Nutrition communication
64. Food safety
65. GDA Guideline
66. Health and Safety Nestle
67. Implementing GDAs for questions on NHW
68. Independant Assurance Statement
69. Independent assurance statement of 2006 Environment KPIs
70. Independent assurance statement of 2007 Environment KPIs
71. Investors Seminar 2007
72. Lehman Brothers Research on SRI Forum 2004
73. Management Report 2007
74. Management report 2006
75. Marketing policies
76. Munch Bunch Squashums
77. Munch Bunch Squashums
78. Nestlé Corporate Equity Monitor
79. Nestlé Group Audit: Creating shared value through Compliance with Nestlé Corporate Business Principles
80. Nestlé Human Resources Policy
81. Nestlé Human Ressource Policy
82. Nestlé Investor Seminar 2006
83. Nestlé Leadership Framework
84. Nestlé Management & Leadership Principles
85. Nestlé Nutrition
86. Nestlé Nutrition - Enhancing the Quality of Life
87. Nestlé Nutrition Institute
88. Nestlé Nutritional Compass Guideline
89. Nestlé Policy on Environment
90. Nestlé Policy on Health and Safety at work
91. Nestlé Research The Engine for Nutrition, Health and Wellness
92. Nestlé and Water: Sustainability, Protection, Stewardship

93. [Nestlé and coffee](#)
94. [Nestlé and the community](#)
95. [Nestlé brands](#)
96. [Nestlé commitment to Africa](#)
97. [Nestlé concept of corporate social responsibility LatAm](#)
98. [Nestlé european policy on biotech crops](#)
99. [Nestlé foundation](#)
100. [Nestlé gene technology policy](#)
101. [Nestlé gene technology policy](#)
102. [Nestlé leadership framework](#)
103. [Nestlé on the move](#)
104. [Nestlé on the move - to flat and flexible organisations](#)
105. [Nestlé, seit 61 Jahren in Kolumbien](#)
106. [Nestlé, the community and the United Nations Millenium Development Goals](#)
107. [Note on Marketing communication to children](#)
108. [Nutrition Compass for questions on NHW](#)
109. [Nutrition Council, for questions on NHW](#)
110. [Nutrition policies & Wellness](#)
111. [Nutrition, Health and Wellness in Food & Beverages part 2](#)
112. [Nutrition, Health and Wellness in Food and Beverage](#)
113. [PPP presentation](#)
114. [Packaging Examples 2008](#)
115. [People Development Review Nestle](#)
116. [Perrier bottle: recoup Plastic Packaging Recycling Guide](#)
117. [Plantic Award](#)
118. [Policy on level of Sodium salt in Food products](#)
119. [Policy on level of Trans Fatty acids in Food products](#)
120. [Presentation "Corporate Human Ressources"](#)
121. [Presentation "Enterprise Risk Management"](#)
122. [Presentation "Zone AOA"](#)
123. [Presentations & webcast of the Shared value creation day May 29th 2007](#)
124. [Progress and Development Guide](#)

125. Purchasing Principles Nestle
126. Q.33 references 1-6
127. Q.34 reference 7a
128. Q.34 reference 8
129. Q.34 references 7
130. Q.35 reference 9-10
131. Quality policy Nestle
132. Reference on the Nutrition Council
133. Salt Policy, for questions on NHW
134. Source Reduction Carton Board
135. Source Reduction Corrugated Board
136. Source Reduction Flexible
137. Source Reduction Metal
138. Sugar Policy, for questions on NHW
139. Supplier Assesement
140. Sustainability Report Nestle
141. Sustainable operations
142. The Bali Communiqué on Climate Change
143. The Nestlé Commitments on Water
144. The Nestlé Creating Shared Value Report
145. The Nestlé Policy on the Environment
146. The Nestlé Supplier Code
147. The Nestlé concept of corporate social responsibility
148. The Nestlé water management report
149. The world of Nestlé
150. Trnas Fatty Acid Policy, for questions on NHW
151. UK Corporate Equity Study
152. UN Global Compact CEO Water Mandate
153. Water Nestle
154. Webcast to the Annual investor seminar on Nutrition, Health and Wellness, June 2007
155. Wellness in Action for Care Centers
156. policy on Level of Sugar in Food products

157. policy on level of Sodium Salt in Food products

Economic Dimension

Corporate Governance

1. Please indicate in the following table the number of executive, non-executive directors on the board of directors/supervisory board of your company. Please find additional explanation concerning one-tier, two-tier system in the information button.

ONE-TIER SYSTEM

For companies with board of directors

	Number of members
Executive directors	1
Non-executive directors (excl. independent directors)	13
Independent directors	13
Total board size	14

TWO-TIER SYSTEM

For companies with supervisory board

		Number of members
SUPERVISORY BOARD	Non-executive directors (excl. independent directors)	
	Independent directors	
	Employee representatives (if not applicable, please leave the field empty)	
MANAGEMENT BOARD/ EXECUTIVE MANAGEMENT	Senior executives	
	TOTAL SIZE OF BOTH BOARDS	

- Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

References:

Board of Directors - Board Regulations
Corporate Governance and Compliance at Nestlé
Corporate Governance report 2007

2. Is the board of directors/supervisory board headed by a non-executive and independent chairman and/or an independent lead director?

Yes, chairman is non-executive and independent.

Please specify since when this approach was adopted: _____ year

Yes, role of CEO and chairman is split and former CEO/chairman is now chairman.

- Yes, role of CEO and chairman is split and former CEO/chairman is now chairman, but independent lead director is appointed. Please indicate name: _____

No, role of chairman and CEO is joint.

But independent lead director is appointed. Please indicate name: _____

- No, role of chairman and CEO is joint or chairman is an executive director.
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

<http://www.nestle.com/AllAbout/Governance/NestleManagement/BoardDirectors.htm> Peter Brabeck-Letmathe is now Chairman and Paul Bulcke is CEO. However, there is no statutory article in our Articles of Association which forbids Nestlé from combining the positions of Chairman and CEO. The Nestlé Board of Directors also has two Vice Chairman in the persons of Andreas Koopmann and Rolf Hänggi

References:

Business Principles Nestle
Corporate Governance and Compliance at Nestlé
Corporate Governance report 2007

3. Please indicate in the table below the functions, and associated committee names, for which the board of directors / supervisory board explicitly assumes formal responsibility.

Function	Responsibilities	Name of committee
Strategy	<input checked="" type="checkbox"/> Formal Board Responsibility	
Audit, accounting, risk management	<input checked="" type="checkbox"/> Formal Board Responsibility <input checked="" type="checkbox"/> All members are non-executives	Audit Committee, Finance Committee
Selection and nomination of board members and top management	<input checked="" type="checkbox"/> Formal Board Responsibility <input type="checkbox"/> All members are non-executives	Chairman's and Corporate Governance Committee, Compensation and Nomination Committee
Remuneration of board members and top management	<input checked="" type="checkbox"/> Formal Board Responsibility <input checked="" type="checkbox"/> All members are non-executives	Compensation and Nomination Committee
Corporate social responsibility, corporate citizenship, sustainable development	<input checked="" type="checkbox"/> Formal Board Responsibility	

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:**References:**

CG Report Nestle, page 10-11
Corporate Governance report 2006, page 9-11

4. Please indicate if the board of directors/supervisory board has issued a formal corporate governance policy and if it's publicly available and covers the following aspects:

- Yes, formal corporate governance statement:
 - Documented in: Written Corporate Governance Principles since year 2000. Annual Corporate Governance Report since year 2002. Last report: Corporate Governance report 2007: <http://www.nestle.com/AllAbout/Governance/Governance.htm> and/or website: _____
 - Statement of compliance of the formal policy with current legislation
 - Remuneration framework and performance evaluation of the members of board of directors/supervisory board, CEO and senior executives
 - Independency statement of board of directors/supervisory board
 - Attendance of board of directors/supervisory board meetings disclosed
 - Biographies, CVs of board of directors/supervisory board disclosed
 - Other mandates of board of directors/supervisory board members disclosed

- No formal corporate governance policy
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

See references for CG report 2007.

References:

Board of Directors - Board Regulations
CG Report Nestle
Corporate Governance report 2006
Compliance with Nestlé Corporate Business Principles
Corporate Governance and Compliance at Nestlé
Corporate Governance report 2007

5. How many women are members on your company's board of directors/supervisory board?

- 2
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

<http://www.nestle.com/Resource.axd?Id=F57C070C-248F-4A91-BFE3-F0144249FACD>

References:

Corporate Governance report 2007

6. How does your company ensure the effectiveness of your board of directors/supervisory board and the alignment with the (long-term) interests of shareholders?

	Indicators/measures
Stock ownership (value at the end of last business / fiscal year)	<input checked="" type="checkbox"/> Non-executive directors are required to buy shares <input checked="" type="checkbox"/> Non-executive directors' individual average stock ownership worth USD:214'176 shares (as published in the 2007 CG-Report)
Number of meetings attended in percentage last business/fiscal year	<input checked="" type="checkbox"/> All members attended in excess of 92%% of meetings of board of directors/supervisory board <input type="checkbox"/> Minimum of attendance for all members required, at least%
Number of other mandates of the board of directors/ supervisory board members	<input checked="" type="checkbox"/> Number of directors with 4 or less other mandates:13 <input type="checkbox"/> Number of other mandates for all directors restricted to:
Performance assessment of board of directors/ supervisory board members	<input checked="" type="checkbox"/> Regular self-assessment of board performance, please specify or provide supporting documents: Internal documentation only. Procedure disclosed in detail in the publically available Board of Directors Regulations (page 7), available on the Nestlé Internet: http://www.nestle.com/AllAbout/Go... <input checked="" type="checkbox"/> Regular independent assessment of board performance, please specify or provide supporting documents: Internal documentation only.

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Clear information on compensation is stipulated in the Corporate Governance Report 2007 pp 22 / 30 For legal reasons, assesment documents cannot be made available.

References:

Articles of Association

7. Please indicate if your company has adopted any entrenchment provisions at the board of directors / supervisory board level:

<input checked="" type="checkbox"/> Entrenchment Provision	
Staggered (or classified) board:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Limits to amend by-laws: supermajority required	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Limits to amend charter: supermajority required	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Supermajority requirements for mergers:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Golden parachutes:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Poison pill (i.e. shareholder rights plans):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

- Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

See Nestle Articles of Association

References:

Articles of Association

8. Please indicate in the table audit, audit related and non-audit related fees (e.g. for management consulting) paid to your company's auditing firm at corporate level in the last fiscal year. Please attach/provide supporting documents or indicate website: Published in the Annual Nestlé Corporate Governance Report 2007 (Chapter 8) See 8.2 and 8.3 on page 23
<http://www.nestle.com/AllAbout/Governance/Governance.htm>

Answer:

Fees for fiscal year:2007	Amount in local currency:CHF	Comment
Audit fees	56 mio.	of which KPMG, in their capacity of group auditors receive CHF 53 mio
Audit-related fees	17 mio.	of which KPMG received CHF 6 mio.
Non-audit related fees (excluding tax services)		
Tax services		
Other fees paid		

- Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

The Nestlé Group and KPMG have agreed on clear guidelines as to professional services which it is appropriate for KPMG to provide. These services include due diligence on mergers, acquisitions and disposals and tax and business risk assurance. These guidelines ensure KPMG's independence in their capacity as auditors to the Nestlé Group (..) KPMG monitors its independence throughout the year and confirms its independence to the Audit Committee annually

(see Nestlé Corporate Governance Report 2007, Chapter 8.4.).

References:

CG Report Nestle, page 22
Corporate Governance report 2007

9. Please indicate whether your company books the current value of its employee stock option programs as expenses:

- Yes, stated in financial report/statement or similar. Please attach document or indicate website: Yes. Share -based payment costs are recognised according to IFRS2 2007 Financial Statements page 47
- To be booked as expenses by year _____
- No, but current value of stock options disclosed in financial report/statement. Please attach document or indicate website: _____
- Stock option programs to be abandoned by year _____
- No, not booked as expenses
- No stock option program
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

References:

Financial statement 2004 Nestle, page 20
2007 Financial Statements
2007 Financial Statements

10. Does your company communicate the remuneration/compensation of your board of directors/supervisory board members and other highest paid senior directors/executives (e.g. CEO) externally? Please attach references.

- Yes, on individual level of each board member and CEO and additional highest paid senior executives.
- Yes, on individual level of each board member and CEO
- Yes, on an aggregated level for non-executive directors AND on aggregated level for executives directors
- Yes, on aggregated level of board/supervisory board
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Published in the Corporate Governance Report 2007 See Compensation Report, pages 22 - 30

References:

Corporate Governance report 2007, page 22

11. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.

Please press "save+next" to proceed to the next question.

Comment:

Risk & Crisis Management

12. Please indicate the name, position and reporting line of your chief risk officer or person responsible for this

function at the group level.

Name: Schädeli Markus Position: Head of Risk Management Number of levels from the Board of Directors/executive board: 2 Reporting line: CFO

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

13. Does your company use a uniform groupwide risk analysis framework, i.e. risk assessment, risk management, risk communication/reporting? - Please provide comments & supporting documents.

Yes: Group Risk Management has established an uniform groupwide risk analysis framework, which is used to identify & quantify risks & opportunities in a consistent way within the company. The methodology is used to assess businesses, markets, and/or operations / processes / projects and can be customized depending on the specific needs / requirements. A presentation of the risk management system has been provided in 2006 and an updated presentation is enclosed as reference. Enterprise Risk Management Principles have also been updated and shall be approved by the Executive Board in June 2008. This approved document will be available in July 2008.

No:

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

References:

Presentation "Enterprise Risk Management"

ERM Update - Status June 2007

ERM02 - Risk and Opportunity Assessment Best Practice

14. Which of the following factors does your company systematically include in defining corporate risk? Please provide supporting documents.

Probability (How likely is it that some risky event will actually occur?)

Magnitude

Time horizon (How long will the company be exposed to the risk?)

Correlation (How are the risks in the businesses related to each other?)

Others, please specify: We have implemented a systematic approach to Enterprise Risk Management group wide. (ERM vision, please see comment)

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

Our Enterprise Risk Management (ERM) vision as defined in May 2008: Risk & Opportunity Management will foster sound decision making throughout all businesses by facilitating and implementing an efficient, transparent and integrated process that enables Nestlé Management to anticipate risks and opportunities. ERM is a structured process to identify and quantify risks and its possible impacts. It provides a decision support tool embedded in the management process. ERM is a self-assessment process with a multi-functional team approach. It is integrated in the business and is owned by the line management. Risk Management advisors act as facilitator. This approach allows to raise awareness, provides a full risk overview, proactively manages emerging issues, etc.

References:

ERM Update - Status June 2007

ERM02 - Risk and Opportunity Assessment Best Practice

Enterprise Risk Management Process (supporting documents)

Enterprise Risk Management Principles (DRAFT)

15. Does your company use risk maps (or other tools) in order to rank your risk exposures on a two-dimensional scale (probability and magnitude)?

- Yes. Please attach supporting documents.
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

As described we have our own developed risk mapping tool. We are currently migrating these existing risk maps / data on a corporate web based single repository which will allow us to consolidate all our data on a world wide basis.

References:

Presentation "Enterprise Risk Management"
Enterprise Risk Management Process (supporting documents)
ERM Update - Status June 2007

16. Does your company perform sensitivity analysis and stress testing on a group level?

- Yes. Please attach supporting documents or indicate the website:_____
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

As mentioned risk assessments are done by line management on local levels, the results are then consolidated on group level. Progress is reported globally. In specific areas such as Treasury and/or or other Financial risk management activities (Pension Fund, Commodities), stress testing is performed on a regular basis.

References:

ERM Update - Status June 2007
ERM02 - Risk and Opportunity Assessment Best Practice

17. As part of your corporate risk response strategy which risks does your company retain, which are transferred, and which risks are avoided? You only have to give examples, but please attach supporting documents or indicate website:_____

- Risks retained (risk exposure is accepted without further mitigation):Examples for: External (political, social, economical), Regulatory, etc.
- Risks transferred (risk exposure will be transferred to others, perhaps through insurance policy or through outsourcing):Property (fire, natural hazards), Liability, Motor Fleet, Workers Compensation risks are transferred to own re-insurance captive; Only excess insurance coverage is then transferred to third party insurance.
- Risks reduced (likelihood or consequences are reduced):_____
- Risks avoided (risk exposure will be eliminated entirely, e.g. through ceasing a business):Examples of risk mitigation / avoidance: Manufacturing (capacity, availability), Quality (preference, food safety), Environmental (emissions), Safety (potential for), Security (exposures), Sales (competitors, customers), Marketing (promotions), Finance (foreign exchange, credit), Purchasing (commodities), Supply Chain (capacity, availability), Project risks (delays, additional costs), etc.
- Others, please specify:

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

References:

ERM Update - Status June 2007
ERM02 - Risk and Opportunity Assessment Best Practice

18. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.
Please press "save+next" to proceed to the next question.

Comment:

Codes of Conduct/Compliance/Corruption&Bribery

19. Please indicate for which areas corporate codes of conduct have been defined at a group level (including subsidiaries). Please attach references.

Documented in: Employee contracts of employment Nestlé Corporate Business Principles Nestlé Code of Business Conduct Nestlé Management and Leadership Principles Nestlé HR Policy The Nestlé Policy on the Environment Nestlé Environment Progress Report Nestlé Policy on Health and Safety at Work The Nestlé Supplier Code Corporate Guidelines for Contributions (part of Nestlé Corporate Business Principles) Nestlé Information Policy We have an internal system that allows employees to "whistleblow" in cases of non-compliance with codes of conduct or regulations. This is stated in the Code of Business Conduct in Section 14

- Corruption and bribery
- Discrimination
- Confidentiality of information
- Money-laundering and/or insider trading/dealing
- Security of staff, business partners, customers
- Environment, health and safety
- Whistleblowing
- No group-wide code of conduct
- Group-wide code of conduct to be implemented within the next _____ months
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

The Corporate Business Principles and the Nestlé Management and Leadership Principles serve as the Company's Code of Conduct.

References:

Corporate Business Principles
Corporate Governance report 2006
Environment Report 2000 Nestle
Nestlé Human Resources Policy
Corporate Business Principles
Nestlé Management & Leadership Principles
The Nestlé Policy on the Environment
Health and Safety Nestle
Purchasing Principles Nestle
Compliance with Nestlé Corporate Business Principles
Corporate Governance and Compliance at Nestlé
Nestlé Group Audit: Creating shared value through Compliance with Nestlé Corporate Business Principles
The Nestlé Supplier Code
Code of Business Conduct

20. What mechanisms are in place to assure effective implementation of your company's codes of conduct

(e.g. compliance system)?

- Responsibilities, accountabilities and reporting lines are systemically defined in all divisions and group companies
- Dedicated help desks
- Codes of conduct linked to employee remuneration
- Employee performance appraisal systems integrates compliance/codes of conduct
- Disciplinary actions in case of breach, i.e. zero tolerance policy
- Compliance system is certified/audited/verified by third party, please specify: We have several compliance control tools in place. Nestlé Group Audit (see presentation inreference), KPMG (see p.21 of our Nestlé Corporate Business Principles) As part of the Nestlé Environmental Management System (NEMS), internal audits are conducted to assess compliance with legal and internal environmental requirements. Specific environmental surveys are conducted from our international head-office on a periodical basis to identify possible gaps, existing or foreseen, and close or prevent them. Besides, a procedure is in place to report systematically cases of non-compliance to national and international head-offices together with related corrective action plan. In addition, plants may be ISO14001 certified by 3rd party. The same exists for health and safety at work as part of the Nestlé Occupational Safety and Health managemnet system and for food safety and quality as part of the Nestlé Quality System. Plants may be OSHAS 18001 and ISO 9000 certified by 3rd party. Finally, CARE, a group-wide audit initiative launched in 2005, aims through independant external auditors at verifying that our operations comply with local legislation and with Nestlé Corporate Business Principles in the areas of Health & Safety, Labor standards, Business Integrity and Environment.
- No such systems/policies in place
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

The effective implementation of codes of conduct is also ensured through regular internal audits. Besides, new employees are requested to familiarise themselves with our Corporate Business Principles (the document has been translated into over 40 languages). Dedicated helpdesks are not available in all Nestlé markets and where they are available they are issue specific. However, each Market and each Plant has a Market / Plant Environmental Officer who organises training sessions to all employees about our environmental commitment and related actions. The same applies for health and safety at work and food quality.

References:

Corporate Governance and Compliance at Nestlé
Compliance with Nestlé Corporate Business Principles
Nestlé Group Audit: Creating shared value through Compliance with Nestlé Corporate Business Principles
Code of Business Conduct

21. Please indicate which of the following aspects are covered by your anti-corruption and bribery policy at a group level (including subsidiaries). Please refer also to the helptext in the information button. Please attach references.

- Bribes in any form, including kickbacks, on any portion of contract payments or soft dollar practices
- Direct or indirect political contributions
- Political contributions publicly disclosed. Please attach supporting documents and/or indicate web address:_____
- Charitable contributions and sponsorship
- Charitable contributions and sponsorship publicly disclosed. Please attach supporting documents and/or indicate web address:_____
- Group-wide anti-corruption & bribery policy to be implemented within the next_____ months
- No anti-corruption & bribery policy
- Not known

Not applicable. Please provide explanations in the comment box below.

Comment:

References:

Code of Business Conduct

22. Please indicate the percentage of coverage of your codes of conduct and anti-corruption and bribery policy relative to the total number of:

- Employees group-/worldwide: 100 %
- Contractors/Suppliers/Service providers: 100 %
- Subsidiaries: 100 %
- Joint ventures: 100 %

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

References:

Code of Business Conduct

The Nestlé Supplier Code

23. Does your company publicly report on breaches (e.g. number of breaches, cases etc) against your codes of conduct/ethics and anti-corruption and bribery policy? Please attach documents and/or web address.

Yes, please refer to the document(s) attached: _____

No

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

24. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.

Please press "save+next" to proceed to the next question.

Comment:

Customer Relationship Management

25. Does your company monitor and set quantitative targets to improve customer satisfaction and are targets and results communicated externally? Please attach documents.

Answer

	Unit	2004	2005	2006	2007	Quantitative target for 2007	Explanation of trend and performance against target
<input checked="" type="checkbox"/> Customer satisfaction	reference to CEM Australia has been moved						

	to Qn 28, as more relevant						
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- Results are communicated externally. Please attach documentation.
- Customer satisfaction is not monitored
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Please note that we distinguish between CUSTOMER : e.g. retailers, distributors ("B2B") and CONSUMER: individuals consuming our products ("B2C"). The relationship with both is of highest importance to us, but customers and consumers are different and therefore the relationships are managed in a different way. Common to the relationship of both is, however, that they are managed on local basis. Yes we do set quantitative targets and monitor KPIs on customer satisfaction (e.g. service level to customers, number of complaints by consumers, number of visits to brand websites, Nespresso club membership orders etc, but in a way, our sales number is the best way to measure customer and consumer satisfaction). The calculation of Customer Service levels is defined globally and tracked/reported locally. Markets set and communicate Customer Service levels with key customers. Our customer relationships are local therefore these reports are not consolidated globally. In markets where available we also participate in third party Customer Satisfaction surveys such as The Advantage Group and Cannondale. At the beginning of 2006 a Global reporting tool for following consumers feedback to Nestlé was implemented in our major markets, to ensure the Voice of the Consumer is heard beyond complaints' tracking and actioned at all levels of the company. The Best Practice Guidelines are attached. In addition, in 2006, consumer measurement of Nestlé's Corporate Equity was standardised and studies run from 2007 onwards in our top 20 markets (and all others running such market research) will use these attributes and measures. First Global results will become available in Q1 2008. Examples of previous local corporate tracking studies from Australia and the UK are attached. Customer satisfaction is key to our business strategy. There are clear and mandatory KPIs measuring customer satisfaction, which are followed-up on a monthly basis, comparing the actual achievement versus the set target. Benchmark studies are done to identify areas of further improvements of customer satisfaction. With the rollout of a common IS/IT platform as part of our GLOBE project, we will be better able to consolidate information and data on a company-wide basis and use it to leverage our scale where appropriate. We also commission market survey/research by 3rd parties on the qualitative and quantitative performance of our consumer services (speed of response, quality of service, time spent on each call, if consumer was happy with the way the call was handled etc.) These key performance indicators can be measured absolute as well as versus other companies. These documents/research are confidential and not readily available at head office level, but just to mention one example : In Japan we could see a positive impact on consumer loyalty and thus sales from our consumer service spending more time on average per call. We also have a very high number of contacts with satisfied customers expressing their positive experience with Nestlé products as well as their loyalty. For example in Brazil and Indonesia, Nestlé is used to receive "works of art" from consumers expressing their loyalty to Nestlé products (this document was sent to you during the 2004 assessment).

References:

Best Practices in Care Center Reporting
Contact Handling Best Practices Guidelines

26. What approaches does your company use for integrating customer feedback?

- ✓ ✓ Company-wide harmonized customer database, including marketing, order, fulfillment and customer service history
- ✓ Free 7 days/ 24 h feedback possibilities via internet, phone or mail (please indicate where to find):[have also referenced Best Practices in Care Center reporting and Contact Handling here](#)
- ✓ Integration of feedback into product/services development
- ✓ Customers' complaints feedback to compliance officers and/or risk managers and/or communication officers

- Independent person or department in charge of solving customer complaints such as customer advocate or corporate ombudsman, please indicate name:_____
- No such approaches
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

We use various channels (telephone, internet, postal addresses, mobile phones, tv etc.) to communicate with our consumers, but the intensity of the channels used varies from one market to another. The day to day management of the relationships remains in the markets, but is overseen and guidance given from the Center. Our consumer services people or relationship managers in the markets are empowered to deal with any complaints or feedback and they know well local cultures and values to communicate better with our consumers in the country concerned. Nevertheless, there is an escalation procedure in exceptional cases where things have to be resolved/coordinated on a company-wide/global basis. For BSB customers, customer information is consistently collected locally within our markets. Information is not consolidated globally as customers are handled locally. Since 2006, on all our product packaging, there is a new nutritional "compass" (example attached), which includes an invitation to contact Nestlé, by toll-free number, mail or web, for all enquiries, advice or complaints. An example of the Wellness in Action Guidelines are attached. This highlights the importance we place on consumer nutritional awareness and understanding, as well as in our desire to build their trust, satisfaction and loyalty. Our Consumer Services handles about 20 millions consumer contacts every year worldwide, and please note that only a small % of these contacts are complaints. Consumer loyalty is also created by various initiatives like the Maggi Kochstudio in Germany, provision of cooking advice through hotlines, recipes that can be printed on supermarket shelves, Nespresso's club system, etc. As mentioned in page 5 and 7 of our Nestlé Corporate Business Principles, Nestlé is a consumer-driven company and without our consumers, our Company would not exist. Therefore, it is very important for us to meet their needs and preferences and to maintain their trust in our company and products. Please also note our Nestlé Consumer Communication Policy (see references).

References:

Wellness in Action for Care Centers
 Contact Handling Best Practices Guidelines
 Best Practices in Care Center Reporting

27. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.

Please press "save+next" to proceed to the next question.

Comment:

Brand Management

28. In order to strategically manage your brand(s) does your company (please provide supporting documents):

- Answer:
- Conduct a 360 degree feedback process (including suppliers, customers, employees, etc) at least on a yearly basis
 - Integrate the received feedback into the company strategy
 - Have a clearly defined branding process
 - Link brand metrics to financial performance
 - Assign explicit centralized responsibility, with direct link to top management, for the tracking and analytics of the brand metrics
 - Benchmarking of brand/s with peer group

- Other, please specify: have added Corporate Equity Monitor Global report, CEM UK report, plus Brand Equity guidelines and dashboard
- None of the above pursued
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Please see reference for full comment on brand management.

References:

Nestlé brands
Nestlé Corporate Equity Monitor
Australian Corporate Equity Study Example
UK Corporate Equity Study
Brand Health Tracking Dashboard
Brand Health Tracking Guidelines
Comment Question 28 SAM - Brand Management

29. How does your company determine the return on brand asset/investments or brand value? Please provide supporting documents or indicate website: _____
- Cost-approach
 - Market approach, i.e. value estimated based on actual market transactions
 - Income approach, i.e. net present value of brand (NPV) of forecasted brand earnings, discounted by the brand discount rate
 - Return on brand investment, i.e. ROBI
 - Other method, please specify:

-
- No brand value calculation
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

Nestlé has a partnership agreement with ZenithOptimedia and GroupM on media planning and buying to maximize our investment, improve efficiency and enhance our communication effectiveness. In partnership with our media agencies Nestlé is utilizing two Marketing ROI tools to measure the effectiveness of our brand spending; Touchpoint and Connect. Nestlé are also in the process of finalizing a proprietary Marketing Investment Effectiveness tools together with McKinsey & Company. The approach ensure that Nestlé is consistent in applying investment fundamentals, such as clarifying the objectives of investments, finding and exploiting points of economic leverage, managing risk, and tracking returns. Such principles of investment management, applied to the marketing function, will create a coherent overview of Nestlé's entire marketing outlay at a time of splintering audiences and media. Following these principles also helps Nestlé marketers to make specific interventions at the points of economic leverage where returns on investment are highest, thereby mitigating the dilutive effect of a fragmenting environment. The "RCQ" approach and supporting tools build transparency by identifying (and including in marketing plans) all of the critical buckets of consumer communications spending, even if they are not in the marketing function's domain. It aligns spending on an "apples-to-apples" basis across brands and markets by adopting simple, universal metrics that distinguish between maintenance and growth investments and between investments in proven and experimental vehicles. RCQ isolates the most important drivers across brands and track the drivers' impact across segments and media channels. Nestlé is also continuously planning and measuring Trade Promotion Effectiveness (incremental revenue and profit on all trade promotions) through the GLOBE SAP system. All marketing investments are tracked and managed through Nestlé's GLOBE SAP system. 2008: have added Brand Equity guidelines and dashboard

References:

Brand Health Tracking Dashboard
Brand Health Tracking Guidelines

Strategy for Emerging Markets

30. Please indicate your company's percentage of revenues generated in emerging markets compared to total corporate revenues. Please attach your company's business development strategy for emerging markets.

✓ Answer:

Year	2004	2005	2006	2007	Target 2008	Explain trend and target 2008
Revenues	30%	30%	30%	35%	35-40%	There is no specific target on growth in "emerging countries"; the overall company growth target is split down into zones, countries and businesses. In general emerging markets show higher than aver...

- Company operates only on local or national level.
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Nestlé always has been present in developing markets, even during periods of political unrest. Therefore business in emerging markets represents approximately 30 to 35% of Nestlé's overall business, also acknowledging the higher growth rates in those countries. Please find as a reference a presentation on Nestlé's strategy on Popular Positioned Products. Please note that those figures are approximations and are not necessarily comparable between companies as there is no common definition of emerging countries. 2008 comment: Company's % of revenues generated in emerging markets 2004: 30% 2005: 30% 2006: 30-35% 2007: 35% Target 2008: 35-40%

References:

PPP presentation
Source Reduction Carton Board

31. Please indicate your company's target for the maximum percentage of expatriate employees working in emerging markets.

○ Answer

Category	Percent of expatriate employees
executives/top managers	%
middle/general managers	%
firstline supervisors	%
specialist groups	%

- ✓ Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Nestlé does not have a target for the maximum % of expatriate employees working in emerging

markets; we aim to transfer knowledge to the local people as soon and as fast as possible. The policy is to nominate locals. Expatriates are sent for the period we need to identify and train local managers. In Africa, e.g., only approximately 3% of our workforce is not originally from that continent (Creating Shared Value Report, p. 22). 42% of Local Management Committee members in developing countries are native to that developing country (Creating Shared Value Report, p. 24) From its inception, Nestlé developed its business internationally and became aware of the fact that food products have to be closely linked to local eating and social habits. That is why Nestlé from the very start has always shown respect for diverse cultures and traditions. Nestlé endeavours to integrate itself as much as possible into the cultures and traditions where it is present, adding also to the local environment its own set of values. Nestlé embraces cultural and social diversity and does not discriminate on the basis of origin, nationality, religion, race, gender or age. Furthermore, Nestlé believes that its activities can only be of long-term benefit to the Company if they are at the same time beneficial to the local community. In short, global thinking and strategies can best be expressed through local action and commitment. Apart from its commitment to safety and quality and its respect for diversity, Nestlé is committed to a number of cultural values. These values come partly from its Swiss roots and have been developed during its history. They are also evolving so as to support the permanent reshaping of the Company. Nestlé's policy supports the Company's desire to have skills available on an international basis and to develop employees by encouraging our staff to take overseas assignment. Nestlé does not have a global target of % of expatriates. Our policy is to develop local management into senior executive management. Expatriates are sent to markets for a limited period of time, in order to train and develop local management and to transmit/ life the Nestlé culture with its values. It has to be mentioned that expatriation is not a one-way process, as many employees from emerging markets also work in developed markets, sharing and acquiring different sets of skills in the process. Furthermore the level of maturity and preparedness of each emergent country and therefore the need for expatriat management is different. Therefore % of expatriation is not an indicator we measure on a regular basis.

References:

Nestlé Human Resources Policy
Nestlé Management & Leadership Principles
The Nestlé Creating Shared Value Report, page 22,24

32. How does your company ensure the transfer of knowledge, skills and technology from headquarters to its emerging markets operations? Please provide supporting documents.

Answer:

- Implementation of standardized information systems and technology; Implemented for ___ % revenues of total Emerging Market revenues.
- Implementation of shared processes including business excellence best-practices; Implemented for ___% revenues of total Emerging Market revenues.
- Implementation of data standards and data management; Implemented for ___ % revenues of total Emerging Market revenues.
- Headquarter responsibility for management skills training for local top & middle management level, please provide supporting documents.
- No systematic knowledge transfer approach in place
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

We do not separate between developed and emerging businesses. All Nestlé's principles, policies and systems are implemented in all its operations around the world. The GLOBE project is now largely implemented accross all Nestlé business operations and it is based on 3 pillars: data standardisation; implementation of best practices; implementation of a standard information system SAP. Mangement skills are provided by training on the job in the head office and/or by our international training Center Rive-Reine (<http://www.careers.nestle.com/html/life/training.asp?idleft=2>) Please also note that identified talent (worldwide) are followed on a global basis at HO level (see presentation on people development) and are prepared/ trained for leadership positions.

References:

People Development Review Nestle
Africa Nestle

Corporate Management Development & Sourcing

33. Does your company develop and produce Emerging Markets specific products that meet basic local needs? Please give examples and attach/provide supporting documents.

- Yes, applied for ___% of product lines compared to total product lines sold in emerging markets
- Yes, implemented on ad-hoc basis. But no figures available
- Not yet, but planned by year _____
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Yes, these Popularly Positioned Products (Creating Shared Value Report, p. 44; Management Report 2007, p. 2 & 42) amounted to CHF 5.5 bio. in 2007 and were growing at 25%. Nestle's strategy to grow #at the bottom of the pyramid# in emerging markets is about innovative concepts with relevant and appropriate products, meeting the needs of the lower level income groups in terms of nutrition requirements, pack sizes, price points, distribution and communication solutions. Over 300 initiatives have been undertaken in 2007 (doubled from 2006) at the local level to meet these needs of the emerging consumer, and for the past 15 years this opportunity has been addressed and supported on a global basis, combining local initiatives to reach economies of scale. To fast track knowledge sharing and adoption of successes a global workshop was conducted in October 2006 in the Philippines, which brought together all emerging markets. This workshop served as a platform to share experiences from around the Nestle world and to inspire further innovation. Product examples targeted specifically at emerging consumers include: - An affordable, nutritious growing-up milk launched in several countries, developed to bridge the gap of the biggest nutrient deficiencies of children in emerging markets. For example, Bearbrand Instant powder milk from the Philippines, enhanced with iron, vitamin A, iodine, vitamin C and zinc is sold at only 8 pesos per serving (sachet of 26gram , 0.17 US\$) and widely available in traditional neighborhood stores (see reference 1). - All family cereal porridge in various countries in Central and West Africa, For example Golden Morn in Nigeria which provides energy, protein, calcium and fibres and is sold at an affordable price (index of 80 versus main competitor, NASCO) (see reference 2). Golden Morn has also been introduced in Ghana and Ivory Coast and will be introduced in 3 other African markets later this year. - Nestum all family cereal from Malaysia, sold only in traditional outlets, fortified with vitamins and minerals in line with Malaysia's nutrition plan. Sold at less than 0.40US\$ per serving (see reference 3) An example of an initiative across all areas of the value chain can be found in Brazil, where a new factory in Feira de Santana is primarily dedicated to the manufacturing, packaging, and distribution of emerging market products, aimed at the 50 million consumers in the north east of Brazil (see press release, reference 4 and 5). This factory has created 2000 direct and indirect jobs in this economically-deprived region of Brazil. Apart from the development, manufacturing and marketing of products targeted to emerging markets, Nestle is also focusing attention to the promotion of good nutrition in deprived areas in these markets. Nutromovil, a mobile nutrition unit in Peru visits consumers near their home giving advice on nutrition and diet. Similar concepts have been developed in various countries in Latin America, among which Peru, Chile, Venezuela, Colombia, Mexico and the Dominican Republic (see reference 6).

References:

PPP presentation
 Q.33 references 1-6
 Q.33 references 1-6
 Management Report 2007, page 2&42
 The Nestlé Creating Shared Value Report, page 44

34. At which organizational level does your company develop the pricing strategy for emerging markets products? Please attach/provide relevant documents on the pricing responsibility.

- Answer:
 - Corporate level
 - Regional level
 - Country level

- No explicit pricing strategy for emerging markets
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Nestle has developed a general policy regarding the opportunity in emerging markets, laid down in a set of guidelines addressing 3 levers: # acceptability # affordability # availability The 2nd guideline, affordability, addresses the pricing strategy of products in emerging markets: # The price point has to be entirely driven by consumer value and consumer insights # Pricing of products targeted to the low income consumers should not only be relative to the price of other available food products, but each product should be priced in relation to a household's total disposable cash and consumption priorities. The final local pricing decision is taken at Market Head level and is driven mainly by consumer and shopper insight. However, we believe that affordability must be made without compromise to quality and is only a first step towards designing products that meet the needs of emerging consumers. Examples include a 1RMB range of products in China, targeted at the low income segment of the population and the launch of a new MAGGI concept in Guatemala called SOPA PARA TODOS, a soup product specifically designed for large BOP families. Cost per portion is 40% less than the traditional range of soups.

References:

Q.34 references 7
Q.34 reference 7a
Q.34 reference 8

35. Does your company measure local purchasing power of low income consumers (<10 USD/day) to ensure affordability of your products? Please provide documents which support your answers.
- Yes, applied for 100% of Emerging Market countries compared to total number of Emerging Markets countries where company is present
 - Yes, implemented on ad-hoc basis but not systematically
 - Not yet, but planned by year _____
 - No
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

Nestle uses several sources of information regarding purchasing power of the local market. Every market has access to the income-population distribution by country and other relevant data made available through the Nestle intranet (see reference 9 for an example). Additional local research is used to obtain insight in the purchasing power of the target group, low income consumers. This insight serves as the basis for developing of emerging markets specific products. Example: Pramila's household P&L and balance sheet in the Philippines provides insight into how household revenues and costs are embedded in 2 economies (see reference 10), thus providing insight into purchasing power of emerging consumers.

References:

Q.35 reference 9-10

Health & Nutrition

36. Please indicate your company's strategic approach to Health & Nutrition.
- Answer:
 - Policy statement on health & nutrition publicly available. Please attach the relevant document and/or indicate
website: <http://www.nestle.com/Resource.axd?Id=CA63136E-CAF5-484B-A97D-4543C6ACED65>
<http://www.nestle.com/Resource.axd?Id=F76BDCDB-F78C-432D-81BE-D56638952E1F>
<http://www.nestlenutrition.com/>

- ✓ Advisory panel on health & nutrition established. Please attach the relevant document and/or indicate
website:<http://www.nestle.com/Resource.axd?Id=F76BDCDB-F78C-432D-81BE-D56638952E1F>
<http://www.research.nestle.com/>
- ✓ R&D centers focused on health & nutrition established. Please attach the relevant document and/or indicate
website:<http://www.nestle.com/Resource.axd?Id=F76BDCDB-F78C-432D-81BE-D56638952E1F>
<http://www.research.nestle.com/>
- ✓ R&D health & nutrition focus area defined. Please attach the relevant document and/or indicate
website:<http://www.nestle.com/Resource.axd?Id=CA63136E-CAF5-484B-A97D-4543C6ACED65>
<http://www.nestle.com/Resource.axd?Id=F76BDCDB-F78C-432D-81BE-D56638952E1F>
<http://www.research.nestle.com/>
- ✓ Measurable "healthy nutrition" criteria defined for product innovations. Please attach the relevant document and/or indicate
website:<http://www.nestle.com/Resource.axd?Id=F76BDCDB-F78C-432D-81BE-D56638952E1F>
<http://www.nestlenutrition.com/>
- ✓ Measurable "healthy nutrition" criteria defined to measure nutritional progress of existing product portfolio. Please attach the relevant document and/or indicate
website:<http://www.nestle.com/Resource.axd?Id=CA63136E-CAF5-484B-A97D-4543C6ACED65>
<http://www.nestle.com/Resource.axd?Id=F76BDCDB-F78C-432D-81BE-D56638952E1F>
- No such approaches
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

see document "Comments on 36" in the references.

References:

Announcement of Corporate Wellness Unit
Nestlé Nutritional Compass Guideline
Factsheet 60/40+
Factsheet Nutrition Foundation
Factsheet Nutrition Health Wellness Values & Principles
Factsheet Nutritional Compass
Definition BAB overview
GDA Guideline
Comments document for questions 36
Policy on level of Sodium salt in Food products
Policy on level of Trans Fatty acids in Food products
policy on Level of Sugar in Food products
Investors Seminar 2007
Food and Nutrition Communication
Reference on the Nutrition Council

37. Please indicate the status of your company's health & nutrition product renovation/reformulation programme for EXISTING PRODUCT LINES based on your company's defined "healthy nutrition" criteria.
- ✓ Health & nutrition product reformulation programme IMPLEMENTATION: 14 (a value of CHF 15 Billion sales)% of existing products have been screened and reformulated by the end of calendar year 2006. Please attach the relevant documents and/or indicate
website:<http://www.nestle.com/Resource.axd?Id=F76BDCDB-F78C-432D-81BE-D56638952E1F>
 - Health & nutrition product reformulation programme in PLANNING PROCESS. Please attach the relevant documents and/or indicate
website:<http://www.nestle.com/Resource.axd?Id=CA63136E-CAF5-484B-A97D-4543C6ACED65>
<http://www.nestle.com/Resource.axd?Id=F76BDCDB-F78C-432D-81BE-D56638952E1F>
 - No such programme in place
 - Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

see document "Comments on 37" in the references.

References:

Investors Seminar 2007
Definition BAB overview
policy on Level of Sugar in Food products
Policy on level of Sodium salt in Food products
Policy on level of Trans Fatty acids in Food products
Comments document for questions 37
Factsheet 60/40+

38. Please indicate your company's health & nutrition PRODUCT INNOVATIONS (based on your company "healthy nutrition" criteria definition) as a % of total product innovations. Please attach the relevant documents and/or indicate website:_____

Answer:

Criteria	2004	2005	2006	2007	Target2008
Number of "Healthy Nutrition" product innovations according to your company's definition					
% of health & nutrition product innovations of total product innovations	%	%	%	%	%

No such product innovations

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

see document "Comments on 38" in the references.

References:

Comments document for questions 38

39. Please indicate your company's approach towards marketing SELF-regulation with regards to health & nutrition information facts on product labelling.

Use of EU CIAA Nutrition Labelling Scheme, implemented for 45% of total product lines

Company-specific health & nutrition labelling scheme. Implemented for 95% of total product lines. Please attach the relevant document and/or indicate

website: <http://www.nestle.com/Resource.axd?Id=F76BDCDB-F78C-432D-81BE-D56638952E1F>

<http://www.nestle.com/Resource.axd?Id=CA63136E-CAF5-484B-A97D-4543C6ACED65>

No corporate-wide self-regulation labelling approach in place

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

see document "Comments on 39" in the references.

References:

Comments document for questions 39
Note on Marketing communication to children

GDA Guideline
 Nestlé Nutritional Compass Guideline
 Factsheet Nutritional Compass
 Factsheet Nutrition Foundation
 Factsheet Nutrition Health Wellness Values & Principles

40. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.

Please press "save+next" to proceed to the next question.

Comment:

Environmental Dimension

Environmental Reporting

41. In this section we evaluate the content, context and coverage of the environmental reporting included in other reports or on your website (e.g. own publication, part of a sustainability/CSR report or of annual report). The evaluation will be filled in by the responsible analyst of your industry. Please press "save+next" to proceed to the next question.

Comment:

References:

Management report 2006
 Nestlé and Water: Sustainability, Protection, Stewardship
 Nestlé concept of corporate social responsibility LatAm
 Management Report 2007
 The Nestlé Creating Shared Value Report

Environmental Policy/Management System

42. Has your company adopted a corporate environmental policy? (whether stand alone or integrated into a broader policy statement). Please refer to the policy or indicate where it can be found on the web.

Yes, documented in: [The Nestlé Policy on the Environment, Nestlé Corporate Business Principles, www.environment.nestle.com](#)

- No
 Policy is in development and to be implemented within the next _____ months.
 Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

Following the early years of Nestlé's commitment to the environment, we published in 1991 our first global Nestlé Policy on the Environment. This Policy defined Nestlé's worldwide strategy on environmental issues and stated our long-standing commitment to environmentally sound business practices. The Nestlé Policy on the Environment was updated in 1999, confirming and strengthening our commitment. It reflects a world where preserving natural resources and minimising waste has become part of the day-to-day activities in Nestlé operations, as well as an integral element in achieving global competitiveness. The Nestlé Policy on the Environment is widely communicated - both internally and externally - to all interested parties. It helps, in a positive way, to influence others with whom Nestlé has relationships throughout the supply chain and beyond. The Nestlé Corporate Business Principles set out the basic rules that we follow to make sure that the highest standards of conduct are maintained. These were updated in 2004 and include all ten principles of the UN Secretary General's Global Compact for Business, regarding

labour standards, human rights and the environment. Nestlé also adheres to the International Chamber of Commerce (ICC) Business Charter for Sustainable Development. The company has implemented both public and internal environmental policies. Besides, we published the Nestlé Commitments on Water, at the 4th World Water Forum in Mexico in Feb. '06, which include the reduction of the amount of water used per kilo of food and beverage produced and taking care that water we discharge into the environment is clean, as well as the respect of local water resources, the promotion of water conservation among farmers and collaboration with others on water conservation and access. The Company also has signed the UN Global Compact CEO Water Mandate and the Bali Communiqué by The Prince of Wales Corporate Leaders Group on Climate Change in 2007.

References:

The Nestlé Commitments on Water
The Nestlé Policy on the Environment
The Bali Communiqué on Climate Change
UN Global Compact CEO Water Mandate

Please indicate whether your corporate environmental policy applies to: (Please refer to the policy or indicate where it can be found on the web)

Answer:

- Company's own operations
- Environmental impacts of products & services
- Suppliers & service providers (e.g. contractors)
- Other key business partners (e.g. non-managed operations, JV partners, etc.) please specify: JV partners
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

References:

Management Report 2007
Nestlé and Water: Sustainability, Protection, Stewardship
Nestlé concept of corporate social responsibility LatAm

43. Please indicate how your environmental management system is verified/audited/certified:

- ISO 14001, JIS Q 14001, EMAS certification by third party
- ISO 14001, JIS Q 14001, EMAS certification by internal personnel
- Other environmental system audits/verification by third party
- Other environmental system audits/verification by internal personnel
- not verified/audited/certified
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Implementation of our ISO 14001 compatible Nestle Environmental Management System (NEMS) is mandatory throughout Nestlé. 2007 marked the eleventh anniversary of the nestlé Environmental Management System (NEMS) which has served as a solid basis for continuously improving our environmental performance. We have further reinforced our leadership position by seeking independent certification of all our factories to the internationally recognised standards. Currently, 126 factories hold an ISO 14001 certificate. Nestlé has been committed to environmentally sound businesses practices throughout the world since its early days. The Nestlé Policy on the Environment defines our world-wide strategy on environmental issues in response to the environmental commitments made in the Nestlé Corporate Business principles. A key component of this strategy is the Nestle Environmental Management System (NEMS). The objective of NEMS are to: # ensure compliance with environmental legislation and Nestlé environmental requirements, # continuously improve the environmental performance of Nestlé, # enable certification of factories against ISO 14001 international standard, # contribute to sustainable development. NEMS is completely aligned with the requirements of the international standard ISO 14001:2004

#Environmental management system # Requirements with guidance for use#. Every Nestlé activity with a significant impact on the environment must be covered by an environmental management system based on requirements of NEMS. Each plant is audited on an annual basis. Additionally, all Nestlé factories shall obtain and maintain third-party certification against this standard. NEMS applies to the management of significant environmental aspects and impacts and environmental performance in all Nestlé Markets, Globally and Regionally Managed Businesses and Plants. This includes all Nestlé activities along the supply chain which may have either a direct or indirect impact on the environment, including procurement, supply, manufacturing, packaging, distribution, research and product development, marketing and administration. Suppliers, including contract farmers, manufacturers and distributors, as well as minority joint ventures, are not required to implement NEMS. Nestlé controls the environmental aspects of these activities relevant to the Company through the NEMS components concerning the supply function, including communication, operational control and audits. Compliance with all NEMS requirements is mandatory. Where these requirements are not currently met, an action plan must be established and implemented to achieve compliance. For new acquisitions, a time frame and action plan for achieving compliance with these requirements shall be established. In addition, all our factories have been audited by an independent third party as part of our CARE Program to verify compliance with our Corporate Business Principles including the Nestlé Policy on the Environment. Finally, CARE, a group-wide audit initiative launched in 2005, aims through independent external auditors at verifying that our operations comply with local legislation and with Nestlé Corporate Business Principles in the areas of Health & Safety, Labor standards, Business Integrity and Environment.

References:

Independent assurance statement of 2007 Environment KPIs

44. Please indicate the percentage of total revenues verified/audited/certified according to these systems:

- 100 % of revenues generated from assets under management control
- Not verified/audited/certified
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Factories, rather than revenues are audited/verified/certified. CARE is an important audit tool (please see presentation in reference).

References:

Independent assurance statement of 2007 Environment KPIs

45. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.

Please press "save+next" to proceed to the next question.

Comment:

Management of Genetically Modified Organisms

46. Does your company have a publicly available GMO policy? Please attach the relevant document(s).

- Yes, reference indicated
- Yes, no reference indicated
- Not publicly available
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Nestlé does not produce genetically modified organisms (GMOs) nevertheless; Nestlé's global policy on Gene Technology is available at the following link: Nestlé and Gene Technology As stated

in the policy, Nestlé respects local needs, cultural differences and consumer attitudes concerning the use of ingredients derived from GMOs. Therefore, in response to European consumer preferences, our ingredients in Europe are non-GMO. Nestlé's European position is publicly available at this link: Nestlé position on European GMO legislation As explained in the position, in response to the European legislation, a traceability and quality system is implemented when non-GMO ingredients are used. This system named Identity Preservation (IP) ensures that a particular ingredient characteristic such as conventional, non-GM crop, origin is monitored and preserved throughout the supply chain. Nestlé's ingredients used in Europe are certified as non-GMO IP. The European market represents 39% of the group's Food & Beverages sales and in many countries outside Europe, Nestlé is selling non-GMO derived ingredients as well, as defined by local regulations. Moreover, Nestlé is increasingly offering products in the organic market. Nestlé is selling a variety of organic baby foods in Germany, Nordic countries, Austria and Switzerland. More recently, with the acquisition of Gerber, Nestlé is also offering a line of organic products in the USA in addition to organic products offered by Uncle Tobys in Australia.

References:

Nestlé gene technology policy
Nestlé european policy on biotech crops

47. What is your company's approach regarding the labeling of genetically modified food or feed ingredients. Please attach relevant document(s).

- Public documents available and included.
 No public documents available.
 Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

As stated in our global policy Nestlé and Gene Technology Nestlé strictly adheres to national laws concerning the labelling of GMO derived ingredients in food or pet food products. As explained in our European position Nestlé position on European GMO legislation the EU regulation did not affect the labelling of our products since in response to European consumer preference our ingredients in Europe are non-GMO. According to the latest survey by the European commission (Eurobarometer, March, 2008), fewer Europeans (20%) are concerned by GMOs and among top 15 issues of concern; GMO is ranked 11 showing a relatively low level of concern. This might be in part the result of the enforced European GMO regulation. As a consumer oriented company we encourage authorities around the world to continue managing GMOs, including creating tailor made regulations, in a way that put consumers at ease with regard to the safety and use of GMO derived ingredients. We are confident to maintain our competitive advantage also in complex regulatory environments, to keep serving our consumers. Nestlé chose not to have an additional labelling policy, which differs from what is required by national regulations, in order to avoid confusing consumers with labelling standards varying from company to company in the same country.

References:

Nestlé gene technology policy
Nestlé european policy on biotech crops

48. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The score will be filled in by the responsible analyst of your industry. Please press "save+next" to proceed to the next question.

Comment:

Raw Material Sourcing

49. Please indicate the environmental guidelines or standards your company has implemented for agricultural raw material (for your own agricultural production, direct procurement and/or procurement over wider trade channels).

- Please describe and attach relevant documentation Our sourcing approach first of all concentrates on

raw materials quality and safety as well as compliance with regulatory requirements. The materials have to be produced according to given standards and regulations. Nestlé applies following practices to ensure long term supply of raw materials: The Nestlé Policy on the Environment - Chapter on Agricultural Raw Materials - confirms that Nestlé encourages sustainable farming methods and, where appropriate, assists farmers in crop or milk production. The company supports sustainable farming practices and agricultural production systems that satisfy long-term economic, ecological and social requirements (see Nestlé Corporate Business Principles /page 19 & 20 and The Nestlé Supplier Code, page 1). In addition, the company applies direct procurement systems to fresh milk (40% of milk requirements) and coffee (14% of green coffee requirements). Nestlé has elaborated and implemented guidelines on sustainable milk production, such as Préférence in France (see Nestlé and Water - Sustainability, Protection, Stewardship, p.28). Similar schemes have been introduced in many other countries such as Brazil, Argentina, Chile, Greece and Spain. In countries such as China, India, Pakistan and Indonesia, Nestlé bases the projects to improve sustainability of small-scale dairy farming systems on direct contacts with farmers and on farmers' trainings programs. To support the direct procurement of coffee (about 110'000 tons per year) Nestlé has a network of coffee buying stations in 7 coffee producing countries. This system is usually combined with technical assistance programs (e.g. in China, Vietnam, Indonesia, Mexico, the Philippines and Thailand) and experimental and demonstration farms to enforce the training programs (they comply with SAI Platform principles - mentioned later on) Another initiative in the coffee sector is the Nespresso AAA Sustainable Quality Program. The objective of this program is to improve the performance of coffee planters and of the whole supply chain by providing assistance in coffee growing. For the time being more than 15'000 farmers benefit from these programs which are verified by Rainforest Alliance. Further information: <http://www.nespresso.com/precom/aaa/n AAA quality ch en.html> In 2005 Nestlé has launched the Fairtrade-certified coffee, NESCAFÉ Partners Blend - for the UK and Ireland. The supplying farmers are smallholders from Ethiopia and El Salvador. One of the objectives of this program focuses on reduced environmental burdens and reduced water consumption by introducing improved wet-processing post harvest treatments. Further information is available at <http://www.growmorethancoffee.co.uk/>. Nestlé has developed Farm Assurance Tools for coffee and dairy farms to check the economical, social, and environmental sustainability of their operations. This helps farmers to identify gaps and to elaborate measures for improvement. To support sustainable development in agriculture in general, and for procurement through wider trade channels Nestlé is a driving force at the SAI-Platform. SAI, the Sustainable Agriculture Initiative Platform, was created by the food industry to actively support the development of sustainable agriculture. It now counts 23 food industry members and is supported by CIAA, the Association of the European Food and Drink Industry (www.saiplatform.org). Under the lead of Nestlé (Chairing the Platform), the SAI-Platform has established local chapters, like in Australia and the Philippines to better promote sustainable agriculture worldwide. Activities of the SAI Platform include general as well as crop-specific case studies to assess agricultural practices and guidelines for best farming practices. Nestlé supports especially work on Coffee and Dairy and is also active in the working groups for Cereals, Palm Oil, Fruit and Potatoes & Vegetables and water in agriculture. Nestlé further is a founding member of the Common Code for the Coffee Community (4C), a multi-stakeholder platform that defined a code for sustainability in the coffee chain. Nestlé contributes to the Council, the Technical Committee and the Mediation Board of 4C. 5% of the coffee purchased by Nestlé is already produced in compliance with this code. (<http://www.sustainable-coffee.net/>). 4C is an Association registered under Swiss law, financed by membership fees (Nestlé is a main contributor) and donators like BMZ (German Ministry for Economic Co-operation & Development) and Seco (Swiss Secretariat for Economy). Nestlé further is actively involved in UNCTAD/IISD Sustainable Coffee Partnership initiative (http://www.iisd.org/trade/commodities/sci_coffee.asp).

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

References:

Creating shared value: Sustainable agriculture

Supplier Assessment
Environment Report 2000 Nestle, page 14-17
The Nestlé Policy on the Environment
The Nestlé Supplier Code, page 1

50. Please indicate what issues are covered by these guidelines or standards:

- Reduced water consumption in agricultural production
- Protection of soil fertility
- Protection of biodiversity
- Restricted use of pesticides
- Transport distance for agricultural raw material
- Other, please specify:- farm management / economy - emissions (noise, odours, smoke, ...) - energy (transportation, biogas at farm level,...) - plant nutrients - water management (protection from pollution) - labour - community and welfare - quality assurance
- Not known
- Not applicable

Comment:

Nestlé normally support the limitation of pesticides use by relying on official registrations / approvals of agrochemicals concerning their use. In some cases, e.g. where specific food product specifications require restricted use of pesticides, specific recommendations are provided # for instance for baby food.

51. Please indicate the coverage of your agricultural raw material standards in the year 2007.

- 40% of agricultural raw material costs for goods sourced according to these standards
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Agricultural raw materials sourced by Nestlé in Europe, in particular, are to a large extent produced by sustainable production methods. However, Nestlé makes intensive efforts to increase this share in other parts of the world and especially for key raw materials like coffee and milk. Several pilot projects based on our sustainable agriculture guidelines have been launched in different countries (www.saipatform.org).

References:

Creating shared value: Sustainable agriculture
Supplier Assessment

52. Please indicate the share of food and beverage revenues from certified organic products as a percentage of total revenues in the year 2007.

- 2% of total revenues
- Yes, products available but no share figure available
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

53. Please describe your company's water stewardship programme in your own operations and in your supply chain. Please attach relevant documentation.

- Please describe and attach relevant documents and/or website address: Water management in agriculture is gaining increasing importance and several programs have been initiated to save water in agriculture and to protect it against possible pollution caused by agricultural practices. For more information: Nestlé Creating Shared Value Report page 33.
- No water stewardship programme
- Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

References:

The Nestlé Creating Shared Value Report, page 33

54. Please indicate the share of fish and seafood products or products containing fish or seafood as a percentage of total food revenues in the year 2007.

1% of total food revenues

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

Nestlé is a very small fish user. Fish is mainly used by Nestlé Purina Petcare for petcare production. Only 9500 tonnes of whole fish were used in 2002 and a similar volume in the last couple of years (about 0.01% of fish captured in the world). Moreover, this volume is decreasing and limited to fish at the lower end of particular species we use. Nestlé Purina Petcare uses fish items not sold for the human food market. The vast majority of fish items used are by-products of the edible fish industry.

What is your company's share of MSC certified fish and seafood products as a percentage of total fish and seafood revenues in the year 2007?

___% of total fish and seafood revenues

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

MSC is not a priority for us given that we mainly use by-products and given that we are only using a very small volume of fish.

Packaging

55. Does your company's packaging policy integrate environmental aspects? Please attach your policy and/or add references.

Yes, packaging policy integrates environmental aspects.

No, packaging policy does not include environmental aspects. But we systematically consider environmental aspects in the packaging development. Please provide examples:

No packaging policy available

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

Packaging serves a major role in our daily lives. It protects food products from spoilage and ensures safety from manufacture through storage, distribution and consumption. Packaging may also provide tamper-evidence features. It communicates information, including nutritional information and serving instructions, and provides the convenience demanded by today's consumers. Nestlé is committed to reducing the environmental impact of packaging, without jeopardising the safety, quality or consumer acceptance of its products. It is Nestlé's objective to develop safe and wholesome packaged foods using the most efficient and appropriate packaging materials available, while, at the same time, satisfying consumer requirements and expectations. Nestlé seeks packaging solutions that: # Result in the lowest possible weight and volume of packages (see example 1: Nestlé Waters 0.5 litre bottles in North America); # Take into account new packaging materials and processes that reduce the impact on the environment (see examples 2 & 3: NatureNes baby food in Europe, Garoto confectionary packaging in Brazil); # Use packaging

material from renewable resources whenever it makes sense (see example 4: Caja Roja confectionary packaging in Spain); # Avoid the use of substances that can adversely impact the environment during packaging production and disposal; # Decrease packaging waste at all stages, including package manufacturing, utilisation and disposal (see example 5: Dog Chow packaging in USA); # Increase the use of recycled materials wherever possible (see examples 6, 7 & 8: Valvert water bottle in Europe; Boost smoothie beverages in the UK, Yesterday's News cat litter in USA); # Increase the recyclability and compatibility of its packages with existing waste management schemes (see example 9: Nespresso capsule). Regular assessments of Nestlé's packaging are carried out and action plans are implemented. Nestlé supports industrial and governmental efforts to promote integrated waste management that takes into consideration matters such as source reduction, reuse, recycling, composting, energy recovery and landfill. Nestlé encourages suppliers of its packaging materials to adopt sound environmental practices.

References:

Sustainability Report Nestle
The Nestlé Policy on the Environment
Environment Report 2000 Nestle
Packaging Examples 2008

Please indicate what environmental aspects are systematically used in your policy and packaging development.

- Packaging reduction
 - Recyclable packaging
 - Recycled packaging
 - Biodegradable / biobased packaging
 - Take-back system
- No policy or packaging examples available
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

For many years we have continued to pursue our packaging source reduction programme without compromising product quality. Packaging material savings from 1991 to 2007 amounted to 326 000 tonnes representing 17'700'00 GJ and 1 million tons of CO2 saved. This represents 310'00 passengers cars not driven 1 year. In order to meet our environmental policy requirements on packaging in a more efficient manner, during 2007 we made a full evaluation of all the available eco-design tools. Eco-design tools help minimize environmental impacts by settings priorities for product improvement and evaluate all the components that go into packaging to minimize the environmental footprint before the product is put on the market. All steps in the process are considered from extraction of the raw materials needed for fabrication, through manufacturing and distribution to recovery through selective collection and recycling. After evaluating the available tools & making comparisons with conventional packaging life cycle assessment (LCA), the PIQET tool developed by Sustainable Packaging Alliance with financial support from Nestlé Australia was selected. Versus conventional clean-slate LCA approaches, PIQET shortens the evaluation time considerably. It thus permits us to address environmental performance of packaging in a systematic way already at the concept stage, giving us a maximized degree of freedom for change. Following the pilot, PIQET is now fully implemented by Nestlé Australia & will be rolled out in other zones and businesses during 2008. PIQET provides information on a range of environmental impacts including: global warming, cumulated energy demand, solid waste, eutrophication, land use and water usage (see example 10: Analysis of two laminate structures based on multi-layer paper and plastic laminates). Nestlé Waters was the driver to bring together its leading competitors in bottled water and create the Alliance for Beverage Containers to share expertise and cooperate in managing and securing post-consumer PET bottles and their use in bottle-to-bottle applications. The alliance's goal is to work for a stable and sustainable environment at the end-of-life of beverage packaging. Along with the use of recycled PET in bottle manufacturing, Nestlé Waters is following the development of biodegradable materials technologies very closely. At first glance, it does appear that biodegradable plastics might be able to meet certain environmental challenges confronting packaging. However, despite international development work on the use of these materials in bottle manufacturing, there are still obstacles to overcome before large-scale implementation becomes a reality, including their relatively short shelf life, greater permeability to water and a suitable waste collection system. Moreover, limited quantities are available worldwide,

further restricting widespread use. Nestlé Waters' is nonetheless conducting experiments to contribute actively to research and development on these materials, particularly for secondary packaging.

References:

Ends article on Nestlé bioplastic packaging
 Chocolate that melts in... your garden
 Perrier bottle: recoup Plastic Packaging Recycling Guide
 Munch Bunch Squashums
 Munch Bunch Squashums
 Plantic Award
 Environment Report 2000 Nestle, page 28-31
 Packaging Examples 2008

56. Does your company have quantified packaging targets for the aforementioned criteria?
- Company has set a number of corporate-wide quantified targets. Please provide supporting documents.
 - Company has set one corporate-wide quantified packaging target. Please provide supporting documents.
 - Company has set quantified packaging target(s) on a country/divisional level. Please provide supporting documents
 - Company is in the process of formulating quantified packaging target(s)
 - No quantified packaging targets
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

We are always seeking towards the highest targets for packaging reduction, for both environmental and economic reasons. Due to the worldwide presence and the huge and diversified product portfolio of our multinational company, it is not realistic to have one single global quantitative target for packaging source reduction. Packaging optimisation is fully integrated in the Nestlé Continuous Excellence programme aiming at optimising resources and process performance and targeting "Zero Waste". It results in local quantitative targets, for example nestlé Purina PetCare Europe have committed to reducing packaging by 5 kg per ton of product by 2010. During 2007 improvements have been made in using different means to factually communicate with consumers about environmental benefits of changes to packaging. Specific examples include: * On pack information in the NatureNes baby food (see example 2) and the Boost bottle (see example 7). * On pack communication of the use of FSC (Forest Stewardship Council) certified sources of paper & cardboard for our Garoto confectionary boxes in Brazil (see example 3). * On-line communication about Recycling of Nespresso capsules (see example 9) Taking the example of our water business (see question 62), the 26% saving prove that high achievement has been obtained. Additional examples are included in annex (see References)

References:

Source Reduction Carton Board
 Source Reduction Corrugated Board
 Source Reduction Flexible
 Source Reduction Metal
 Packaging Examples 2008

Climate Strategy

57. Please indicate the organizational coverage of your company's GHG inventory.
- For wholly owned entities/facilities representing 98% of total revenue
 - For entities/facilities that controlled but not wholly owned
 - For jointly controlled assets/entities
 - For entities not controlled but over which the company has significant influence
 - No GHG inventory

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

In addition to the numerous initiatives we are already operating to influence our suppliers of raw materials and help them improving their environmental performance (see 51-56), we participate in the Carbon Disclosure Project (CDP), in order to share our strategy and results. This is part of our ongoing effort to enable our performance to be benchmarked and drive further improvements. We are also among a small number of companies having participated in the CDP Supply Chain Leadership Coalition (SCLC) trial to raise awareness among suppliers. We have been leading this pilot in our own supply chain to inspire performance improvements and help address the issue of efficiency and energy savings beyond our own operations. We are currently conducting scientific quantitative approaches following the ISO 14040 standard on Life Cycle Assessment, the water and CO2 footprint of the entire supply chain, including production of agricultural raw materials, animal husbandry, transformation, transportation, distribution, consumption, recycling, of our food products for our major product categories. This enables us to clearly identify environmental priorities beyond our factories and to define and help implement relevant additional improvement measures together with our business partners, including farmers, traders, retailers and consumers.

58. Please indicate the scope of your company's GHG inventory (according to WBCSD/WRI Protocol or other):
- Direct GHG emissions (i.e. "scope 1" of WBCSD/WRI Protocol)
 - GHG emissions from imports of electricity, heat or steam (i.e. "scope 2" WBCSD/WRI Protocol)
 - Other indirect GHG emissions (i.e. "scope 3" of the WBCSD/WRI Protocol)
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

Scope 1 emissions have been already released. Scope 2 emissions will be released mid 2008.

59. Please indicate which non-governmental, independent organization verifies your company's GHG inventory.
- Verified by different organisations
 - Not externally verified
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

Projects resulting in tradable emissions credits, e.g. the conversion of our Nescafé and Milo factory in Graneros (Chile) to natural gas, are audited by third-party. The same applies to plants involved in the UK and EU Emissions Trading Scheme which are periodically audited by a third-party. Bureau Veritas has been engaged to provide external assurance to Nestlé S.A. Nestlé over its Creating Shared Value (CSV) Report (the Report) and reporting process. The preparation of the Report is the sole responsibility of Nestlé. BV aim is to provide assurance to stakeholders over the accuracy, reliability and objectivity of the information included in the Report. The scope of the assurance included review of: 1. Activities undertaken by Nestlé over the reporting period January 2007 to December 2007 (unless otherwise stated); 2. Information relating to Nestlé's issues, responses, performance data, case studies and underlying systems to manage such information and data; 3. Information from external partners relating to materiality assessment and stakeholder convenings; and 4. An evaluation of safety, health and environmental (SHE) data and systems across a sample of global operational sites. As part of its review, Bureau Veritas undertook the following: -Interviews with key management at Nestlé's head office; -Review of processes for identification and collation of relevant information, report content and performance data from Group operations; - Verification of performance data and factual information within the Report; -Visits to 18 operational sites in 13 countries to evaluate the SHE data management systems, and data reliability and accuracy; -Pilot evaluation against the main principles of the AA1000 framework, entailing review of materiality analysis, stakeholder mapping and engagement, and nestlé's governance arrangements.

References:

Independent assurance statement of 2007 Environment KPIs
The Nestlé Creating Shared Value Report, page 56

60. What is your company's target for reducing GHG emissions and how will this target be achieved (inc. sources of emissions covered, baseline, timescale)? What is your progress against this target?

- Reduction of GHG emissions are driven by : - Energy reduction targets set at global and local levels. Globally we target annual energy savings of 1%-2% per tonne of product over the next five years. - Local initiated Clean Development Mechanism projects, including fuel conversion (e.g. conversion from coal to natural gas at our Graneros factory in Chile, new co-generation plant at our Himeji factory in Japan,...). - Focused GHG reduction projects in factories qualified for the EU Emissions Trading Scheme. This will result in annual GHG emissions reduction of at least 1%-2% per tonne of product over the next five years.
- No target
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

61. Please indicate what your company's strategy for reducing/managing carbon risk is based on.

- Based on intra-company emissions trading
- Based on national/international emissions trading
- Based on carbon sequestration projects
- Based on Clean Development Mechanisms (CDM)
- Based on Joint Implementation (JI) projects
- Based on switching fuel sources
- Based on reducing carbon intensive operations/technologies/products/services
- Other methods, please specify: Energy savings Co-generation plants when relevant Energy management software Renewable energy sources (solar energy, biomass energy, geothermal energy, photovoltaic energy)
- No carbon risk strategy
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

GHG reduction strategy applies to the entire Company, beyond Kyoto protocol signatories. It is not limited to our factories but also includes our business partners, e.g. packaging suppliers (see 55-56), agricultural raw materials suppliers (see 49-54), and logistics suppliers to minimise their environmental impact by favouring the definition and sharing, thus implementation of respective good practices.

Operational Eco-Efficiency

62. General Requirements for Environmental Performance Data: Please read before you start to fill in the following tables.

- Environmental performance data:
 - Should cover the activities of the entire company with the same consolidation as used in financial reporting.
 - Must refer to the financial year (e.g., 01/01 to 31/12 for both financial and environmental data).
 - Should only cover the direct emissions/resource use, i.e., resource use/emissions caused by the company and its consolidated activities.
 - Emissions and resource use of suppliers and customers should be excluded.
 - In particular, environmental data of group companies should follow the following rules:
 - Environmental data of companies that are consolidated at-equity must not be considered.
 - Environmental data of companies that are consolidated proportionally must be considered to the

- proportion at which they are consolidated financially.
- Environmental data of companies that are fully consolidated must be fully considered irrespective of the proportion to which they belong to the group.
- Environmental data of business travel other than by owned and/or operated fleet should not be included.
- Environmental data should refer to the specific company structure of each particular year. There should be no pro-forma backward consolidation of the current company structure.
 - Environmental data of companies that are sold or no longer consolidated should be excluded from environmental data as of the reporting period in which the company has not been consolidated any more. However, environmental data from the sold or deconsolidated companies up until the date of sale/deconsolidation should be included in that reporting period's data.
 - Environmental data of companies that have been bought should only be included as of the reporting period in which the company is consolidated financially for the first time.
- Where environmental data does not cover all consolidated activities of the company, the missing data should be estimated.
 - The rationale behind the estimates should be explained in the relevant text fields.
- Indicators where a company has no emissions/resource use, 0 should be filled.
- Where the reported environmental data deviates from these definitions you are asked to explain in what way the data provided differs from the definitions.

Comment:

63.

- ✓ Please provide your company's direct greenhouse gas emissions (DGHG SCOPE 1) for the part of your company's operations for which you have a reliable and auditable data acquisition and aggregation system.
 - GHG PROTOCOL: DATA REQUIREMENTS:
 - Reporting boundaries should correspond to the GHG Protocol established by the World Resources Institute and the World Business Council for Sustainable Development. The Greenhouse Gas Protocol (GHG Protocol) is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions. If your company applies a different approach, please specify in the comment box below.
 - GENERAL DATA: Requirements are specified in the following document <https://secure2.sam-group.com/online/documents/gendatarequirements.pdf>
 - SPECIFIC DATA: Please refer to the info box below for specific data requirements. If your company applies different approaches, please specify in the comment box below.

DGHG SCOPE 1	Unit of analysis	Financial Year 2004	Financial Year 2005	Financial Year 2006	Financial Year 2007
Direct greenhouse gas emissions	metric tons of CO2 equivalents	4410000t CO2e	4310000t CO2e	4050000t CO2e	3920000t CO2e
Data coverage (e.g. as % of revenues, employees, etc.)	percentage of production volume	100%	100%	100%	100%

- In case the data coverage above is less than 100%, please provide best possible estimates of your company's total DGHG SCOPE 1 consumption and specify the missing coverage

DGHG SCOPE 1	Unit of analysis	Financial Year 2004	Financial Year 2005	Financial Year 2006	Financial Year 2007
Estimated total	metric tons of CO2	t CO2e	t CO2e	t CO2e	t CO2e

direct greenhouse gas emissions for the entire corporation (for 100% data coverage)	equivalents				
Please describe what was added in the estimates (e.g. business units, geographical coverage)					

THIRD PARTY VERIFICATION

The above data has been verified by the following organization: Bureau Veritas

Not verified

We do not track direct greenhouse gas emissions

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

References:

Independent assurance statement of 2007 Environment KPIs

64. Please provide your company's indirect greenhouse gas emissions from energy purchased (purchased and consumed, i.e. without energy trading) (IGHG SCOPE 2) for the part of your company's operations for which you have a reliable and auditable data acquisition and aggregation system.

GHG PROTOCOL: DATA REQUIREMENTS:

Reporting boundaries should correspond to the GHG Protocol established by the World Resources Institute and the World Business Council for Sustainable Development. The Greenhouse Gas Protocol (GHG Protocol) is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions. If your company applies a different approach, please specify in the comment box below.

GENERAL DATA: Requirements are specified in the following document <https://secure2.sam-group.com/online/documents/gendatarequirements.pdf>

SPECIFIC DATA: Please refer to the info box below for specific data requirements. If your company applies different approaches, please specify in the comment box below.

IGHG SCOPE 2	Unit of analysis	Financial Year 2004	Financial Year 2005	Financial Year 2006	Financial Year 2007
Indirect greenhouse gas emissions from energy purchased and consumed (scope 2)	metric tons of CO2 equivalents	t CO2e	t CO2e	t CO2e	t CO2e
Data coverage (e.g. as % of revenues, employees, etc.)	percentage of production volume	%	%	%	100%

In case the data coverage above is less than 100%, please provide best possible estimates of your company's total IGHG SCOPE 2 consumption and specify the missing coverage

IGHG SCOPE 2	Unit of analysis	Financial Year 2004	Financial Year 2005	Financial Year 2006	Financial Year 2007
Estimated total indirect greenhouse gas emissions from energy purchased and consumed for the entire corporation (for 100% data coverage)	metric tons of CO2 equivalents	t CO2e	t CO2e	t CO2e	t CO2e
Please describe what was added in the estimates (e.g. business units, geographical coverage)					

THIRD PARTY VERIFICATION

The above data has been verified by the following organization:

Not verified

We do not track indirect greenhouse gas emissions

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

The Scope 2 emissions will be released mid 2008. In addition, we identify Scope 3 emissions per product category through LCAs.

References:

Independent assurance statement of 2007 Environment KPIs

65. Please provide your company's energy consumption and production for the part of your company's operations for which you have a reliable and auditable data acquisition and aggregation system.

DATA REQUIREMENTS:

GENERAL DATA: Requirements are specified in the following document

<https://secure2.sam-group.com/online/documents/gendatarequirements.pdf>

SPECIFIC DATA: Please refer to the info box below for specific data requirements.

ENERGY CONSUMPTION	Unit of analysis	Financial Year 2004	Financial Year 2005	Financial Year 2006	Financial Year 2007
Electricity consumption	megawatt hours (MWh)	25200000MWh	24400000MWh	23400000MWh	23200000MWh
Electricity production	megawatt hours (MWh) generated on-site from own biomass or own waste (residues, black liquor,...)	MWh	MWh	MWh	MWh
Thermal energy consumption	megawatt hours (MWh)	MWh	MWh	MWh	497681MWh

(heat, steam)					
Thermal energy production (heat, steam)	megawatt hours (MWh) generated on-site from own biomass or own waste (residues, black liquor,...)	MWh	MWh	MWh	MWh
Data coverage regarding energy consumption (e.g. as % of revenues, employees, etc.)	percentage of production volume	100%	100%	100%	100%

- In case the data coverage above is less than 100%, please provide best possible estimates of your company's total energy consumption and specify the missing coverage.

ENERGY CONSUMPTION	Unit of analysis	Financial Year 2004	Financial Year 2005	Financial Year 2006	Financial Year 2007
Estimated electricity consumption for the entire corporation (for 100% data coverage)	megawatt hours (MWh)	MWh	MWh	MWh	MWh
Estimated thermal energy consumption for the entire corporation (for 100% data coverage)	Megawatt hours (MWh)	MWh	MWh	MWh	MWh
Please describe what was added in the estimates (e.g. business units, geographical coverage)					

THIRD PARTY VERIFICATION

- The above data has been verified by the following organization: [Bureau Veritas](#)
- Not verified
- We do not track energy consumption
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

For 2004, 2005 and 2006 the data reported in Electricity consumption corresponds the total Energy consumption. In 2007, was reported the electricity consumption and the thermal energy consumption.

References:

Independent assurance statement of 2007 Environment KPIs

66. Please provide your company's water consumption for the part of your company's operations for which you have a reliable and auditable data acquisition and aggregation system.

DATA REQUIREMENTS:

- GENERAL DATA: Requirements are specified in the following document
<https://secure2.sam-group.com/online/documents/gendatarequirements.pdf>
- SPECIFIC DATA: Please refer to the info box below for specific data requirements. If your company applies different approaches, please specify in the comment box below.

WATER CONSUMPTION	Unit of analysis	Financial Year 2004	Financial Year 2005	Financial Year 2006	Financial Year 2007
Water consumption	cubic meters	175000000m3	159000000m3	155000000m3	157000000m3
Data coverage (e.g. as % of revenues, employees, etc.)	100% of production volume	100%	100%	100%	100%

In case the data coverage above is less than 100%, please provide best possible estimates of your company's total water consumption and specify the missing coverage

WATER CONSUMPTION	Unit of analysis	Financial Year 2004	Financial Year 2005	Financial Year 2006	Financial Year 2007
Estimated total water consumption for the entire corporation (for 100% data coverage)	cubic meters	m3	m3	m3	m3
Please describe what was added in the estimates (e.g. business units, geographical coverage)					

THIRD PARTY VERIFICATION

- The above data has been verified by the following organization: [Bureau Veritas](#)
- Not verified
- We do not track water consumption
- Not applicable. Please provide explanation in the comment box below.
- Not known.

Comment:

According to GRI G3, we report Water withdrawal

References:

Independent assurance statement of 2007 Environment KPIs

67. Please provide your company's dry waste generated for the part of your company's operations for which you have a reliable and auditable data acquisition and aggregation system.

DATA REQUIREMENTS: DEFINITION WASTE:

- GENERAL DATA: Requirements are specified in the following document
<https://secure2.sam-group.com/online/documents/gendatarequirements.pdf>
- SPECIFIC DATA: Please refer to the info box below for specific data requirements.
- Please refer to the information button.

✓ WASTE GENERATION	Unit of Analysis	Financial Year 2004	Financial Year 2005	Financial Year 2006	Financial Year 2007
Dry waste generated	metric tons	t	t	t	t
Data coverage (e.g. as % of revenues, employees, etc.)	100% of revenues	100%	100%	100%	100%

In case the data coverage above is less than 100%, please provide best possible estimates of your company's total dry waste generated and specify the missing coverage

WASTE GENERATION	Unit of analysis	Financial Year 2004	Financial Year 2005	Financial Year 2006	Financial Year 2007
Estimated total dry waste generation for the entire corporation (for 100% data coverage)	metric tons	t	t	t	t
Please describe what was added in the estimates (e.g. business units, geographical coverage)					

✓ THIRD PARTY VERIFICATION

- ✓ The above data has been verified by the following organization: [Bureau Veritas](#)
- Not Verified

- We do not track waste generated
- Not applicable. Please provide explanations in the comment box below.
- Not Known

Comment:

References:

Independent assurance statement of 2007 Environment KPIs

Social Dimension

Labor Practice Indicators

68. Please complete the table and indicate which of the following performance/management indicators your company use regarding the following labor relations related issues? Please provide documents and/or indicate web address: _____

✓ Issue	Management / performance indicators
Non-Discrimination / Diversity (ILO convention No. 111)	<ul style="list-style-type: none"> ✓ ✓ Female of total workforce: 50% ✓ Female in management positions of total workforce: 25% <input type="checkbox"/> Breakdown of workforce based on minority, culture or similar

	<input type="checkbox"/> Other diversity indicator, please specify: <input type="radio"/> No such indicators used
Equal Remuneration female/male(ILO convention No. 100)	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Executive level: average salaryfemale;; male: <input checked="" type="checkbox"/> Management level: average salaryfemale;; male: <input checked="" type="checkbox"/> Non-management level: average salaryfemale;; male: <input type="radio"/> No such indicators used
Freedom of Association(ILO convention No. 87; No. 98)	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Employees represented by an independent trade union or covered by collective bargaining agreements:% <input checked="" type="checkbox"/> Consultations, negotiations with trade unions over organizational changes (e.g. restructuring, outsourcing): <input type="checkbox"/> Other indicators, please specify: <input type="radio"/> No such indicators used
Layoffs (based on ILO's A Guide To Worker Displacement)	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Number of employees laid off in the last fiscal year: <input checked="" type="checkbox"/> Consultations, negotiations with employees over organizational changes (e.g. restructuring, outsourcing): <input type="checkbox"/> Other indicators, please specify: <input type="radio"/> No such indicators used
Health and Safety (based on ILO's codes of practices SafeWork)	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Tracking of safety performance <input checked="" type="checkbox"/> Tracking of work-related fatalities <input checked="" type="checkbox"/> Tracking of near misses or similar crisis events <input checked="" type="checkbox"/> Other indicators, please specify: permanent disabilities, recordable injuries and occupational illness. <input type="radio"/> No such indicators used

Not known

Comment:

As a general comment, average numbers, e.g. for salaries, are meaningless for a company like Nestlé due to the large geographic spread of the company's workforce/business as well as the currencies (and their fluctuations) involved in any consolidation of such number. Many of these KPIs are consolidated on a national basis and communicated nationally. External communication depends on local laws and practices. Regarding the various KPIs asked for in this section, the Nestlé Corporate Business Principles and the Nestlé HR Policy describe Nestlé's position. For example, Nestlé upholds the freedom of association of its employees and the effective recognition of the right to collective bargaining. In some countries, however, we are not allowed to ask/measure the degree of union representation. Health & Safety indicators are covering all Nestlé facilities (factories, distribution centers and administration offices) as a component of the Nestlé Health & Safety Management system. These indicators are consolidated at all levels in the organisation. All sites have an annual objective for H&S of less than 2 lost time injury frequency. 2006 result was less than 1/200000 lost time injury frequency. At head office level we have a Vice President for Safety, Health & Environment. Nestlé fully supports the UN Global Compact's four guiding principles on labour. In addition we have implemented Project CARE, which has been developed to verify compliance with legislation and Nestlé Corporate Business Principles in the area of Human Resources, Safety, Health & Environment by independent third party audit companies. At the end of 2007, 403 factories (84%) have been audited within the scope of our CARE programme. The decision was made to audit all Nestlé sites in the coming 3 years (including sales and head offices).

References:

Compliance with Nestlé Corporate Business Principles
 Health and Safety Nestlé
 Nestlé Human Resources Policy
 Corporate Business Principles

The Nestlé Creating Shared Value Report, page 12,13,22,23

69. Please indicate which systems are in place to collect and handle employee grievances and complaints to ensure that workers can raise their concerns in confidentiality.

- Help line
 - Whistleblowing policy
 - Independent person or department in charge of solving complaints by employees such as diversity committee, company ombudsman, please indicate name: ICAS and other organisations
 - Counseling
 - Strict confidentiality ensured. Please specify: Employees are ensured that any complaint is dealt with confidentially and without any endangering of job safety
 - Policies and related information widely circulated in appropriate languages
- No systems available
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Formal Management and Leadership Principles endorsed by CEO and worldwide HR policy on purpose of communication and training programs. Through CARE (*) audits, the existence of this possibility is checked during the interviews the third part auditors have with our staff. We have an internal ombudsman system enabling employees to alert the company on potential non-compliance with the WHO Code on the Marketing of Infant Formula in a confidential way (p. 9 our Nestlé Corporate Business Principles) (*) CARE program, a group-wide audit initiative launched in 2005, aims through independent external auditors at verifying that our operations comply with local legislation and with Nestlé Corporate Business Principles in the areas of Health & Safety, Labor standards, Business integrity and Environment (see The Nestlé Creating Shared Value Report, p. 12,13,22,23). Regarding complaints handling, the Code of Business Conducts states on page 8, section 14, that complaints may be made on a confidential basis or through employee hotlines. If it is appropriate, in view of the nature of the reported matter, reports of violations may be made directly to higher levels including the Group's Chief Executive Officer and/or Chief Compliance Officer.

References:

Nestlé Management & Leadership Principles
 Nestlé Human Resources Policy
 The Nestlé Creating Shared Value Report, page 12,13,22,23
 Code of Business Conduct, page 8

70. Does your company publicly endorse (having signed or publicly acknowledging adherence to) one or more of the following charters/frameworks?

- UN Universal Declaration of Human Rights
 - ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
 - OECD Guidelines for Multinational Enterprises
 - Other national / international charters related to labor practices/basic rights issues (e.g. based on above mentioned guidelines), please specify and attach document: See under comment
- No charter/s signed or publicly endorsed
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

See our Corporate Business Principles Principles of United Nations Global Compact Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises OECD Convention to counteract corruption International Chamber of Commerce (ICC) revised rules on extortion and bribery OECD Principles of Corporate Governance ICC Business Charter for Sustainable Development UN Convention of the Rights of the Child International Labour Office (ILO) Convention 138 on the Minimum Age for Employment ILO Convention 182 on the Worst Forms of Child Labour World Health Organisation (WHO) International Code of Marketing of Breast-milk Substitutes

References:
 Corporate Business Principles

71. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.
 Please press "save+next" to proceed to the next question.

Comment:

Human Capital Development

72. Please indicate the implementation of your company's formalized skill mapping and developing process. Please indicate the coverage for each employee category and attach relevant information.

Yes implemented for:

Employee Category	Coverage in %
Executive/Top management	100 %
Middle/General management	100 %
First line management/Supervisor	80 %
Specialists groups	80 %
Other employees, please specify:	70 %

- No formalized skill mapping and developing process implemented
 Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

Nestlé has a unique development process called "Develop people", which entrust management and supervisors with the development of their staff. The Nestlé Leadership Framework is a key component of the Develop People initiative. It identifies the key behaviors to support the development of employees worldwide. It addresses the way we work within Nestlé - how people achieve their targets and objectives. The Leadership Framework : - supports Nestlé on the Move by providing concrete examples of the ways of working within a network organization - communicates a clear understanding of the Company's values - identifies our required development areas in order to support a more targeted training and development plan - provides clear examples of how the context (/environment) assists or impedes the development of behaviors - ensures consistency in the evaluation of employees throughout the Nestlé organization The Leadership Framework (copy provided) is therefore not only a document our employees use when working with the Progress and Development Guide (copy provided), but is a key document to refer to in order to understand their development areas, profile, strength in the 13 behaviors. See also the Nestlé People Development Review or examples of People Development on p.34 f. in Africa Report or p. 35 - 37 in Nestlé concept of CSR as implemented in Latin America. In 2007, Nestlé had 917 global key business positions and had identified around 3000 current employees who have the potential to fill these and other key positions.

References:

Corporate Management Development & Sourcing
 Nestlé Human Resources Policy
 Nestlé Leadership Framework
 Nestlé Management & Leadership Principles
 Nestlé leadership framework
 Nestlé on the move
 People Development Review Nestlé
 Progress and Development Guide

Nestlé concept of corporate social responsibility LatAm
 Nestlé commitment to Africa
 People Development Review Nestle
 The Nestlé Creating Shared Value Report, page 24

73. Please indicate which performance indicators your company uses to measure the execution of your skill mapping and developing strategy. Please provide specific documents on performance indicators.

- Non-financial indicators/ratios (e.g. number of hours spent in trainings, company-specific skills categorization),
 please specify: e.g. - Number of key positions - Number of successors - Group Talent Pool increase - Follow-up on performance (number of progress and development guides) - # of attendance to Leadership program - Gender presentation - Cross Zones /international/ business transfers - Time in position - Turnover rate - Retention of key people - Training days per employee
 - Cost-based indicators/ratios (e.g. training cost per employee),
 please specify: _____
 - Value-based human resource indicators (e.g. ROI - Return on investment per employee, EVA - Economic value added per employee),
 please specify: _____
 - Other HR performance indicators
 Please specify: _____
- Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

74. Please indicate the tools and processes widely adopted by your company to manage organizational learning and knowledge management.

- Formal knowledge/learning networks with regular meetings and staff support
 - Intranet based Knowledge Repositories/Databases
 - Intranet based interactive knowledge platforms integrated into daily work processes
 - Peer group KPI comparisons across Business Units
 - Systematically accessible process descriptions of best practice processes
 - Company university or external comparable education facility
 - Employee idea management system integrated
- No such tools and processes used
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Nestlé has a wide system of providing knowledge transfer to its employees. We have our own international training centre where we provide training to 2000 managers annually. There are regional training centres providing knowledge and learning. The formal training per employee amounts to 3 days per year. Intranet training is another important pillar of our training network. We developed and implemented a very important tool, the Corporate Leadership Program (from individual impact to organizational development). This program is fully customised to Nestlé's needs and challenges (18 months preparation work with London Business School). All our key people go through this Development program which started with our Executive Board. It provides a 360 degree feedback and provides a personalized coaching.

References:

People Development Review Nestle

Talent Attraction & Retention

75. Please indicate the percentage for each employee categorization, which are covered by a predefined and standardized performance appraisal process.

<input checked="" type="checkbox"/> Employee Category	Coverage in %
Executive/Top management:	100%
Middle/General management:	100%
First line management/Supervisor:	100%
Specialist groups:	100%
Other employees, please specify:	100%

- No predefined and standardized performance appraisal process
 Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

The performance evaluation has been replaced by our People development guide making the line manager responsible to develop its people (see previous comment). The "develop people concept" translates business objectives into personal objectives and focuses on the HOW. We do not "rate" people but evaluate the nature of their contribution.

References:

Nestlé on the move
 Nestlé Leadership Framework
 Nestlé Management & Leadership Principles

76. What is the share of performance-related compensation for each employee category as a percentage of total compensation (excluding pension plans and fringe benefits) that your company paid out in the last year?

<input checked="" type="checkbox"/> Employee Category	Percentage of total compensation
Executive/Top management:	50%
Middle/General management:	33%
First line management/Supervisor:	11%
Specialist groups:	6%
Other employees, please specify:	6%

- No performance related compensation
 Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

77. Please indicate for each employee category the percentage of variable compensation that is based on corporate and/or individual performance respectively. The sum of the percentages in each employee category (row) must equal 100%.

Employee Category	Share of variable compensation based on corporate performance [%]	Share of variable compensation based on individual performance [%]
Executive/Top Management	30 %	70 %
Middle/General Management	30 %	70 %
First Line management / Supervisors	30 %	70 %

Specialist Groups	100 %	0 %
Other employees, please specify:	100 %	0 %

- No performance related compensation
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

78. Please indicate your company's pre-defined corporate indicators relevant for the variable compensation of all employees.

- Internal Financial Success Metrics (e.g. cashflow, EBIT, Revenues)
 - External Financial Success Metrics (e.g. Share price, Tobins Q)
 - Environmental metrics (e.g. corporate Emission reduction)
 - Social figures (e.g. corporate Health & Safety figure)
- No corporate indicators relevant for performance related compensation pre-defined
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

There are financial and personal (where there is a clear impact) objectives fixed for employees, which are measured through the personal development guide. The achievement rate is the base for the bonus payment.

79. How frequently do the employees learn the interim corporate results that are relevant for the variable compensation from their line superiors?

- Quarterly
- Semi-annually
- Annually
- Interim corporate results not internally communicated
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Organic growth (sales) is reported quarterly and EBIT margin semi-annually.

80. Please indicate the type and employee coverage of individual performance appraisals, which are used for individual performance related compensation.

- Management by Objectives: Systematic use of agreed measurable targets by line superior 100% of all employees
 - Multidimensional performance appraisal (e.g. 360 degree feedback) ___% of all employees
 - Formal comparative ranking of employees within one employee category ___% of all employees
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

81. Is the individual performance of each employee (relevant for variable compensation) regularly communicated to the team members (to the whole team and not to each individual only) by the line superior?

- Yes, regularly communicated.
Please specify:

- Not communicated
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

82. Is the individual performance of each employee (relevant for variable compensation) communicated to the next upper management level?

- Yes, regularly communicated.

Please specify: Usually performance appraisal is signed by the next higher management level. Payment for variable compensation is based on performance and achievement of objectives.

- Not communicated
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

83. Please indicate the type and its percentage share of total performance-related compensation (excluding pension plans and fringe benefits) which your company paid out/granted for the last year. The sum of all types of performance-related pay equals 100%.

Payout Type	Percentage(Sum must equal 100%.)
Annual cash bonus	75%
Shares/share options immediately available	%
Shares/share options with a locking period of +2 years	25%
Other pay-out types immediately available, please specify:	%
Other pay-out types with a locking period of +2 years, please specify:	%

- No performance related compensation
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

The performance related compensation is complex depending on the hierarchical level of the employee. Top Management: cash bonus & shares (see Corporate Governance Report 2007, pages 25-30) Middle Management: bonus mainly related to individual achievement. Employee: bonus related to company result Sales Forece: variable part related to Sales.

References:

Corporate Governance report 2007, page 25-30

84. Please indicate in the following table the satisfaction level of your employees based on your company's employee satisfaction surveys.

Indicator	2004	2005	2006	2007	Explanation of trend
Employee satisfaction, e.g. committed, motivated, satisfied employees (100% equals maximum)	%	82%	82%	%	

satisfaction level)					
Percentage of employees covered through employee surveys	%	58%	58%	%	

- No employee satisfaction trend analysis
 Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

We have regular but not yearly satisfaction surveys as they would not be effective. A worldwide satisfaction survey is to be launched in 2007 and the results will be consolidated in summer 2008

85. Please indicate the group-wide employee benefits provided by your company in addition to government schemes.

- Pension plans
 Health and/or accident insurance for employees
 Medical care for employee families
 Disability insurance/programs
 Maternity and/or paternity leave
 Child care
 Flexible workschemes
 Employee assistance program
 Other, please specify: Full expatriation support (schooling, medical, pension fund, moving), company restaurant, sport activities for staff. Medical care for employee family is normally reserved for expatriates
 No additional benefits offered
 Not applicable. Please provide explanations in the comment.
 Not known

Comment:

86. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.

Please press "save+next" to proceed to the next question.

Comment:

Corporate Citizenship/Philanthropy

87. Does your company have a system in place to systematically measure the impact of your company's contributions in order to further improve/re-align the company's philanthropic/social investment strategy:

- Business outcomes and impact (e.g. product innovation)
 Social outcomes and impact
 Impact on corporate reputation and stakeholder satisfaction
 Other, please specify: _____
 No system in place
 Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

Here are some examples for each: Business outcomes and impact: see Maggi bouillon made with iodised salt (based on findings by the Nestlé foundation for the study of problems of nutrition in the World) or MILO in motion on p.38 and p.42 of the Africa report. Social outcomes and impact: Nestlé is a founding corporate sponsor of the International Federation of Red Cross and Red Crescent Societies Africa Health Programme, which has taught over 1.5 million African youth how to avoid contracting HIV/AIDS. We are also in partnership with UNDP for women empowerment programmes in rural areas in Pakistan; with the Lutheran World Federation to build water wells in Rwanda. Fortune magazine's list of Most Admired Companies (Nestlé is the most admired company in Europe and Canada and has been either no.1 or 2 for the last 9 years in its industry). Universum's study of most desirable employers (Nestlé has been within the top 15 for three years in a row). FT's business leaders survey of most respected companies (Nestlé was within top 15 in the last two years). We also received high marks in Corporate Social Responsibility (no. 9) and integrity (no.10).

References:

Creating Shared Value
Nestlé commitment to Africa

88. Please estimate the monetary value of your company's philanthropic contributions/voluntary social investments in the following categories in the last fiscal year. Please note that marketing and advertising budgets should not be considered for the calculation of the contributions.

✓ in currency: CHF 71 million

Type of contributions	Amount
Cash contributions	See comment section
In-kind giving: Employee volunteering during paid working hours	See comment section
In-kind giving: Product or service donations Projects/partnerships or similar	Cost or tax valuation see comment section
Total	In % of pre-tax profit/EBIT: see comment %

- Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

Nestlé makes voluntary contributions because it makes sound business sense to have close links with the communities in which we operate. Nestlé focuses particularly on the nutrition, health and well-being of children and young adults. In Brazil, Nestlé has reached over 150,000 children with the Nutrir education programme, teaching good nutrition in poor neighbourhoods. In the UK, around 250,000 youths have so far benefited from Nestlé-sponsored Make Space after-school centres which provide constructive activities and nutrition education, and the number is rising fast. In Russia, over 180,000 school children have been reached through a nutrition education programme using Sesame Street characters. In fighting childhood obesity, Nestlé has been the main sponsor in France of the highly successful EPODE programme (Together, Let's Prevent Childhood Obesity) and is a major sponsor of children's sporting activities around the world through national associations, particularly children's football. Nestlé is also involved in humanitarian relief efforts and has supported the development of a water system with the UN Refugees Agency (UNHCR) for over 100,000 people in eastern Ethiopia. Nestlé provides large amounts of relief food supplies following humanitarian disasters in Myanmar and China in excess of 1 million Swiss Francs. Nestlé supports over 150 development programmes which contribute to the UN Millennium Goals to eradicate world poverty, most of which are funded at the local level by national Nestlé companies, as well as by the voluntary contributions programme at Nestlé headquarters in Vevey. A dedicated website detailing our corporate citizenship programs can be consulted at: www.community.nestle.com 2006 saw the 40th anniversary of the Nestlé Foundation for the Study of Nutrition Problems in the World. One of the major achievements of this Foundation has been its contribution to the study of human energy requirements, with a particular emphasis on energy needs during pregnancy and lactation. Nestlé also sponsors a range of cultural activities, including dance, music and theatre, based on local needs. Finally, the Nestlé Art Foundation is a major sponsor of artistic activity in Switzerland. Nestlé does not consolidate on a systematic basis figures for the total monetary value of cash and in-kind

contributions allocated worldwide on an annual basis for Corporate Citizenship/Philanthropy. However, an internal study carried out on cash contributions in 2006 together with an estimate of in-kind contributions and the monetary return from endowment support that the company has provided to different Nestlé foundations would amount to around 1 percent of Nestlé's annual pre-tax profits.

References:

Creating Shared Value

Social Reporting

89. In this section we evaluate the content, context and coverage of the social reporting included in other reports or on your website (e.g. own publication, part of a sustainability/CSR report or of annual report). The evaluation will be filled in by the responsible analyst of your industry. Please press "save+next" to proceed to the next question.

Comment:

References:

Nestlé concept of corporate social responsibility LatAm

Nestlé commitment to Africa

Nestlé, the community and the United Nations Millenium Development Goals

Nestlé and the community

The Nestlé Creating Shared Value Report

Standards for Suppliers

90. For which of the following areas does your company apply standards for suppliers across all countries of operation?

- Environmental standards
 - Environmental management systems for the suppliers' operations
 - Environmental standards for products and services delivered by suppliers
 - Other environmental standards, please specify: Nestlé needs suppliers who are committed to, and have familiarised themselves with The Nestlé Policy on the Environment.
 - Environmental standards of suppliers under development. Roll out planned within _____ months
- Labor standards
 - Non-Discrimination (based on race, sex, etc.)
 - OHS (Occupational Health & Safety)
 - Layoff practices
 - Forced or slave labor
 - Child labor
 - Freedom of association
 - Wages
 - Working hours and overtime
 - Disciplinary practices
 - Guidance regarding sub-contracting
 - Other labor standards, please specify: Our Nestlé Supplier Code provides guidelines to all other functions that interface with Procurement as well as our suppliers. As mentioned in this document, our Supplier Code should be applied in conjunction with our Nestlé Corporate Business Principles, Nestlé Policy on the Environment, Nestlé Human Resouces Policy and other relevant documents. The Nestlé Supplier Code include many other criteria as well, e.g. food safety, sustainable environmental practices, quality systems, bribery/corruption etc.
 - Labor standards of suppliers under development. Roll out planned within _____ months
- No standards
- Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

Nestlé applies the following principles when sourcing raw materials: # All raw materials must meet both legal and internal quality criteria, including limits on possible environmental contaminants; # Whenever possible, preference is given to raw materials that are produced by environmentally sound farming methods (e.g. integrated crop management); # Farmers are encouraged to apply sustainable farming methods. Where appropriate, Nestlé provides assistance in crop production and dairy farming. Such assistance includes the provision of recommendations for the conservation of natural resources (soil, water, air, energy, biodiversity) and/or techniques for reducing adverse environmental impact. Nestlé requires that the supplier's production and that of their suppliers: # Minimises the negative impact on the environment (noise, air pollution, odours, energy, unnecessary transportation); # Minimises the amount of waste produced and disposed of (gases, solids, liquids, waste water, etc.); # Avoids all undesirable substances entering their manufacturing process (e.g. heavy metals in pigments & printing inks, etc.). Whenever possible, delivery of all materials/goods to Nestlé sites should be carried out by energy-efficient, economic, and pollution-controlled means of transportation. Suppliers are encouraged to use environmentally sound business practices and will be audited accordingly. Quality audits of suppliers also cover their environmental practices, in particular the application of an environmental management system aligned on or certified with ISO 14001. A special emphasis is laid on contract manufacturers and contracting waste management companies.

References:

Supplier Assessment
The Nestlé Policy on the Environment
The Nestlé Supplier Code

91. Please indicate which of the following elements your company has established to assure effective implementation of its standards for suppliers.

- First audits conducted at ___% of sites of new suppliers in 2007
- Internal re-audits/spot-checks conducted at _____% of supplier sites during 2007
- Independent external audits/spot-checks conducted at ___% of sites during 2007
- Require certification of suppliers to international standards (such as SA8000, ISO14001 or similar), please specify these standards and the level of implementation across your suppliers' base: Supplier have to comply with our Supplier Code, which is based on international standards.
- Corporate-wide information system for audit results, degree of compliance, action plans, schedules, please specify:

 - Provide opportunity for third parties to report non-compliance.
 - Activities to integrate sub-contractors into the compliance system
 - Other activities to assure effective implementation of your standards in your suppliers operations.
Please specify: Part of our culture is to work with farmers and support them to implement sustainable agricultural and working practices. Please refer to our report on Nestlé concept to CSR. In regards to formal assurance systems for suppliers, Nestlé is also a member of the AIM-PROGRESS Task Force. This is an initiative comprised of leading FMCG companies that support the use of common evaluation methods to determine CSR supplier performance and help promote responsible sourcing practices within the supply chain (The Nestlé Creating Shared Value Report, page 35). Establishing this common industry-wide practice will enable more suppliers to participate within our industry and simplify the collection/analysis of supplier performance.
- No formal assurance system for the implementation of standards for suppliers in place
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Extended audits of coffee suppliers during 2005 to also evaluate compliance with the then valid Principles of Purchasing (2004) and its wider environmental/social aspects. Specifically this follows the supply chain in coffee up to the Mill level where coffee is processed before being transported for

export. Additionally as part of the Nestlé Sustainable Agricultural Initiative farmer practices have been improved in order to develop more sustainable coffee supplies (e.g. Nicaragua). Please see "The Nestlé concept of corporate social responsibility", page 12-25 Agriculture & sourcing. In 2007, Nestlé conducted 3400 audits of suppliers' facilities to help ensure that they comply with Nestlé food safety standards.

References:

Supplier Assessment
 Purchasing Principles Nestlé
 Compliance with Nestlé Corporate Business Principles
 Nestlé concept of corporate social responsibility LatAm
 The Nestlé Creating Shared Value Report, page 35
 The Nestlé Supplier Code

92. Please indicate the share of procurement costs for goods sourced according to these standards as a percentage of total procurement costs in the year 2006.

- ___% of total costs of goods
 Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

Our Corporate Business Principles are an important management tool and are implemented worldwide: Nestlé aims to deal only with reputable suppliers who are willing to apply Nestlé quality standards. Supplier relationships are benchmarked and evaluated with the objective of striving for continued improvement in the areas of quality, service, etc. As a relationship between a supplier and Nestlé strengthens and progresses, it may evolve into one of preferred supplier status. Key suppliers with which Nestlé has a contractual relationship are audited in order to ensure that they comply with the Nestlé Corporate Business Principles and the Nestlé Supplier Code or that they are working actively to achieve compliance. Whenever instances of non-compliance are brought to the Company's attention, Nestlé will demand that corrective measures be initiated. Nestlé personnel will maintain the highest standards of integrity and professional competence in all business relationships. Sanctions will be applied in the event of misconduct or abuse of established corporate standards and guidelines. As mentioned in our Supplier Assessment presentation, we target to audit 20% of supplier base every year. In 2006 we audited approximately 23% of our supplier base. In 2007, Nestlé conducted 3400 audits of supplier's facilities.

References:

Supplier Assessment
 The Nestlé Supplier Code
 The Nestlé Creating Shared Value Report, page 35

93. Please describe the way your company reacts in the case of suppliers not being compliant with your company's standards for suppliers. Please refer to documents using the reference button below.

- Policies and procedures for management of non-compliance to standards for suppliers are in place
 Defined categories of non-compliance and defined categories of remediation actions
 Joint company-supplier corrective action plan coupled to reaudits
 Organizational learning for your company's sourcing system build into non-compliance management (e.g. change in reporting lines)
 Effects of termination on worker's and local community's social fabric taken into account
 No formal non-compliance management in place
 Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

Nestlé selects suppliers in accordance with Nestlé's Corporate Business Principles and the Nestlé Supplier Code. Our standards are non-negotiable. At the discovery of non-compliance, Nestlé will demand that relevant corrective measures be taken. If unresolved, critical non conformity will result in discontinuing business with those suppliers.

References:

The Nestlé Supplier Code

94. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The score will be filled in by the responsible analyst of your industry. Please press "save+next" to proceed to the next question.

Comment:

Occupational Health & Safety

95. Please complete the following table with lost-time injuries frequency rate (lost-time injuries per 200,000 hours worked) for employees and contractors

✓	LTIFR Unit	2004	2005	2006	2007	Industry benchmark (if available)	Please explain the trend
Employees	lost-time injuries per 200,000 hours worked	2.0	1.5	1.04	0.84		Intense efforts are being made in Nestlé for the last 7-8 years. This effort has been gaining momentum and the rate of improvement is accelerating. Top management is committed and leading the effort...
Contractors	lost-time injuries per 200,000 hours worked	1.1	0.66	0.56	0.38		As above. Nestlé considers that the workplace must be safe for all those that work in it, employees, contractors and everybody else.

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Nestlé is committed to being a leader in workplace safety and health. The Nestlé Occupational Health and Safety Management System (NSMS) was revised in line with the 2007 edition of the international standard OHSAS 18001 and reissued to all Nestlé operations, reinforcing our

commitment that #Safety is non-negotiable#. We are also working towards external certification of our factories against OHSAS 18001. This will provide a common language around our health and safety management systems, and make it easier to demonstrate implementation of these standards to our stakeholders. The number of workplace injuries has been reduced. For example, in 2007 the number of injuries leading to one or more days away from work in Nestlé decreased to almost one quarter of that seen in 2001. Major focus on preventing accidents Over the years, Nestlé has developed a strong network of local Safety, Health and Environment functions that develops and shares best practices in accident prevention across the world. Involving employees Employees at all levels are empowered to assume ownership of workplace safety. Behavior based safety programs are being implemented in all operational sites (including factories and distribution centers). Safety observations made by those most concerned are gathered and analyzed and measures to eliminate or manage risks are implemented. Tools to manage safety performance Custom-made tools have been put in place to track workplace safety key performance indicators. Safety practitioners and managers have access to reports about their local performance and those of other sites, enabling easy internal benchmarking and identification of best practices. Towards #Best in Class# status Nestlé is determined to be one of the safest companies to work for in each market and business segment where it operates. More information can be found on the "Creating Shared Value Report", featured on <http://www.nestle.com>

References:

Compliance with Nestlé Corporate Business Principles
Health and Safety Nestlé
Sustainable operations
The Nestlé Creating Shared Value Report, page 22

96. Please complete the following table with the number of fatalities for employees and contractors

	Unit	2004	2005	2006	2007
Employees	number of fatalities	9	6	3	11
Contractors	number of fatalities	2	9	5	4

- Not applicable. Please provide explanations in the comment box below.
 Not known

Comment:

Eight out of the eleven employee fatalities we have to deplore in 2007 occurred in traffic accidents, outside Nestlé sites. We saw a smaller number of contractor fatalities on our sites, although we were not able to meet our goal of zero. Constant attention is devoted to the safety of all persons working inside our premises. We continue increasing the pressure on contractors and their management so that the Nestlé values and in particular safety are always respected while they work for us. We apply all safety principles and procedures to any worker inside our sites, independently of whether they are contractors, employees or even occasional visitors. Nestlé is pursuing a worldwide effort to contribute driving safety in the countries where we operate. Fatalities on the road, even when they involve Nestlé employees, are beyond our sphere of direct control. The only way to improve is by contributing to the society's road safety in general in the country where we operate.

References:

The Nestlé Creating Shared Value Report, page 22

97. Please indicate your company's occupational illness frequency rate (OIFR) for employees for the year 2007.

- 0.04 in 2007 per 200 thousand working hours.
 Not known
 Not applicable

Comment:

As announced in the previous edition of this questionnaire, in 2006 we started differentiating between "event related" and "non event related" injuries, which until 2005 were computed together indiscriminately. "Non event related" injuries include occupational illnesses like Repetitive Strain Injuries or other musculo-skeletal disorders. These are the only significant occupational illnesses

we see in our work. As demonstrated by the very low occupational illness frequency rate, we attach high importance to preventing these injuries and we are constantly improving the ergonomics of our workplaces.

98. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The score will be filled in by the responsible analyst of your industry. Please press "save+next" to proceed to the next question.

Comment: