



Nestlé

Good Food, Good Life

Nestlé Group 2007

Company profile

Switzerland's largest industrial company

World headquarters: Vevey (Switzerland)

480 factories; 276 000 employees

www.nestle.com

The leading Nutrition, Health
and Wellness Company

The Nestlé Story – all the way to Nutrition, Health and Wellness

1866 Foundation of Anglo-Swiss Condensed Milk Co.

1867 Henry Nestlé's Infant cereal developed

1905 Nestlé and Anglo-Swiss Condensed Milk Co.

(new name after merger)

1929 Merger with Peter, Cailler, Kohler

Chocolats Suisses S.A.

1934 Launch of *Milo*

1938 Launch of *Nescafé*

1947 Nestlé Alimentana S.A.

(new name after merger with Maggi)

1948 Launch of *Nestea* and *Nesquik*

1969 Vittel (initially equity interest only)

1971 Merger with Ursina-Franck

1973 Stouffer (with *Lean Cuisine*)

1974 L'Oréal (associate)

1977 Nestlé S.A. (new Company name)

Alcon (2002: partial IPO)

1981 Galderma (joint venture with L'Oréal)

1985 Carnation (with *Coffee-mate* and *Friskies*)

1986 Creation of Nestlé Nespresso S.A.

1988 Buitoni-Perugina, Rowntree (with *Kit Kat*)

1990 Cereal Partners Worldwide

(joint venture with General Mills)

1991 Beverage Partners Worldwide

(joint venture with Coca-Cola)

- 1992 Perrier (with *Poland Spring*)
- 1993 Creation of Nestlé Sources Internationales
(2002: Nestlé Waters)
- 1997 Creation of Nutrition Strategic Business Division
(2006: Nestlé Nutrition)
- 1998 Sanpellegrino and Spillers Petfoods
Launch of *Nestlé Pure Life*
- 2000 PowerBar
- 2001 Ralston Purina
- 2002 Schöller and Chef America
Dairy Partners Americas (joint venture with Fonterra)
Laboratoires innéov (joint venture with L'Oréal)
- 2003 Mövenpick and Dreyer's
- 2005 Wagner, Protéika and Musashi
- 2006 Creation of FoodServices Strategic Business Division
Lactalis Nestlé Produits Frais (associate)
Jenny Craig, Uncle Tobys and Delta Ice Cream
- 2007 Novartis Medical Nutrition, Gerber, Henniez

Nestlé – the main brands

Beverages

Coffee: *Nescafé, Nespresso, Taster's Choice, Ricoré, Ricoffy, Bonka, Zoégas, Loumidis, Buondi*

Water: *Nestlé Pure Life, Poland Spring, Arrowhead, Vittel, Deer Park, Levissima, Perrier, S.Pellegrino, Ozarka, Contrex, Ice Mountain, Zephyrhills, Nestlé Vera, Nestlé Aquarel, Erikli, Hépar, Acqua Panna*

Other: *Nestea, Nesquik, Nescau, Milo, Caro, Nestomalt, Nestlé, Sjora*

Milk products

Shelf Stable: *Nestlé, Nido, Nespray, Ninho, Carnation, Milkmaid, La Lechera, Moça, Svelty, Molico, Nesvita, Cerevita, Bear Brand, Coffee-mate, Juicy Juice*

Chilled Dairy: *Nestlé, Sveltesse, La Laitière, La Lechera, Ski, Yoco, Svelty, Molico, LC', Chiquitín, Nido, Chamyto*

Nutrition

Infant: *Nestlé, Nan, Beba, Nidina, Nidal, Good Start, Lactogen, Guigoz, Nestogen, Alfaré, Mom&Me, Nestum, Cerelac, Mucilon, Naturnes, Gerber, Graduates*

HealthCare: *Resource, Boost, Nutren, Peptamen, Clinutren, Impact, Optifast, Carnation Instant Breakfast*

Performance: *PowerBar, Musashi*

Weight Management: *Jenny Craig*

The brands in italics are registered trademarks of the Nestlé group.

Ice cream

Nestlé, Antica Gelateria del Corso, Dreyer's/Edy's, Drumstick/Extrême, Maxibon/Tandem, Mega, Mövenpick, Sin Parar/Sem Parar/Non Stop

Prepared dishes and cooking aids

Bouillons, soups, seasonings, pasta, sauces, noodles:

Maggi, Buitoni, Thomy, Winiary, Torchin, Osem, Totole, Haoji

Frozen foods (prepared dishes, pizzas, small meals):

Stouffer's, Lean Cuisine, Hot Pockets, Buitoni, Maggi, Wagner, La Cocinera, Tivall, Findus

Refrigerated products (cold meat products, dough, pasta, pizzas, sauces, snacks): *Nestlé, Buitoni, Herta, Toll House, Sabra, Leisi*

Confectionery

Nestlé, Crunch, Cailler, Galak/Milkybar, Kit Kat, Smarties, Butterfinger, Aero, Polo

Professional products for foodservices

Chef, Davigel, Minor's

PetCare

Purina, Friskies, Fancy Feast, Alpo, Gourmet, Mon Petit, Felix, Dog Chow, Cat Chow, Pro Plan, Purina ONE, Beneful, Tidy Cats, Purina Veterinary Diets

Key figures (consolidated)

In millions of CHF

Sales	107 552
EBIT (Group) ^(a)	15 024
as % of sales	14.0%
EBIT (Food and Beverages) ^(a)	12 589
as % of sales (Food and Beverages)	12.6%
Profit for the period attributable to shareholders of the parent (Net profit)	10 649
as % of sales	9.9%
as % of average equity attributable to shareholders of the parent	20.7%
Capital expenditure	4 971
as % of sales	4.6%
Equity attributable to shareholders of the parent ^(b)	52 085
Market capitalisation, end December	195 661
Operating cash flow	13 439
as % of net financial debt	63.5%
Free cash flow ^(c)	8 231
Net financial debt	21 174
Ratio of net debt to equity (gearing)	40.7%

^(a) Earnings Before Interest, Taxes, restructuring and impairments.

^(b) before proposed appropriation of profit of Nestlé S.A.

^(c) Operating cash flow less capital expenditure, disposal of tangible assets, purchase and disposal of intangible assets, movement with associates as well as with minority interests.

Per share

Total earning per share	CHF	27.81
Underlying ^(a)	CHF	28.01
Equity attributable		
to shareholders of the parent ^(b)	CHF	136.03
Dividend ^(c)	CHF	12.20
Stock exchange prices (high/low)	CHF	553.50/426.50
Yield ^(d)		2.2/2.9%

^(a) Profit for the period attributable to shareholders of the parent from continuing operations before impairments, restructuring costs, results on disposals and significant one-off items. The tax impact from the adjusted items is also adjusted for.

^(b) Before proposed appropriation of profit of Nestlé S.A.

^(c) As proposed by the Board of Directors of Nestlé S.A.

^(d) Calculated on the basis of the dividend of the year concerned but which is paid in the following year.

Analysis of sales and EBIT

By management responsibility and geographic area

In millions of CHF	Sales	EBIT
Zone Europe	28464	3412
Zone Americas	32917	5359
Zone Asia, Oceania and Africa	16556	2697
Nestlé Waters	10404	851
Nestlé Nutrition	8434	1447
Other Food and Beverages ^(a)	3458	548
Unallocated items ^(b)	—	(1725)
Total Food and Beverages	100233	12589
Pharma	7319	2435
Total Group	107552	15024

^(a) Mainly Nespresso and Food and Beverages Joint Ventures managed on a worldwide basis.

^(b) Mainly corporate expenses as well as research and development costs.

By product group

In millions of CHF	Sales	EBIT
Beverages	28 245	4 854
Milk products, Nutrition and Ice cream	29 106	3 744
Prepared dishes and cooking aids	18 504	2 414
Confectionery	12 248	1 426
PetCare	12 130	1 876
Pharmaceutical products	7 319	2 435
Total segments	107 552	16 749
Unallocated items ^(a)		(1 725)
Total		15 024

^(a) Mainly corporate expenses as well as research and development costs.

Contact for media

Nestlé S.A.

Corporate Communications

Avenue Nestlé 55, CH-1800 Vevey (Switzerland)

Tel. +41 (0)21 924 25 96

Fax +41 (0)21 922 63 34

e-mail: corporate.communications@nestle.com

Contact for investors

Nestlé S.A.

Investor Relations

Avenue Nestlé 55, CH-1800 Vevey (Switzerland)

Tel. +41 (0)21 924 35 09

Fax +41 (0)21 924 28 13

e-mail: ir@nestle.com

Contact for shareholders

Share register: registration, transfers,
address changes, dividends, etc.

Nestlé S.A.

Share Transfer Office

Zugerstrasse 8, CH-6330 Cham (Switzerland)

Tel. +41 (0)41 785 20 20

Fax +41 (0)41 785 20 24

e-mail: shareregister@nestle.com