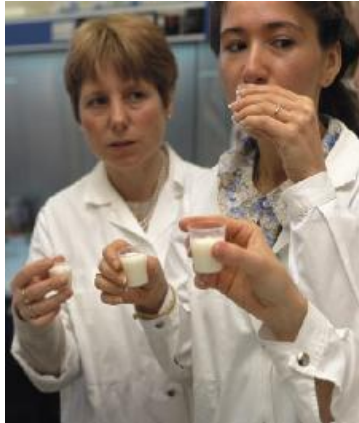


Nestlé R&D: Quick Facts



Consumer-focused

- Quality and Safety
- Nutrition, Health and Wellness
- Pleasure and Convenience

5,000 people directly involved in R&D



28 Research, Development and Technology Centres, world-wide



Open Innovation at each stage of the research and development process – from early stage collaborations with universities, start up and biotech companies to late stage partnerships with key suppliers



R&D Pipeline A long term commitment: from ideas to products across all Nestlé businesses, world-wide