

## **Nestlé completes acquisition of Pfizer Nutrition, enhancing its position in global infant nutrition**

- Nestlé completes acquisition of Pfizer Nutrition for USD 11.85 billion
- Integration process, that will see approximately 4,500 Pfizer Nutrition employees join Nestlé, is underway
- Acquisition enhances Nestlé's infant nutrition business in key segments and geographies
- Regulatory process concluded in most markets.

**Vevey, 1 December 2012** – Following the successful conclusion of the regulatory process in most markets, Nestlé completed the acquisition of Pfizer Nutrition on 30 November 2012. Consequently, the integration process of Pfizer Nutrition into Nestlé Nutrition, that will see approximately 4,500 employees of Pfizer Nutrition join the Nestlé Group, is underway.

Pfizer Nutrition's strong brands and product portfolio, together with its geographic presence, complements Nestlé's Infant Nutrition business. 85% of its sales are in emerging markets, many of them with large, fast-growing populations. Building on our growth-focused strategy, global presence and pioneering research and development, the newly enlarged business will enhance our ability to become parents' trusted partner, offering them a wider choice of nutritious food to ensure their children make a healthy start to a healthy life.

In Australia, Nestlé's remedy commitments, which are not material in the overall context of the transaction, have satisfied the regulators. The regulatory approval process is still underway in Kenya, South Africa and five Latin American countries. We continue to review our strategic options in those countries.

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**Contacts**

Media  
Investors

Robin Tickle  
Roddy Child-Villiers

Tel.: +41 21 924 22 00  
Tel.: +41 21 924 36 22

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