Nestlé S.A.

Inauguration: NME FACTORY INAUGURATION, DUBAI

9 December 2010

Speech by Yves Manghardt, Nestlé Middle East, Chairman and CEO

Disclaimer

This transcript might not reflect absolutely all exact words of the audio version.

This transcript 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.

Thank you, Raef.

Good morning Your Highness, Your Excellencies, and esteemed guests.

A very warm welcome to each and every one of you present here today.

As you know, we are gathered here today to celebrate the opening of our new manufacturing site here at TechnoPark, and we would like to extend our sincere thanks to His Highness Sheikh Saeed bin Mohammed bin Rashid Al Maktoum for gracing this memorable occasion with his presence.

We would also like to thank His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of UAE and Ruler of Dubai, for extending his patronage to this event.

It also gives me great pleasure to welcome our distinguished guests from Nestlé' Swiss Headquarters - Paul Bulcke, Group Chief Executive Officer, Nestlé S.A., and Frits van Dijk, Executive Vice President in charge of Zone Asia, Oceania, Africa and Middle East.

As some of you might be aware, Nestlé Middle East, with its headquarters here in Dubai, was established in 1997 to oversee the management of 13 countries around the region, including among others the GCC states, Lebanon, Syria, Jordan, Palestine and Yemen.

While it may have only been a little over a decade since Nestlé Middle East was formally incorporated, Nestlé's heritage in the region goes back 75 years, to 1934 when the first import operation was set up in Lebanon. Today, many years later, Nestlé Middle East owns and operates 17 factories and 37 offices in the region and provides direct employment to approximately 7,000 people and indirect employment to several thousands more.

The opening of the new manufacturing site marks another important milestone in the history of Nestlé Middle East, and I am very proud that the first new Nestlé confectionery factory built in over a decade is here in Dubai. This investment shows the clear commitment of the Nestlé Group to the expansion of our activities here in the region.

I would now like to invite our group CEO Paul Bulcke to say a few words.