



Welcome and setting the scene

Paul Bulcke
Chief Executive Officer

Nestlé Investor Seminar
24 – 25 May, 2016

Disclaimer

This presentation 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.



Driving growth with returns sustainably

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