

Geographic data: people, factories and sales

Nestlé has 456 factories in 84 countries around the world. This is a reduction from 480 in 2007. During the year, 10 factories were acquired or opened and 30 were closed or divested. Furthermore the reorganisation of our factories resulted in 4 factories being satellised.

Factories by geographic area

	2007	2008
Europe	184	165
Americas	166	168
Asia, Oceania and Africa	130	123
Total	480	456

Employees by geographic area

	2007	2008
Europe*	34.5%	34.0%
Americas	38.3%	38.7%
Asia, Oceania and Africa	27.2%	27.3%
Total		

* 8957 employees in Switzerland in 2008

Sales

By principal market	Differences 2008/2007		2008
	In millions of CHF in CHF	in local currency	
USA	+0.7%	+11.1%	29 922
France	-0.9%	+2.7%	8 558
Germany	-1.9%	+1.7%	6 511
Brazil	+7.1%	+11.2%	5 668
Italy	-3.4%	+0.1%	4 440
United Kingdom	-12.1%	+5.7%	4 140
Mexico	+2.4%	+15.1%	3 569
Spain	+0.8%	+4.5%	3 039
Canada	-6.1%	+4.4%	2 549
Australia	-6.4%	+2.4%	2 490
Russia	+19.1%	+28.5%	2 465
Japan	+12.6%	+7.4%	2 274
Greater China Region	+8.9%	+10.3%	2 230
Switzerland	+24.0%	+24.0%	2 066
Philippines	+5.6%	+12.9%	1 856
Other markets	+6.0%	(a)	28 131

By continent

Europe	+0.6%	(a)	41 265
USA + Canada	+0.1%	(a)	32 470
Latin America + Caribbean	+8.3%	(a)	15 523
Asia	+7.5%	(a)	14 701
Africa	+1.6%	(a)	2 992
Oceania	-6.4%	(a)	2 957
Total Group	+2.2%	(a)	109 908

(a) Not applicable

Employees by activity

	2007	2008
In thousands		
Factories	144	147
Administration and sales	132	136
Total	276	283

Europe

Austria	1	■	■	■	■	■	■	■	■
Belgium	3	●	■	■	■	■	■	■	■
Bulgaria	2	■	■	■	■	■	■	■	■
Czech Republic	3	■	■	■	■	■	■	■	■
Finland	2	■	■	■	■	■	■	■	■
France	30	●	■	■	■	■	■	■	■
Germany	21	●	■	■	■	■	■	■	■
Greece	4	●	■	■	■	■	■	■	■
Hungary	3	●	■	■	■	■	■	■	■
Italy	19	●	■	■	■	■	■	■	■
Netherlands	2	■	■	■	■	■	■	■	■
Poland	8	●	■	■	■	■	■	■	■
Portugal	4	●	■	■	■	■	■	■	■
Republic of Ireland	1	■	■	■	■	■	■	■	■
Republic of Serbia	1	■	■	■	■	■	■	■	■
Romania	1	●	■	■	■	■	■	■	■
Russia	12	●	■	■	■	■	■	■	■
Slovak Republic	1	■	■	■	■	■	■	■	■
Spain	13	●	■	■	■	■	■	■	■
Sweden	2	●	■	■	■	■	■	■	■
Switzerland	12	●	■	■	■	■	■	■	■
Turkey	5	●	■	■	■	■	■	■	■
Ukraine	2	■	■	■	■	■	■	■	■
United Kingdom	13	●	■	■	■	■	■	■	■

Americas

Argentina	8	●	■	■	■	■	■	■	■
Brazil	23	●	■	■	■	■	■	■	■
Canada	10	●	■	■	■	■	■	■	■
Chile	6	●	■	■	■	■	■	■	■
Colombia	4	●	■	■	■	■	■	■	■
Costa Rica	1	■	■	■	■	■	■	■	■
Cuba	3	●	■	■	■	■	■	■	■
Dominican Republic	2	■	■	■	■	■	■	■	■
Ecuador	2	●	■	■	■	■	■	■	■
Guatemala	1	■	■	■	■	■	■	■	■
Jamaica	1	●	■	■	■	■	■	■	■
Mexico	13	●	■	■	■	■	■	■	■
Nicaragua	1	■	■	■	■	■	■	■	■
Panama	1	■	■	■	■	■	■	■	■
Peru	1	■	■	■	■	■	■	■	■
Trinidad and Tobago	1	●	■	■	■	■	■	■	■
United States	82	●	■	■	■	■	■	■	■
Uruguay	1	●	■	■	■	■	■	■	■
Venezuela	7	●	■	■	■	■	■	■	■

Asia, Oceania and Africa

Algeria	1	●	■	■	■	■	■	■	■
Australia	13	●	■	■	■	■	■	■	■
Bahrain	1	●	■	■	■	■	■	■	■
Bangladesh	1	●	■	■	■	■	■	■	■
Cameroon	1	■	■	■	■	■	■	■	■
Côte d'Ivoire	2	●	■	■	■	■	■	■	■
Egypt	4	●	■	■	■	■	■	■	■
Fiji	1	■	■	■	■	■	■	■	■
Ghana	1	●	■	■	■	■	■	■	■
Greater China Region	19	●	■	■	■	■	■	■	■
Guinea	1	■	■	■	■	■	■	■	■
India	6	●	■	■	■	■	■	■	■
Indonesia	3	●	■	■	■	■	■	■	■
Iran	2	●	■	■	■	■	■	■	■
Israel	8	●	■	■	■	■	■	■	■
Japan	3	●	■	■	■	■	■	■	■
Jordan	1	●	■	■	■	■	■	■	■
Kenya	1	●	■	■	■	■	■	■	■
Lebanon	1	●	■	■	■	■	■	■	■
Malaysia	6	●	■	■	■	■	■	■	■
Morocco	1	●	■	■	■	■	■	■	■
New Caledonia	1	■	■	■	■	■	■	■	■
New Zealand	2	■	■	■	■	■	■	■	■
Nigeria	1	●	■	■	■	■	■	■	■
Pakistan	3	●	■	■	■	■	■	■	■
Papua New Guinea	1	●	■	■	■	■	■	■	■
Philippines	4	●	■	■	■	■	■	■	■
Qatar	1	●	■	■	■	■	■	■	■
Republic of Korea	2	●	■	■	■	■	■	■	■
Saudi Arabia	4	●	■	■	■	■	■	■	■
Senegal	1	■	■	■	■	■	■	■	■
Singapore	1	●	■	■	■	■	■	■	■
South Africa	10	●	■	■	■	■	■	■	■
Sri Lanka	1	●	■	■	■	■	■	■	■
Syria	1	●	■	■	■	■	■	■	■
Thailand	6	●	■	■	■	■	■	■	■
Tunisia	1	■	■	■	■	■	■	■	■
United Arab Emirates	1	●	■	■	■	■	■	■	■
Uzbekistan	1	●	■	■	■	■	■	■	■
Vietnam	3	●	■	■	■	■	■	■	■
Zimbabwe	1	●	■	■	■	■	■	■	■

The figure in black after the country denotes the number of factories

● Local production (may represent production in several factories)

■ Imports (may, in a few particular cases, represent purchases from third parties in the market concerned)

■ Beverages

■ Milk products, Nutrition and Ice cream

■ Prepared dishes and cooking aids

■ Confectionery

■ PetCare

■ Pharmaceutical products

Creating Shared Value – Performance summary

Nestlé has developed performance indicators to provide a focus for measuring and reporting Creating Shared Value. The summary below forms part of our communication on progress on the UN Global Compact Principles. Unless stated otherwise, performance indicators are for the year ending 31 December 2008.

Nestlé Creating Shared Value performance indicators

		2007	2008	GRI reference ¹
Manufacturing and our environmental footprint				
Materials	Raw materials and ingredients (except water [see below], million tonnes)	20.48	21.43	EN1
	Packaging materials (million tonnes)	4.08	4.00	EN1
	By-products (for recycling, million tonnes)	1.07	1.11	EN22
	Reduction of by-products (per tonne of product) over 10 years	58%	54%	n/a
	Waste (for final disposal, million tonnes)	0.372	0.410	EN22
	Reduction of waste (per tonne of product) over 10 years	58%	49%	n/a
Energy	Direct energy consumption (Peta Joules)	85.3	86.9	EN3
	Indirect energy consumption (Peta Joules)	63.7	65.3	EN4
	Energy saved (per tonne of product) over 10 years	45%	42%	EN5
Greenhouse gases	Direct CO ₂ emissions (million tonnes) ²	4.13	4.10	EN16
	Indirect CO ₂ emissions (million tonnes)	3.1	3.0	EN16
	Reduction of direct CO ₂ emissions (per tonne of product) over 10 years	53%	48%	EN18
	Reduction of indirect CO ₂ emissions since 2007 (per tonne of product)	n/a	3%	EN4
Water	Total water withdrawal (million m ³)	157	147	EN8
	Water saved (per tonne of product) over 10 years	59%	58%	n/a
	Total water discharge (million m ³)	101	96	EN21
	Quality of water discharged (average mg COD/l)	62	95	EN21
Packaging	Source reduction (thousand tonnes): since 1991	326.3	392.0	n/a
	Source reduction (CHF million): since 1991	583.7	683.0	n/a
	Reduction of packaging weight (per l of product – Nestlé Waters) over 5 years	22%	20%	n/a
Governance	ISO 14001/OHSAS 18001-certified sites (number of certificates)	171	455	n/a
	Sites audited through CARE programme (since July 2005)	403	490	n/a
Our people				
	Workforce size (total number of employees)	276050	283000	LA1
	Lost Time Injuries (per million hours worked)	3.7	2.8	LA7
	Total Injury Rate (per million hours worked)	7.5	6.1	LA7
	Leadership positions ³ held by women	24%	25%	LA4
	Local Management Committee members native to country in developing countries	42%	42%	n/a
	Formal classroom training received in developing countries (number of employees)	65 647	70 167	LA10
	Key Business Positions	917	970	n/a
	Employees with potential to fill Key Business Positions	3 247	3 919	n/a
Agriculture and rural development				
	Farmers trained through capacity-building programmes	111 800	158 837	n/a
	Markets covered by Sustainable Agriculture Initiative Nestlé (SAIN) programmes	28	32	n/a
	Suppliers audited for safety, quality and processing	3 400	3 417	n/a

¹ GRI = Global Reporting Initiative

² Includes CO₂ from fuel usage, refrigerants and Ozone Depletion Potential (ODP) substances

³ Defined as positions with people management responsibilities

Independent assurance – Preliminary findings statement

Introduction

Bureau Veritas UK has been engaged to provide external assurance to the stakeholders of Nestlé SA (Nestlé), over the Creating Shared Value (CSV) content (presented on pages 12 to 23) and CSV actions as indicated in the Nestlé Management Report 2008 (the Report). The preparation of the Report is the sole responsibility of Nestlé. Our overall aim is to provide reasonable assurance to stakeholders over the accuracy and reliability of the CSV information included in the Report.

Scope and methodology

The scope of the assurance included

1. a review of related activities undertaken by Nestlé over the reporting period January 2008 to December 2008;
2. a limited review of information from external partners relating to materiality assessment and stakeholder convenings;
3. a review of information relating to Nestlé's issues, responses, performance data, case studies and underlying systems to manage such information and data;
4. an evaluation of Safety, Health and Environment (SHE) data and systems;
5. a pilot assessment of the implementation of CSV related policies and processes at the market level.

As part of the scope outlined above, 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 globally;
- verification of performance data and factual information within the Report;
- visits to approximately 3% of operational sites across nine countries to evaluate the SHE data management systems and data reliability and accuracy;

- a visit to Nestlé South Africa to review the understanding and implementation of market level CSV related processes as presented within the Report.

Preliminary findings

Based on our review, it is our opinion that the Report:

- includes information that is reliable, understandable and clearly presented;
- provides a reasonable account of relevant activities and performance over the reporting period;
- presents a continuation of discussions around issues established during the last CSV report (albeit in a précis format), and as such does not omit any subject area considered to be of material importance although more commentary on performance relating to "Our People" KPIs should have been included;
- demonstrates an improvement on previous reporting by the inclusion in the text of the issues and challenges that Nestlé faces. Additional information provides context and a better understanding of Nestlé's responses to such issues;
- provides an account that is inclusive of related Nestlé activities, although it should be noted that due to the brevity of the CSV content within the Report, all relevant stakeholders concerns cannot be addressed in full.

Pilot assessment of policy implementation in Nestlé Markets

A pilot assessment of the implementation of CSV related policies and programmes within a sample market indicate that Nestlé is taking a proactive approach to issues of material concern. There exists in South Africa a strong regulatory environment in relation to employment and social issues, and Nestlé South Africa is undertaking its activities under

the sphere of Broad Based Black Economic Empowerment at each stage of its value chain as defined by its CSV approach.

Assurance findings are reported in the full assurance statement on nestle.com/csv

Key areas for improvement are reported in the full assurance statement on nestle.com/csv

Considerations and limitations

Excluded from the scope of our work is information relating to:

- activities outside the defined reporting period;
- statements of commitment to, or intention to, undertake action in the future;
- statements of opinion, belief and/or aspiration.

Our assurance does not extend to the information hyperlinked from the Report.

Our review was carried out to provide reasonable, rather than absolute assurance and we believe the scope above provides a reasonable basis for our conclusions.

This independent statement of preliminary findings should not be relied upon to detect all errors, omissions or misstatements.

Detailed considerations and limitations are included in the full statement on www.nestle.com/csv

Our statement of independence, impartiality and competence can be found in the full assurance statement on www.nestle.com/csv

*Bureau Veritas UK Ltd.,
London, February 2009*



Statement of independence, impartiality and competence

Bureau Veritas is an independent professional services company that specialises in quality, health, safety, social and environmental management advice and compliance with almost 180 years history in providing independent assurance services and an annual turnover in 2007 of EUR 2.1 billion.

Bureau Veritas has implemented a code of ethics across its business which is intended to ensure that all our staff maintain high standards in their day-to-day business activities. We are particularly vigilant in the prevention of conflicts of interest. We believe our assurance assignment does not raise any conflicts of interest.

Competence: our assurance team completing the work for Nestlé S.A. has extensive knowledge of conducting assurance over environmental, social, health, safety and ethical information, systems and processes, and with over 20 years combined experience in this field an excellent understanding of good practice in corporate responsibility reporting and assurance.

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

In 1866 the American brothers George and Charles Page founded the Anglo-Swiss Condensed Milk Co. in Cham (the Canton of Zug in Switzerland), Europe's first condensed milk factory, thereby satisfying the need for pure, long-life milk, especially in the cities. One year later in Vevey (the Canton of Vaud in Switzerland), Henri Nestlé from Frankfurt am Main (Germany) developed a baby formula that offered a safe and more nutritious alternative to other existing breast-milk substitutes for mothers who were unable to provide breast milk. At the same time, he could offer convalescent and elderly people an easily digestible, ready-made food, which became one of the cornerstones of what is now Nestlé Nutrition. After many years of tough competition, the two companies merged in 1905 to form the new company "Nestlé & Anglo-Swiss Condensed Milk Co."

The same year also saw the launch of the first *Nestlé* branded chocolate which, following years of collaboration, ultimately led to Nestlé's takeover of the long-established Swiss chocolate manufacturer Peter, Cailler and Kohler. Having previously been active exclusively in the dairy industry, Nestlé now also had a foothold in confectionery.

The crisis years in the wake of the First World War prompted Nestlé to restructure. The company streamlined its organisational structure and also strengthened its organic growth by focusing on developing new products. The research department was completely reorganised in the 1930s to this end, allowing for the considerable expansion of the existing range of milk products and baby foods with *Nestogen* in 1930, *Sinlac* in 1932, *Nescao* in 1932, *Pelargon* in 1934 and *Milo Tonic* in 1934, and the first, initially somewhat tentative foray (together with Roche) into the pharmaceutical sector with *Nestrovit* in 1936, as well as a much more decisive one into the coffee business with *Nescafé* in 1938. The latter has since been marked by constant innovation and further expansion, most recently with the winning formula of *Nespresso* and the successful launch of *Nescafé Dolce Gusto* in Europe as well as *Nescafé Protect*, mainly in Asia.

The challenges faced once the Second World War was over included integrating Maggi, acquired in 1947. The founder, Julius Maggi, had been one of the first entrepreneurs, in 1884, to offer working-class families affordable, high-protein and quick-to-prepare soup products. Maggi took Nestlé into the culinary sector.

In the 1960s, external growth via acquisitions accelerated, facilitating the company's entry into new areas of the

food industry: canned goods (Crosse & Blackwell 1960, Libby 1963), ice cream (France Glaces and Jopa 1960, Delasa 1963), chilled and frozen products (Findus 1962, Chambourcy 1968) and mineral water (Vittel and Deer Park 1969).

The 1970s saw Nestlé's foray into the hospitality and winemaking industries (Eurest and Cahills 1970, Beringer 1971, Stouffer 1973) – areas that were later resold – whilst the purchase of Ursina-Franck (1971) expanded the traditional business. Economic turbulence (oil crises, high inflation, strong currency fluctuations) had an impact on the growth of the Group, and for the first time significant moves were made to diversify outside the food industry. The purchase of a minority stake (now 30%) in the world's largest cosmetics company L'Oréal (1974) was followed by the acquisition of the ophthalmology firm Alcon Laboratories (1977), also world leader in its area, of which about 25% was floated on the New York Stock Exchange in 2002 and another 25% was sold to Novartis in 2008.

Following a period of consolidation at the beginning of the 1980s in which the product portfolio was streamlined, unprofitable areas of the business sold and the financial basis of the Group improved, Nestlé's task was to develop a greater geographical presence and to be the No. 1 in all areas of activity. In order to strengthen its market share in the USA, in 1985 Nestlé acquired Carnation, which was active in the dairy industry, pet food and the catering trade. In order to improve its position in chocolate and confectionery, as well as in the culinary sector, Nestlé bought Rowntree (*KitKat*, *Smarties*, *After Eight*) and Buitoni-Perugina in 1988. The company created the conditions for further organic growth by expanding its research capability, notably by founding the Nestlé Research Center in Lausanne in 1987, the world's leading private research institution in the food and nutrition sectors.

Following the fall of the Berlin Wall and the opening of previously inaccessible markets, Nestlé's task in the 1990s was to gain a stronger foothold in Eastern Europe and Asia. In addition to expanding geographically, Nestlé focused specifically on strengthening the three product areas promising the best possible opportunities for growth: water (Perrier 1992, Sanpellegrino 1998, Henniez 2007), pet food (Alpo 1994, Spillers 1998, Purina 2001) and ice cream (Finitalgel 1993, Schöller 2002, Mövenpick and Dreyer's Grand Ice Cream 2003, Valio 2004, Delta Ice Cream

1866	Anglo-Swiss Condensed Milk Co.
1867	Henri Nestlé's Infant cereal
1905	Nestlé & Anglo-Swiss Condensed Milk Co. (New name after merger)
1929	Peter, Cailler, Kohler, Chocolats Suisses S.A.
1938	Nescafé launch
1947	Nestlé Alimentana S.A. (New name after merger with Maggi)
1960	Crosse & Blackwell
1969	Vittel
1971	Ursina-Franck
1973	Stouffer
1974	L'Oréal (Minority interest)
1977	Nestlé S.A. (new name) Alcon
1985	Carnation, Friskies
1986	Herta
1988	Buitoni-Perugina, Rowntree
1992	Perrier
1993	Finitalgel
1994	Alpo
1998	Sanpellegrino, Spillers Petfoods
2000	PowerBar
2001	Ralston Purina
2002	Schöller, Chef America
2003	Mövenpick (Ice cream business) Dreyer's Grand Ice Cream, Powwow
2004	Valio (Ice cream business)
2005	Wagner, Protéika, Musashi (Nutrition businesses)
2006	Jenny Craig, Uncle Tobys
2007	Novartis Medical Nutrition, Gerber, Henniez

2005). In 2000, the launch of the GLOBE initiative (Global Business Excellence) with its group-wide, standardised best practices, data standards and information systems created the organisational basis for Nestlé's focused, strategic transformation into a nutrition, health and wellness company. Nestlé reinforced its performance nutrition business with its acquisition of PowerBar in 2000 and Sporting Sportlernahrung GmbH in 2002. Its subsequent purchases of Musashi Pty in 2005, Jenny Craig in 2006, and Novartis Medical Nutrition and Gerber in 2007, also from Novartis, made Nestlé the world's leading nutrition company, with sales of about CHF 109.9 billion in 2008.

During this period, Nestlé also introduced new organisational structures. Following Nestlé Waters, which has been run as of 1993 as a globally managed division, in 2005, the Nestlé Nutrition division was made an independent entity within the Group with global responsibility for the areas of infant nutrition, healthcare nutrition, weight management and performance nutrition. The existing strategic business unit for out-of-home catering (FoodServices), Nestlé Professional, will be transformed into a globally managed business from 2009. These major changes serve to consolidate the considerable progress already made and will – together with an acceleration of internal processes – facilitate further profitable growth.

More information about Nestlé's history can be found at www.nestle.com and in the book by Albert Pfiffner and Hans-Jörg Renk: "Transformational Challenge. Nestlé 1990-2005", Nestlé, 2007.



Henri Nestlé

When Henri Nestlé (1814 to 1890) developed his Infant Food, he created the cornerstone for the largest Nutrition, Health and Wellness Company.

Shareholder information

Stock exchange listings

At 31 December 2008, Nestlé S.A. shares were listed on the SIX Swiss Exchange (ISIN code: CH0038863350). American Depositary Receipts (ADRs) (ISIN code: US6410694060) representing Nestlé S.A. shares are offered in the USA by Citibank.

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The Nestlé Management Report, the Financial Statements and the Corporate Governance Report are available on-line as a PDF file in English, French and German. The Consolidated income statement, balance sheet and cash flow statement are also available as Excel files.

As to information concerning the share register (registrations, transfers, address changes, dividends, etc.), please contact

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The Company offers the possibility of depositing, free of charge, Nestlé S.A. shares traded on the SIX Swiss Exchange.

Nestlé URL: www.nestle.com

Important dates

22 April 2009
Announcement of first quarter 2009 sales figures

23 April 2009
142nd Annual General Meeting, "Palais de Beaulieu",
Lausanne

28 April 2009
Dividend Record Date

29 April 2009
Payment of the dividend

12 August 2009
Publication of the Half-yearly Report January/June 2009

22 October 2009
Announcement of nine months 2009 sales figures;
Autumn press conference

19 February 2010
2009 Full Year Results; press conference

15 April 2010
143rd Annual General Meeting, "Palais de Beaulieu",
Lausanne

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The Management Report contains forward looking statements which reflect Management's current views and estimates. The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures and regulatory developments.

In case of doubt or differences of interpretation, the English version shall prevail over the French and German text.

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