Financial Statements 2014

Good Food, Good Life

Consolidated Financial Statements of the Nestlé Group 2014

148th Financial Statements of Nestlé S.A.

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Principal exchange rates

CHF per		2014	2013	2014	2013
		Year ending rates		Weighted average annual rates	
1 US Dollar	USD	0.990	0.890	0.916	0.927
1 Euro	EUR	1.203	1.226	1.215	1.231
100 Chinese Yuan Renminbi	CNY	15.957	14.699	14.875	15.065
100 Brazilian Reais	BRL	37.262	37.986	38.898	42.994
1 Pound Sterling	GBP	1.540	1.471	1.508	1.450
100 Mexican Pesos	MXN	6.716	6.808	6.885	7.262
100 Philippine Pesos	PHP	2.208	2.004	2.062	2.184
1 Canadian Dollar	CAD	0.852	0.836	0.830	0.899
1 Russian Ruble	RUB	0.017	0.027	0.024	0.029
1 Australian Dollar	AUD	0.810	0.794	0.826	0.896
100 Japanese Yen	JPY	0.827	0.847	0.862	0.944

Consolidated income statement for the year ended 31 December 2014

In millions of CHF

	Notes	2014	2013
Sales	3	**91 612**	**92 158**
Other revenue		253	215
Cost of goods sold		(47 553)	(48 111)
Distribution expenses		(8 217)	(8 156)
Marketing and administration expenses		(19 651)	(19 711)
Research and development costs		(1 628)	(1 503)
Other trading income	4	110	120
Other trading expenses	4	(907)	(965)
Trading operating profit	3	**14 019**	**14 047**
Other operating income	4	154	616
Other operating expenses	4	(3 268)	(1 595)
Operating profit		**10 905**	**13 068**
Financial income	5	135	219
Financial expense	5	(772)	(850)
Profit before taxes, associates and joint ventures		**10 268**	**12 437**
Taxes	14	(3 367)	(3 256)
Income from associates and joint ventures	15	8 003	1 264
Profit for the year		**14 904**	**10 445**
of which attributable to non-controlling interests		448	430
of which attributable to shareholders of the parent (Net profit)		14 456	10 015
As percentages of sales			
Trading operating profit		15.3%	15.2%
Profit for the year attributable to shareholders of the parent (Net profit)		15.8%	10.9%
Earnings per share (in CHF)			
Basic earnings per share	16	4.54	3.14
Diluted earnings per share	16	4.52	3.13

Consolidated statement of comprehensive income for the year ended 31 December 2014

In millions of CHF

	Notes	2014	2013
Profit for the year recognised in the income statement		**14 904**	**10 445**
Currency retranslations			
– Recognised in translation reserve		2 660	(3 160)
– Reclassified from translation reserve to income statement		1 003	214
Fair value adjustments on available-for-sale financial instruments			
– Recognised in fair value reserve		191	9
– Reclassified from fair value reserve to income statement		(4)	(532)
Fair value adjustments on cash flow hedges			
– Recognised in hedging reserve		31	161
– Reclassified from hedging reserve		(87)	85
Taxes	14	5	290
Share of other comprehensive income of associates and joint ventures	15		
– Recognised in the reserves		83	40
– Reclassified from the reserves		(436)	—
Items that are or may be reclassified subsequently to the income statement		3 446	(2 893)
Remeasurement of defined benefit plans	10	(1 745)	1 632
Taxes	14	352	(848)
Share of other comprehensive income of associates and joint ventures	15	(153)	47
Items that will never be reclassified to the income statement		(1 546)	831
Other comprehensive income for the year	18	**1 900**	**(2 062)**
Total comprehensive income for the year		**16 804**	**8 383**
of which attributable to non-controlling interests		556	371
of which attributable to shareholders of the parent		16 248	8 012

Consolidated balance sheet as at 31 December 2014

before appropriations

In millions of CHF

	Notes	2014	2013
Assets			
Current assets			
Cash and cash equivalents	13/17	7 448	6 415
Short-term investments	13	1 433	638
Inventories	6	9 172	8 382
Trade and other receivables	7/13	13 459	12 206
Prepayments and accrued income		565	762
Derivative assets	13	400	230
Current income tax assets		908	1 151
Assets held for sale	2	576	282
Total current assets		**33 961**	**30 066**
Non-current assets			
Property, plant and equipment	8	28 421	26 895
Goodwill	9	34 557	31 039
Intangible assets	9	19 800	12 673
Investments in associates and joint ventures	15	8 649	12 315
Financial assets	13	5 493	4 550
Employee benefits assets	10	383	537
Current income tax assets		128	124
Deferred tax assets	14	2 058	2 243
Total non-current assets		**99 489**	**90 376**
Total assets		**133 450**	**120 442**

In millions of CHF

	Notes	2014	2013
Liabilities and equity			
Current liabilities			
Financial debt	13	8 810	11 380
Trade and other payables	13	17 437	16 072
Accruals and deferred income		3 759	3 185
Provisions	12	695	523
Derivative liabilities	13	757	381
Current income tax liabilities		1 264	1 276
Liabilities directly associated with assets held for sale	2	173	100
Total current liabilities		**32 895**	**32 917**
Non-current liabilities			
Financial debt	13	12 396	10 363
Employee benefits liabilities	10	8 081	6 279
Provisions	12	3 161	2 714
Deferred tax liabilities	14	3 191	2 643
Other payables	13	1 842	1 387
Total non-current liabilities		**28 671**	**23 386**
Total liabilities		**61 566**	**56 303**
Equity	18		
Share capital		322	322
Treasury shares		(3 918)	(2 196)
Translation reserve		(17 255)	(20 811)
Retained earnings and other reserves		90 981	85 260
Total equity attributable to shareholders of the parent		**70 130**	**62 575**
Non-controlling interests		1 754	1 564
Total equity		**71 884**	**64 139**
Total liabilities and equity		**133 450**	**120 442**

Consolidated cash flow statement for the year ended 31 December 2014

In millions of CHF

	Notes	2014	2013
Operating activities			
Operating profit	17	10 905	13 068
Non-cash items of income and expense	17	6 323	4 352
Cash flow before changes in operating assets and liabilities		**17 228**	**17 420**
Decrease/(increase) in working capital	17	(114)	1 360
Variation of other operating assets and liabilities	17	85	(574)
Cash generated from operations		**17 199**	**18 206**
Net cash flows from treasury activities	17	(356)	(351)
Taxes paid		(2 859)	(3 520)
Dividends and interest from associates and joint ventures	15	716	657
Operating cash flow		**14 700**	**14 992**
Investing activities			
Capital expenditure	8	(3 914)	(4 928)
Expenditure on intangible assets	9	(509)	(402)
Acquisition of businesses	2	(1 986)	(321)
Disposal of businesses	2	321	421
Investments (net of divestments) in associates and joint ventures [(a)]	15	3 958	(28)
Outflows from non-current treasury investments		(137)	(244)
Inflows from non-current treasury investments		255	2 644
Inflows/(outflows) from short-term treasury investments		(962)	400
Inflows from other investing activities [(b)]		294	1 273
Outflows from other investing activities		(392)	(421)
Cash flow from investing activities		**(3 072)**	**(1 606)**
Financing activities			
Dividend paid to shareholders of the parent	18	(6 863)	(6 552)
Dividends paid to non-controlling interests		(356)	(328)
Acquisition (net of disposal) of non-controlling interests		(49)	(337)
Purchase of treasury shares		(1 721)	(481)
Sale of treasury shares		104	60
Inflows from bonds and other non-current financial debt		2 202	3 814
Outflows from bonds and other non-current financial debt		(1 969)	(2 271)
Inflows/(outflows) from current financial debt		(1 985)	(6 063)
Cash flow from financing activities		**(10 637)**	**(12 158)**
Currency retranslations		42	(526)
Increase/(decrease) in cash and cash equivalents		**1 033**	**702**
Cash and cash equivalents at beginning of year		6 415	5 713
Cash and cash equivalents at end of year		**7 448**	**6 415**

(a) Mainly relates to the partial disposal of L'Oréal shares. The Group sold part of its shares to L'Oréal for a price of CHF 7342 million (see Note 15) in exchange for the remaining 50% stake in Galderma for an equity value of CHF 3201 million (see Note 2) and cash of CHF 4141 million.
(b) In 2013 mainly relates to the disposal of Givaudan shares.

Consolidated statement of changes in equity for the year ended 31 December 2014

In millions of CHF

	Share capital	Treasury shares	Translation reserve	Retained earnings and other reserves	**Total equity attributable to shareholders of the parent**	Non-controlling interests	**Total equity**
Equity as at 31 December 2012	**322**	**(2 078)**	**(17 924)**	**80 687**	**61 007**	**1 657**	**62 664**
Profit for the year	—	—	—	10 015	**10 015**	430	**10 445**
Other comprehensive income for the year	—	—	(2 887)	884	**(2 003)**	(59)	**(2 062)**
Total comprehensive income for the year	—	—	(2 887)	10 899	**8 012**	371	**8 383**
Dividend paid to shareholders of the parent	—	—	—	(6 552)	**(6 552)**	—	**(6 552)**
Dividends paid to non-controlling interests	—	—	—	—	**—**	(328)	**(328)**
Movement of treasury shares	—	(612)	—	190	**(422)**	—	**(422)**
Equity compensation plans	—	214	—	(39)	**175**	—	**175**
Other transactions settled with treasury shares [(a)]	—	280	—	—	**280**	—	**280**
Changes in non-controlling interests	—	—	—	(297)	**(297)**	(136)	**(433)**
Total transactions with owners	—	(118)	—	(6 698)	**(6 816)**	(464)	**(7 280)**
Other movements [(b)]	—	—	—	372	**372**	—	**372**
Equity as at 31 December 2013	**322**	**(2 196)**	**(20 811)**	**85 260**	**62 575**	**1 564**	**64 139**
Profit for the year	—	—	—	14 456	**14 456**	448	**14 904**
Other comprehensive income for the year	—	—	3 556	(1 764)	**1 792**	108	**1 900**
Total comprehensive income for the year	—	—	3 556	12 692	**16 248**	556	**16 804**
Dividend paid to shareholders of the parent	—	—	—	(6 863)	**(6 863)**	—	**(6 863)**
Dividends paid to non-controlling interests	—	—	—	—	**—**	(356)	**(356)**
Movement of treasury shares	—	(1 943)	—	204	**(1 739)**	—	**(1 739)**
Equity compensation plans	—	221	—	(48)	**173**	—	**173**
Changes in non-controlling interests	—	—	—	(297)	**(297)**	(10)	**(307)**
Total transactions with owners	—	(1 722)	—	(7 004)	**(8 726)**	(366)	**(9 092)**
Other movements	—	—	—	33	**33**	—	**33**
Equity as at 31 December 2014	**322**	**(3 918)**	**(17 255)**	**90 981**	**70 130**	**1 754**	**71 884**

(a) The other transactions relate to the acquisition of a business (see Note 2).
(b) Relates mainly to the adjustment for hyperinflation in Venezuela, considered as a hyperinflationary economy.

1. Accounting policies

Accounting convention and accounting standards
The Consolidated Financial Statements comply with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and with Swiss law.

They have been prepared on an accrual basis and under the historical cost convention, unless stated otherwise. All significant consolidated companies, joint arrangements and associates have a 31 December accounting year-end.

The Consolidated Financial Statements 2014 were approved for issue by the Board of Directors on 18 February 2015 and are subject to approval by the Annual General Meeting on 16 April 2015.

Key accounting judgements, estimates and assumptions
The preparation of the Consolidated Financial Statements requires Group Management to exercise judgement and to make estimates and assumptions that affect the application of policies, reported amounts of revenues, expenses, assets and liabilities and disclosures. These estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. Those areas affect mainly provisions and contingencies (see Note 12), goodwill impairment tests (see Note 9), employee benefits (see Note 10), allowance for doubtful receivables (see Note 7), taxes (see Note 14) and hyperinflation (see Note 23).

Scope of consolidation
The Consolidated Financial Statements comprise those of Nestlé S.A. and of its affiliated companies, including joint arrangements and associates (the Group). The list of the principal companies is provided in the section "Companies of the Nestlé Group."

Consolidated companies
Companies, in which the Group has the power to exercise control, are fully consolidated. This applies irrespective of the percentage of interest in the share capital. The Group controls a company when it is exposed to, or has rights to, variable returns from its involvement with the company and has the ability to affect those returns through its power over the company. Non-controlling interests are shown as a component of equity in the balance sheet and the share of the profit attributable to non-controlling interests is shown as a component of profit for the year in the income statement.

Newly acquired companies are consolidated from the effective date of control, using the acquisition method.

Joint arrangements
Joint arrangements are contractual arrangements over which the Group exercises joint control with partners.

Joint ventures
Joint arrangements whereby the parties have rights to the net assets of the arrangement are joint ventures and are accounted for using the equity method.

Joint operations
The joint arrangements where the parties control the rights to the assets and obligations for the liabilities are joint operations and the individual assets, liabilities, income and expenses are consolidated in proportion to the Group's contractually specified share (usually 50%).

Associates
Companies where the Group has the power to exercise a significant influence but does not exercise control are accounted for using the equity method. The net assets and results are adjusted to comply with the Group's accounting policies. The carrying amount of goodwill arising from the acquisition of associates is included in the carrying amount of investments in associates.

Foreign currencies
The functional currency of the Group's entities is the currency of their primary economic environment.

In individual companies, transactions in foreign currencies are recorded at the rate of exchange at the date of the transaction. Monetary assets and liabilities in foreign currencies are translated at year-end rates. Any resulting exchange differences are taken to the income statement, except when deferred in other comprehensive income as qualifying cash flow hedges.

On consolidation, assets and liabilities of Group entities reported in their functional currencies are translated into Swiss Francs, the Group's presentation currency, at year-end exchange rates. Income and expense are translated into Swiss Francs at the annual weighted average rates of exchange or at the rate on the date of the transaction for significant items.

Differences arising from the retranslation of opening net assets of Group entities, together with differences arising from the restatement of the net results for the year of Group entities, are recognised in other comprehensive income.

The balance sheet and net results of Group entities operating in hyperinflationary economies are restated for the changes in the general purchasing power of the local currency, using official indices at the balance sheet date, before translation into Swiss Francs.

When there is a change of control in a foreign entity, exchange differences that were recorded in equity are recognised in the income statement as part of the gain or loss on disposal.

Segment reporting

Operating segments reflect the Group's management structure and the way financial information is regularly reviewed by the Group's chief operating decision maker (CODM), which is defined as the Executive Board.

The CODM considers the business from both a geographic and product perspective, through three geographic Zones and several Globally Managed Businesses (GMB). Zones and GMB that meet the quantitative threshold of 10% of sales, trading operating profit or assets, are presented on a stand-alone basis as reportable segments. Other business activities and operating segments, including GMB that do not meet the threshold, like Nestlé Professional, Nespresso, Nestlé Health Science and Nestlé Skin Health, are combined and presented in Other businesses. Therefore, the Group's reportable operating segments are:

- Zone Europe;
- Zone Americas;
- Zone Asia, Oceania and Africa;
- Nestlé Waters;
- Nestlé Nutrition;
- Other businesses.

As some operating segments represent geographic Zones, information by product is also disclosed. The seven product groups that are disclosed represent the highest categories of products that are followed internally.

Finally, the Group provides information attributed to the country of domicile of the Group's parent company (Nestlé S.A. – Switzerland) and to the ten most important countries in terms of sales.

Segment results represent the contribution of the different segments to central overheads, research and development costs and the trading operating profit of the Group. Specific corporate expenses as well as specific research and development costs are allocated to the corresponding segments.

Segment assets and liabilities are aligned with internal reported information to the CODM. Segment assets comprise property, plant and equipment, intangible assets, goodwill, trade and other receivables, assets held for sale, inventories, prepayments and accrued income as well as specific financial assets associated to the reportable segments. Segment liabilities comprise trade and other payables, liabilities directly associated with assets held for sale, some other payables as well as accruals and deferred income. Eliminations represent inter-company balances between the different segments.

Segment assets by operating segment represent the situation at the end of the year. Assets and liabilities by product represent the annual average, as this provides a better indication of the level of invested capital for management purposes.

Capital additions represent the total cost incurred to acquire property, plant and equipment, intangible assets and goodwill, including those arising from business combinations. Capital expenditure represents the investment in property, plant and equipment only.

Depreciation of segment assets includes depreciation of property, plant and equipment and amortisation of intangible assets. Impairment of assets includes impairment related to property, plant and equipment, intangible assets and goodwill.

Unallocated items represent non-specific items whose allocation to a segment would be arbitrary. They mainly comprise:

- corporate expenses and related assets/liabilities;
- research and development costs and related assets/liabilities; and
- some goodwill and intangible assets.

Non-current assets by geography include property, plant and equipment, intangible assets and goodwill that are attributable to the ten most important countries and the country of domicile of Nestlé S.A.

Valuation methods, presentation and definitions

Revenue

Sales represent amounts received and receivable from third parties for goods supplied to the customers and for services rendered. Revenue from the sales of goods is recognised in the income statement at the moment when the significant risks and rewards of ownership of the goods have been transferred to the buyer, which is mainly upon shipment. It is measured at the list price applicable to a given distribution channel after deduction of returns, sales taxes, pricing allowances, other trade discounts and couponing and price promotions to consumers. Payments made to the customers for commercial services received are expensed.

Other revenue is primarily license fees from third parties which have been earned during the period.

Expenses

Cost of goods sold is determined on the basis of the cost of production or of purchase, adjusted for the variation of inventories. All other expenses, including those in respect of advertising and promotions, are recognised when the Group receives the risks and rewards of ownership of the goods or when it receives the services.

Other trading income/(expenses)

These comprise restructuring costs, impairment of property, plant and equipment and intangible assets, litigations and onerous contracts, result on disposal of property, plant and equipment, and specific other income and expenses that fall within the control of operating segments.

Restructuring costs are restricted to dismissal indemnities and employee benefits paid to terminated employees upon the reorganisation of a business. Dismissal indemnities paid for normal attrition such as poor performance, professional misconduct, etc. are part of the expenses by functions.

Other operating income/(expenses)

These comprise impairment of goodwill, results on disposals of businesses (including impairment and subsequent remeasurement of businesses classified as held for sale), acquisition-related costs, the effect of the hyperinflation accounting and other income and expenses that fall beyond the control of operating segments and relate to events such as natural disasters and expropriation of assets.

Net financial income/(expense)

Net financial income/(expense) includes net financing cost and net interest income/(expense) on defined benefit plans.

Net financing cost includes the interest expense on borrowings from third parties as well as the interest income earned on funds invested outside the Group. This heading also includes other financing related income and expense, such as exchange differences on loans and borrowings, results on foreign currency and interest rate hedging instruments that are recognised in the income statement. Certain borrowing costs are capitalised as explained under the section on Property, plant and equipment. Others are expensed.

Taxes

The Group is subject to taxes in different countries all over the world. Taxes and fiscal risks recognised in the Consolidated Financial Statements reflect Group Management's best estimate of the outcome based on the facts known at the balance sheet date in each individual country. These facts may include but are not limited to change in tax laws and interpretation thereof in the various jurisdictions where the Group operates. They may have an impact on the income tax as well as the resulting assets and liabilities. Any differences between tax estimates and final tax assessments are charged to the income statement in the period in which they are incurred, unless anticipated.

Taxes include current taxes on profit as well as actual or potential withholding taxes on current and expected transfers of income from Group companies and tax adjustments relating to prior years. Income tax is recognised in the income statement, except to the extent that it relates to items directly taken to equity or other comprehensive income, in which case it is recognised against equity or other comprehensive income.

Deferred taxation is the tax attributable to the temporary differences that arise when taxation authorities recognise and measure assets and liabilities with rules that differ from the principles of the Consolidated Financial Statements. It also arises on temporary differences stemming from tax losses carried forward.

Deferred taxes are calculated under the liability method at the rates of tax expected to prevail when the temporary differences reverse subject to such rates being substantially enacted at the balance sheet date. Any changes of the tax rates are recognised in the income statement unless related to items directly recognised against equity or other comprehensive income. Deferred tax liabilities are recognised on all taxable temporary differences excluding non-deductible goodwill. Deferred tax assets are recognised on all deductible temporary differences provided that it is probable that future taxable income will be available.

Income from associates and joint ventures and the share of other comprehensive income of associates and joint ventures are shown net of tax effects.

Financial instruments

Classes of financial instruments

The Group aggregates its financial instruments into classes based on their nature and characteristics. The details of financial instruments by class are disclosed in the notes.

Financial assets

Financial assets are initially recognised at fair value plus directly attributable transaction costs. However when a financial asset at fair value to income statement is recognised, the transaction costs are expensed immediately. Subsequent remeasurement of financial assets is determined by their categorisation that is revisited at each reporting date.

Derivatives embedded in other contracts are separated and treated as stand-alone derivatives when their risks and characteristics are not closely related to those of their host contracts and the respective host contracts are not carried at fair value.

In case of regular-way purchase or sale (purchase or sale under a contract whose terms require delivery within the time frame established by regulation or convention in the market place), the settlement date is used for both initial recognition and subsequent derecognition.

At each balance sheet date, the Group assesses whether its financial assets are to be impaired. Impairment losses are recognised in the income statement where there is objective evidence of impairment, such as where the issuer is in bankruptcy, default or other significant financial difficulty. In addition, for an investment in an equity security, a significant or prolonged decline in its fair value below its cost is objective evidence of impairment. Impairment losses are reversed when the reversal can be objectively related to an event occurring after the recognition of the impairment loss. For debt instruments measured at amortised cost or fair value, the reversal is recognised in the income statement. For equity instruments classified as available for sale, the reversal is recognised in other comprehensive income. Impairment losses on financial assets carried at cost because their fair value cannot be reliably measured are never reversed.

Financial assets are derecognised (in full or partly) when substantially all the Group's rights to cash flows from the respective assets have expired or have been transferred and the Group has neither exposure to substantially all the risks inherent in those assets nor entitlement to rewards from them.

The Group classifies its financial assets into the following categories: loans and receivables, financial assets designated at fair value through income statement, held-for-trading and available-for-sale assets.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. This category includes the following classes of financial assets: loans; trade and other receivables and cash at bank and in hand.

Subsequent to initial measurement, loans and receivables are carried at amortised cost using the effective interest rate method less appropriate allowances for doubtful receivables.

Allowances for doubtful receivables represent the Group's estimates of losses that could arise from the failure or inability of customers to make payments when due. These estimates are based on the ageing of customers' balances, specific credit circumstances and the Group's historical bad receivables experience.

Loans and receivables are further classified as current and non-current depending whether these will be realised within twelve months after the balance sheet date or beyond.

Financial assets designated at fair value through income statement

Certain investments are designated at fair value through the income statement because this reduces an accounting mismatch which would otherwise arise due to the remeasurement of certain liabilities using current market prices as inputs.

Held-for-trading assets

Held-for-trading assets are derivative financial instruments.

Subsequent to initial measurement, held-for-trading assets are carried at fair value and all their gains and losses, realised and unrealised, are recognised in the income statement.

Available-for-sale assets

Available-for-sale assets are those non-derivative financial assets that are either designated as such upon initial recognition or are not classified in any of the other financial assets categories. This category includes the following classes of financial assets: bonds, equities, commercial paper, time deposits and other investments. They are included in non-current financial assets unless an investment matures or management intends to dispose of it within 12 months of the end of the reporting period. In that case it would be accounted for as short-term investments, or cash and cash equivalents, as appropriate.

Subsequent to initial measurement, available-for-sale assets are stated at fair value with all unrealised gains or losses recognised against other comprehensive income until their disposal when such gains or losses are recognised in the income statement.

Interest earned on available-for-sale assets is calculated using the effective interest rate method and is recognised in the income statement.

Financial liabilities at amortised cost

Financial liabilities are initially recognised at the fair value of consideration received less directly attributable transaction costs.

Subsequent to initial measurement, financial liabilities are recognised at amortised cost unless they are part of a fair value hedge relationship (refer to fair value hedges). The difference between the initial carrying amount of the financial liabilities and their redemption value is recognised in the income statement over the contractual terms using the effective interest rate method. This category includes the following classes of financial liabilities: trade and other payables; commercial paper; bonds and other financial liabilities.

Financial liabilities at amortised cost are further classified as current and non-current depending whether these will fall due within 12 months after the balance sheet date or beyond.

Financial liabilities are derecognised (in full or partly) when either the Group is discharged from its obligation, they expire, are cancelled or replaced by a new liability with substantially modified terms.

Derivative financial instruments

A derivative is a financial instrument that changes its values in response to changes in the underlying variable, requires no or little net initial investment and is settled at a future date. Derivatives are mainly used to manage exposures to foreign exchange, interest rate and commodity price risk.

Derivatives are initially recognised at fair value. They are subsequently remeasured at fair value on a regular basis and at each reporting date as a minimum. The fair values of exchange-traded derivatives are based on market prices, while the fair value of the over-the-counter derivatives are determined using accepted mathematical models based on market data.

Derivatives are carried as assets when their fair value is positive and as liabilities when their fair value is negative.

The Group's derivatives mainly consist of currency forwards, futures, options and swaps; commodity futures and options; interest rate forwards, futures, options and swaps.

Hedge accounting

The Group designates and documents certain derivatives as hedging instruments against changes in fair values of recognised assets and liabilities (fair value hedges), highly probable forecast transactions (cash flow hedges) and hedges of net investments in foreign operations (net investment hedges). The effectiveness of such hedges is assessed at inception and verified at regular intervals and at least on a quarterly basis, using prospective and retrospective testing.

Fair value hedges

The Group uses fair value hedges to mitigate foreign currency and interest rate risks of its recognised assets and liabilities.

The changes in fair values of hedging instruments are recognised in the income statement. Hedged items are also adjusted for the risk being hedged, with any gain or loss being recognised in the income statement.

Cash flow hedges

The Group uses cash flow hedges to mitigate a particular risk associated with a recognised asset or liability or highly probable forecast transactions, such as anticipated future export sales, purchases of equipment and raw materials, as well as the variability of expected interest payments and receipts.

The effective part of the changes in fair value of hedging instruments is recognised in other comprehensive income, while any ineffective part is recognised immediately in the income statement. When the hedged item results in the recognition of a non-financial asset or liability, including acquired businesses, the gains or losses previously recognised in other comprehensive income are included in the measurement of the cost of the asset or of the liability. Otherwise the gains or losses previously recognised in other comprehensive income are removed and recognised in the income statement at the same time as the hedged transaction.

Net investment hedges

The Group uses net investment hedges to mitigate translation exposure on its net investments in affiliated companies.

The changes in fair values of hedging instruments are taken directly to other comprehensive income together with gains or losses on the foreign currency translation of the hedged investments. All of these fair value gains or losses are deferred in equity until the investments are sold or otherwise disposed of.

Undesignated derivatives

Undesignated derivatives are comprised of two categories. The first includes derivatives acquired in the frame of risk management policies for which hedge accounting is not applied. The second category relates to derivatives that are acquired with the aim of delivering performance over agreed benchmarks.

Subsequent to initial measurement, undesignated derivatives are carried at fair value and all their gains and losses, realised and unrealised, are recognised in the income statement.

Fair value

The Group determines the fair value of its financial instruments on the basis of the following hierarchy:

i) The fair value of financial instruments quoted in active markets is based on their quoted closing price at the balance sheet date. Examples include commodity derivative assets and liabilities and other financial assets such as investments in equity and debt securities.
ii) The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques using observable market data. Such valuation techniques include discounted cash flows, standard valuation models based on market parameters for interest rates, yield curves or foreign exchange rates, dealer quotes for similar instruments and use of comparable arm's length transactions. For example, the fair value of forward exchange contracts, currency swaps and interest rate swaps is determined by discounting estimated future cash flows using a risk-free interest rate.
iii) The fair value of financial instruments that are measured on the basis of entity specific valuations using inputs that are not based on observable market data (unobservable inputs). When the fair value of unquoted instruments cannot be measured with sufficient reliability, the Group carries such instruments at cost less impairment, if applicable.

Cash and cash equivalents

Cash and cash equivalents include cash at bank and in hand and other short-term highly liquid investments with maturities of three months or less from the initial recognition.

Short-term investments

Short-term investments are those which have maturities of more than three months at initial recognition and which are expected to be realised within 12 months after the reporting date.

Inventories

Raw materials and purchased finished goods are valued at purchase cost. Work in progress and manufactured finished goods are valued at production cost. Production cost includes direct production costs and an appropriate proportion of production overheads and factory depreciation. The cost of inventories includes the gains/losses on qualified cash flow hedges for the purchase of raw materials and finished goods.

Raw material inventories and purchased finished goods are accounted for using the FIFO (first in, first out) method. The weighted average cost method is used for other inventories.

An allowance is established when the net realisable value of any inventory item is lower than the value calculated above.

Prepayments and accrued income

Prepayments and accrued income comprise payments made in advance relating to the following year, and income relating to the current year, which will not be invoiced until after the balance sheet date.

Property, plant and equipment

Property, plant and equipment are shown on the balance sheet at their historical cost. Subsequent costs are included in the asset's carrying amount only when it is probable that future economic benefits associated with the item will be realised. The carrying amount of a replaced part is derecognised. All other repairs and maintenance are charged to the income statement.

Depreciation is provided on components that have homogenous useful lives by using the straight-line method so as to depreciate the initial cost down to the residual value over the estimated useful lives. The residual values are 30% on head offices and nil for all other asset types. The useful lives are as follows:

Buildings	20–40 years
Machinery and equipment	10–25 years
Tools, furniture, information technology and sundry equipment	3–10 years
Vehicles	3–8 years

Land is not depreciated.

Useful lives, components and residual amounts are reviewed annually. Such a review takes into consideration the nature of the assets, their intended use including but not limited to the closure of facilities and the evolution of the technology and competitive pressures that may lead to technical obsolescence.

Depreciation of property, plant and equipment is allocated to the appropriate headings of expenses by function in the income statement.

Borrowing costs incurred during the course of construction are capitalised if the assets under construction are significant and if their construction requires a substantial period to complete (typically more than one year). The capitalisation rate is determined on the basis of the short-term borrowing rate for the period of construction. Premiums capitalised for leasehold land or buildings are amortised over the length of the lease. Government grants are recognised in accordance with the deferral method, whereby the grant is set up as deferred income which is released to the income statement over the useful life of the related assets. Grants that are not related to assets are credited to the income statement when they are received.

Leased assets

Leasing agreements which transfer to the Group substantially all the rewards and risks of ownership of an asset are treated as finance leases. All other leases are classified as operating leases.

Assets acquired under finance leases are capitalised and depreciated in accordance with the Group's policy on property, plant and equipment unless the lease term is shorter. Land and building leases are recognised separately provided an allocation of the lease payments between these categories is reliable. Finance leases are capitalised at the lower of the fair value of the leased property and the present value of the minimum lease payments. The associated obligations are included under financial debt.

Rentals under operating leases are charged to the income statement on a straight-line basis over the period of the lease.

The costs of the agreements that do not take the legal form of a lease but convey the right to use an asset are separated into lease payments and other payments if the entity has the control of the use or of the access to the asset or takes essentially all the output of the asset. Then the entity determines whether the lease component of the agreement is a finance or an operating lease.

Business combinations and related goodwill

Business combinations are accounted for using the acquisition method. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The consideration transferred is measured at fair value and includes the fair value of any contingent consideration. Subsequent changes in contingent consideration, when not classified as equity, are recognised in the income statement. The acquisition-related costs are charged to the income statement in the period in which they are incurred. Where not all of the equity of a subsidiary is acquired the non-controlling interests are recognised at the non-controlling interest's share of the acquiree's net identifiable assets. Upon obtaining control in a business combination achieved in stages, the Group remeasures its previously held equity interest at fair value and recognises a gain or a loss to the income statement.

Goodwill is recorded when the sum of the fair value of consideration transferred plus the fair value of any existing Nestlé ownership interest in the acquiree and the amount of any non-controlling interest exceeds the fair value of the acquiree's net assets. If the fair value of the acquiree's net assets exceeds this amount a gain is recognised immediately in the income statement.

Acquisitions and disposals of non-controlling interests

The Group treats transactions with non-controlling interests that do not result in loss of control as transactions with equity holders in their capacity as equity holders. For purchases of shares from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying amount of net assets of the subsidiary is recorded in equity. The same principle is applied to disposals of shares to non-controlling interests.

Intangible assets

This heading includes intangible assets that are internally generated or acquired, either separately or in a business combination, when they are identifiable and can be reliably measured. Intangible assets are considered to be identifiable if they arise from contractual or other rights, or if they are separable (i.e. they can be disposed of either individually or together with other assets). Intangible assets comprise indefinite life intangible assets and finite life intangible assets. Internally generated intangible assets are capitalised, provided they generate future economic benefits and their costs are clearly identifiable.

Indefinite life intangible assets are those for which there is no foreseeable limit to their useful economic life as they arise from contractual or other legal rights that can be renewed without significant cost and are the subject of continuous marketing support. They mainly comprise certain brands, trademarks and intellectual property rights. They are not amortised but tested for impairment annually or more frequently if an impairment indicator is triggered. The assessment of the classification of intangible assets as indefinite is reviewed annually.

Finite life intangible assets are those for which there is an expectation of obsolescence that limits their useful economic life or where the useful life is limited by contractual or other terms. They are amortised over the shorter of their contractual or useful economic lives. They comprise mainly management information systems, patents and rights to carry on an activity (e.g. exclusive rights to sell products or to perform a supply activity). Finite life intangible assets are amortised on a straight-line basis assuming a zero residual value: management information systems over a period ranging from 3 to 5 years; other finite intangible assets over the estimated useful life or the related contractual period, generally 5 to 20 years or longer, depending on specific circumstances. Useful lives and residual values are reviewed annually. Amortisation of intangible assets is allocated to the appropriate headings of expenses by function in the income statement.

Research and development

Internal research costs are charged to the income statement in the year in which they are incurred. Development costs are only recognised as assets on the balance sheet if all the recognition criteria set by IAS 38 – Intangible Assets are met before the products are launched on the market. Development costs are therefore charged to the income statement in the year in which they are incurred due to uncertainties inherent in the development of new products because the expected future economic benefits cannot be reliably determined. As long as the products have not reached the market place, there is no reliable evidence that positive future cash flows would be obtained.

Payments made to third parties in order to in-license or acquire intellectual property rights, compounds and products are capitalised as they are separately identifiable and are expected to generate future benefits.

Other development costs (essentially management information system software) are capitalised provided that there is an identifiable asset that will be useful in generating future benefits in terms of savings, economies of scale, etc.

Capitalised development costs are subsequently accounted for as described in the section Intangible assets above.

Impairment of goodwill and indefinite life intangible assets

Goodwill and indefinite life intangible assets are tested for impairment at least annually and upon the occurrence of an indication of impairment.

The impairment tests are performed annually at the same time each year and at the cash generating unit (CGU) level. The Group defines its CGU for goodwill impairment testing based on the way that it monitors and derives economic benefits from the acquired goodwill. For indefinite life intangible assets, the Group defines its CGU as the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets. The impairment tests are performed by comparing the carrying value of the assets of these CGU with their recoverable amount, based on their value in use, which corresponds to their future projected cash flows discounted at an appropriate pre-tax rate of return. Usually, the cash flows correspond to estimates made by Group Management in financial plans and business strategies covering a period of five years after making adjustments to consider the assets in their current condition. They are then projected to perpetuity using a multiple which corresponds to a steady or declining growth rate. The Group assesses the uncertainty of these estimates by making sensitivity analyses. The discount rate reflects the current assessment of the time value of money and the risks specific to the CGU (essentially country risk). The business risk is included in the determination of the cash flows. Both the cash flows and the discount rates include inflation.

An impairment loss in respect of goodwill is never subsequently reversed.

Impairment of property, plant and equipment and finite life intangible assets

Consideration is given at each balance sheet date to determine whether there is any indication of impairment of the carrying amounts of the Group's property, plant and equipment and finite life intangible assets. Indication could be unfavourable development of a business under competitive pressures or severe economic slowdown in a given market as well as reorganisation of the operations to leverage their scale. If any indication exists, an asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the greater of the fair value less cost of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value, based on the time value of money and the risks specific to the country where the assets are located. The risks specific to the asset are included in the determination of the cash flows.

Assets that have suffered an impairment are tested for possible reversal of the impairment at each reporting date if indications exist that impairment losses recognised in prior periods no longer exist or have decreased.

Assets held for sale, disposal groups and discontinued operations

Non-current assets held for sale (and disposal groups) are presented separately in the current section of the balance sheet. Immediately before the initial classification of the assets (and disposal groups) as held for sale, the carrying amounts of the assets (or all the assets and liabilities in the disposal groups) are measured in accordance with their applicable accounting policy. Non-current assets held for sale (and disposal groups) are subsequently measured at the lower of their carrying amount and fair value less cost to sell. Non-current assets held for sale (and disposal groups) are no longer amortised or depreciated.

An operation is classified as discontinued if it is a component of an entity which is either a separate major line of business or geographical area of operations, or a part of a plan to exit such a business or area of operations, which has been disposed of or is classified as held for sale. Upon occurrence of discontinued operations, the income statement of the discontinued operations is presented separately in the consolidated income statement. Comparative information is restated accordingly. Balance sheet and cash flow information related to discontinued operations are disclosed separately in the notes.

Provisions

Provisions comprise liabilities of uncertain timing or amount that arise from restructuring plans, environmental, litigation and other risks. Provisions are recognised when there exists a legal or constructive obligation stemming from a past event and when the future cash outflows can be reliably estimated. Obligations arising from restructuring plans are recognised when detailed formal plans have been established and when there is a valid expectation that such plans will be carried out by either starting to implement them or announcing their main features. Obligations under litigation reflect Group Management's best estimate of the outcome based on the facts known at the balance sheet date.

Contingent assets and liabilities

Contingent assets and liabilities are possible rights and obligations that arise from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not fully within the control of the Group. They are disclosed in the notes.

Post-employment benefits

The liabilities of the Group arising from defined benefit obligations, and the related current service cost, are determined using the projected unit credit method. Actuarial advice is provided both by external consultants and by actuaries employed by the Group. The actuarial assumptions used to calculate the defined benefit obligations vary according to the economic conditions of the country in which the plan is located. Such plans are either externally funded (in the form of independently administered funds) or unfunded.

The deficit or excess of the fair value of plan assets over the present value of the defined benefit obligation is recognised as a liability or an asset on the balance sheet. An excess of assets is recognised only to the extent that it represents a future economic benefit which is available in the form of refunds from the plan or reductions in future contributions to the plan. When these criteria are not met, it is not recognised but is disclosed in the notes. Impacts of minimum funding requirements in relation to past service are considered when determining pension obligations.

Pension cost charged to the income statement consists of service cost (current and past service cost, gains and losses arising from settlement) and administration costs (other than costs of managing plan assets) and net interest expense or income. Past service cost is recognised at the earlier of the following dates:
- when the plan amendment or curtailment occurs; and
- when the related restructuring costs or termination benefits are recognised.

Remeasurements of the defined benefit plans are reported in other comprehensive income. They correspond to the actual return on plan assets, excluding interest income, changes in actuarial assumptions and differences between actuarial assumptions and what has actually occurred.

Some benefits are also provided by defined contribution plans. Contributions to such plans are charged to the income statement as incurred.

Equity compensation plans

The Group has equity-settled and cash-settled share-based payment transactions.

Equity-settled share-based payment transactions are recognised in the income statement with a corresponding increase in equity over the vesting period. They are fair valued at grant date and measured using generally accepted pricing models. The cost of equity-settled share-based payment transactions is adjusted annually by the expectations of vesting, for the forfeitures of the participants' rights that no longer satisfy the plan conditions, as well as for early vesting.

Liabilities arising from cash-settled share-based payment transactions are recognised in the income statement over the vesting period. They are fair valued at each reporting date and measured using generally accepted pricing models. The cost of cash-settled share-based payment transactions is adjusted for the forfeitures of the participants' rights that no longer satisfy the plan conditions, as well as for early vesting.

Accruals and deferred income

Accruals and deferred income comprise expenses relating to the current year, which will not be invoiced until after the balance sheet date, and income received in advance relating to the following year.

Dividend
In accordance with Swiss law and the Company's Articles of Association, dividend is treated as an appropriation of profit in the year in which it is ratified at the Annual General Meeting and subsequently paid.

Events occurring after the balance sheet date
The values of assets and liabilities at the balance sheet date are adjusted if there is evidence that subsequent adjusting events warrant a modification of these values. These adjustments are made up to the date of approval of the Consolidated Financial Statements by the Board of Directors. Other non-adjusting events are disclosed in the notes.

Changes in accounting policies
A number of standards have been modified on miscellaneous points with effect from 1 January 2014. Such changes include Recoverable Amount Disclosures for Non-Financial Assets (Amendments to IAS 36), which the Group early-adopted in 2013, as well as IFRIC 21 Levies, and Offsetting Financial Assets and Financial Liabilities (Amendments to IAS 32).

None of these amendments had a material effect on the Group's Financial Statements.

Changes in IFRS that may affect the Group after 31 December 2014
The following new standards, interpretations and amendments to existing standards have been published and are mandatory for the accounting period beginning on 1 January 2015 or later. The Group has not early adopted them.

IFRS 9 – Financial Instruments
The standard addresses the principles for the financial reporting of financial assets and financial liabilities, including classification, measurement, impairment, derecognition and hedge accounting. The standard will affect the Group's accounting for its available-for-sale financial assets, as IFRS 9 only permits the recognition of fair value gains and losses in other comprehensive income under some circumstances and gains and losses on certain instruments with specific cash flow characteristics are never reclassified to the income statement at a later date.

There will be no impact on the Group's accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value to income statement, and the Group does not have any such liabilities. The Group is currently assessing the impact of the new hedge accounting and impairment requirements.

This standard is mandatory for the accounting period beginning on 1 January 2018.

IFRS 15 – Revenue from Contract with Customers
This standard combines, enhances and replaces specific guidance on recognising revenue with a single standard.

It defines a new five-step model to recognise revenue from customer contracts. The Group is currently assessing the potential impact of this new standard.

This standard is mandatory for the accounting period beginning on 1 January 2017.

Improvements and other amendments to IFRS/IAS
A number of standards have been modified on miscellaneous points. None of these amendments are expected to have a material effect on the Group's Financial Statements.

2. Acquisitions and disposals of businesses

2.1 Modification of the scope of consolidation

Acquisitions

The main acquisitions are:

- Remaining 50% of Galderma, worldwide, dermatology pharmaceuticals products (Nutrition and Health Science), July.
- Aesthetic products business commercialisation rights from Valeant Pharmaceuticals International, USA and Canada, aesthetic dermatology products (Nutrition and Health Science), 100%, July.

Disposals

There was no major disposal in 2014.

2.2 Acquisitions of businesses

The major classes of assets acquired and liabilities assumed at the acquisition date are:

In millions of CHF

	2014				2013
	Galderma	Aesthetic business commercial rights Valeant	Other acquisitions	**Total**	**Total**
Property, plant and equipment	401	—	87	**488**	**35**
Intangible assets (a)	5 401	959	20	**6 380**	**125**
Inventories and other assets (b)	1 171	17	76	**1 264**	**39**
Financial debt	(179)	—	(50)	**(229)**	**(1)**
Employee benefits, deferred taxes and provisions	(1 015)	—	(19)	**(1 034)**	**(41)**
Other liabilities	(525)	(17)	(81)	**(623)**	**(26)**
Fair value of identifiable net assets	**5 254**	**959**	**33**	6 246	131

(a) Mainly trademarks, trade names, patents, technology, research & development intangible assets and reacquired rights.
(b) Galderma: including the fair value of trade receivables of CHF 434 million with a gross contractual amount of CHF 448 million and estimated cash flows of CHF 14 million not expected to be collected.

Since the valuation of the assets and liabilities of recently acquired businesses is still in process, the values are determined provisionally.

The goodwill arising on acquisitions and the cash outflow are:

In millions of CHF

	2014				2013
	Galderma	Aesthetic business commercial rights Valeant	Other acquisitions	Total	Total
Fair value of consideration transferred	**3 907**	**1 240**	**99**	**5 246**	**382**
Non-controlling interests (a)	—	—	2	**2**	3
Fair value of pre-existing interests (b)	3 923	—	47	**3 970**	—
Subtotal	7 830	1 240	148	**9 218**	385
Fair value of identifiable net assets	(5 254)	(959)	(33)	**(6 246)**	(131)
Goodwill	**2 576**	**281**	**115**	**2 972**	**254**

(a) Non-controlling interests have been measured based on their proportionate interest in the recognised amounts of net assets of the entities acquired.
(b) See Note 15 for the revaluation gain on the 50% stake already held in Galderma. For other acquisitions, the remeasurement to fair value of pre-existing interests in one of the business acquisitions resulted in a gain of CHF 43 million and has been recognised under Other operating income in the income statement (see Note 4.2).

In millions of CHF

	2014				2013
	Galderma	Aesthetic business commercial rights Valeant	Other acquisitions	Total	Total
Fair value of consideration transferred	**3 907**	**1 240**	**99**	**5 246**	**382**
Cash and cash equivalents acquired	(83)	—	(16)	**(99)**	(1)
Settled in L'Oréal shares (a)	(3 201)	—	—	**(3 201)**	—
Consideration payable	—	—	—	**—**	(3)
Settled in treasury shares (b)	—	—	—	**—**	(280)
Payment of consideration payable on prior year's acquisitions	—	—	40	**40**	223
Cash outflow on acquisitions	**623**	**1 240**	**123**	**1 986**	**321**

(a) The Group sold part of its shares to L'Oréal for a price of CHF 7342 million (see Note 15) in exchange for the remaining 50% stake in Galderma for an equity value of CHF 3201 million and cash of CHF 4141 million.
(b) In 2013, four million Nestlé S.A. shares were given as consideration. The number of shares was based on the purchase price of the business. The fair value of the shares transferred was based on the market price at the date of acquisition of CHF 69.50 per share.

For Galderma, the consideration transferred consists of payments made in L'Oréal shares and in cash to repay the loans granted by L'Oréal to Galderma. For the other acquisitions, the consideration transferred consists of payments made in cash with some consideration remaining payable.

Galderma

On 8 July 2014, the Group brought its ownership in Galderma to 100% by acquiring a 50% stake from L'Oréal (see Note 15.3). Galderma is a Swiss company, specializing in innovative medical solutions in dermatology pharmaceuticals products with an extensive product portfolio available in 70 countries. With this acquisition, the Group will pursue its strategic development in Nutrition, Health and Wellness, by expanding its activities to medical skin treatments. The goodwill arising on this acquisition includes elements such as early stage pioneering research and development projects with strong growth potential. The goodwill is not expected to be deductible for tax purposes.

Aesthetic dermatology products business commercialisation rights from Valeant Pharmaceuticals International

On 10 July 2014, the Group acquired a business which exploits full rights to commercialise several key aesthetic dermatology products in USA and Canada from Valeant Pharmaceuticals International. The two markets together represent more than half of the fast-growing medical aesthetic market around the world. The acquisition of these key strategic assets will extend and reinforce the Group's presence in the field of specialised medical skin treatments. The goodwill arising from this acquisition represents the acquisition of the strong geographic footprint in the North America business of the aesthetic dermatology products. The goodwill is expected to be deductible for tax purposes.

The cumulative impact of the acquisition of the two closely related businesses, Galderma and the Aesthetic business commercial rights from Valeant, both part of the operating segment Nestlé Skin Health (reported in Other businesses – see Note 3.1) is as follows. Firstly, sales and profit for the year 2014 included in the Consolidated Financial Statements amount respectively to CHF 1399 million and CHF 305 million. Secondly, the Group's total sales and profit for the year 2014 would have amounted respectively to approximately CHF 92.4 billion and CHF 14.9 billion if both acquisitions had been effective 1 January 2014. These latter amounts have been determined based on the assumption that the fair value adjustments at the acquisition dates would have been the same at 1 January 2014.

Acquisition-related costs

Acquisition-related costs, which mostly relate to the acquisition of Galderma and the Aesthetic business commercialisation rights from Valeant, have been recognised under Other operating expenses in the income statement (see Note 4.2) for an amount of CHF 29 million (2013: CHF 20 million – mostly related to Wyeth Nutrition).

2.3 Assets held for sale

As of 31 December 2014, assets held for sale are mainly composed of businesses which management is committed to sell and for which the completion of the sale is highly probable. Accordingly, assets and liabilities of these businesses have been reclassified as disposal groups held for sale. Those disposal groups relate mainly to frozen food and water businesses in Europe, respectively part of Other businesses and Nestlé Waters operating segments. Those planned disposals were undertaken as part of the ongoing product portfolio management review. They are carried at their net book value before reclassification or at their estimated net selling price based on discussions with potential purchasers (categorised as Level 3 in accordance to IFRS 13). No individually significant impairment of disposal groups has been accounted for.

As of 31 December 2013, assets held for sale were mainly composed of the Performance Nutrition business, which was part of the Nestlé Nutrition operating segment. This business has been disposed of during 2014.

2.4 Disposals of businesses

Cash inflow on disposals of businesses relates to several non-significant disposals.

The loss on disposal (see Note 4.2) is mainly composed of a cumulative loss in other comprehensive income of CHF 322 million (mainly related to the Performance Nutrition business, see Note 2.3) that has been recycled in the income statement, of impairment of disposal groups held for sale and of various expenses incurred or accrued to finalize the disposals.

3. Analyses by segment

3.1 Operating segments

Revenue and results

In millions of CHF

2014	Sales [(a)]	Trading operating profit	Net other trading income/(expenses) [(b)]	of which impairment [(c)]	of which restructuring costs	Impairment of goodwill
Zone Europe	15 175	2 327	(105)	(27)	(81)	—
Zone Americas	27 277	5 117	(316)	(59)	(59)	(1 835)
Zone Asia, Oceania and Africa	18 272	3 408	(110)	(11)	(31)	(52)
Nestlé Waters	7 390	714	(34)	(7)	(28)	(1)
Nestlé Nutrition	9 614	1 997	(105)	(45)	(13)	(4)
Other businesses [(d)]	13 884	2 654	(35)	(6)	(4)	(16)
Unallocated items [(e)]	—	(2 198)	(92)	(4)	(41)	—
Total	**91 612**	**14 019**	**(797)**	**(159)**	**(257)**	**(1 908)**

In millions of CHF

2013 [(f)]	Sales [(a)]	Trading operating profit	Net other trading income/(expenses) [(b)]	of which impairment [(c)]	of which restructuring costs	Impairment of goodwill
Zone Europe	15 567	2 331	(115)	(33)	(54)	(2)
Zone Americas	28 358	5 162	(415)	(31)	(91)	—
Zone Asia, Oceania and Africa	18 851	3 562	(37)	(7)	(13)	—
Nestlé Waters	7 257	665	(24)	(11)	3	(5)
Nestlé Nutrition	9 826	1 961	(78)	(11)	(34)	(84)
Other businesses [(d)]	12 299	2 175	(67)	(43)	(18)	(23)
Unallocated items [(e)]	—	(1 809)	(109)	(7)	(67)	—
Total	**92 158**	**14 047**	**(845)**	**(143)**	**(274)**	**(114)**

(a) Inter-segment sales are not significant.
(b) Included in Trading operating profit.
(c) Impairment of property, plant and equipment and intangible assets.
(d) Mainly Nespresso, Nestlé Professional, Nestlé Health Science and Nestlé Skin Health (renamed following the integration of Galderma as from July 2014).
(e) Refer to the Segment reporting section of Note 1 – Accounting policies for the definition of unallocated items.
(f) 2013 comparatives have been restated following the transfer of responsibility for Nestea RTD businesses in geographic Zones to Nestlé Waters effective as from 1 January 2014.

Refer to Note 3.3 for the reconciliation from trading operating profit to profit before taxes, associates and joint ventures.

Assets and other information

In millions of CHF

2014

	Segment assets	of which goodwill and intangible assets	Capital additions	of which capital expenditure	Depreciation and amortisation of segment assets
Zone Europe	11 308	2 050	749	747	(473)
Zone Americas	20 915	7 952	1 226	1 039	(681)
Zone Asia, Oceania and Africa	15 095	4 580	803	697	(510)
Nestlé Waters	6 202	1 569	327	308	(403)
Nestlé Nutrition	24 448	15 352	501	363	(330)
Other businesses [(a)]	21 345	13 295	10 399	573	(525)
Unallocated items [(b)]	11 892	9 559	258	187	(136)
Inter-segment eliminations	(1 928)	—	—	—	—
Total segments	**109 277**	**54 357**	**14 263**	**3 914**	**(3 058)**
Non-segment assets	24 173				
Total	**133 450**				

In millions of CHF

2013 [(c)]

	Segment assets	of which goodwill and intangible assets	Capital additions	of which capital expenditure	Depreciation and amortisation of segment assets
Zone Europe	11 779	2 229	980	964	(517)
Zone Americas	21 243	9 058	1 134	1 019	(769)
Zone Asia, Oceania and Africa	14 165	4 284	1 279	1 280	(520)
Nestlé Waters	6 046	1 575	405	377	(442)
Nestlé Nutrition	22 517	14 089	562	430	(337)
Other businesses [(a)]	9 564	3 709	1 091	642	(437)
Unallocated items [(b)]	11 060	8 768	293	216	(143)
Inter-segment eliminations	(2 021)	—	—	—	—
Total segments	**94 353**	**43 712**	**5 744**	**4 928**	**(3 165)**
Non-segment assets	26 089				
Total	**120 442**				

(a) Mainly Nespresso, Nestlé Professional, Nestlé Health Science and Nestlé Skin Health (renamed following the integration of Galderma as from July 2014).
(b) Refer to the Segment reporting section of Note 1 – Accounting policies for the definition of unallocated items.
(c) 2013 comparatives have been restated following the transfer of responsibility for Nestea RTD businesses in geographic Zones to Nestlé Waters effective as from 1 January 2014.

3.2 Products
Revenue and results

In millions of CHF

2014

	Sales	Trading operating profit	Net other trading income/(expenses) (a)	of which impairment (b)	of which restructuring costs	Impairment of goodwill
Powdered and Liquid Beverages	20 302	4 685	(51)	(23)	(28)	(16)
Water	6 875	710	(34)	(7)	(27)	(1)
Milk products and Ice cream	16 743	2 701	(162)	(19)	(62)	(1 028)
Nutrition and Health Science (c)	13 046	2 723	(121)	(45)	(16)	(4)
Prepared dishes and cooking aids	13 538	1 808	(148)	(39)	(29)	(807)
Confectionery	9 769	1 344	(129)	(4)	(42)	(52)
PetCare	11 339	2 246	(60)	(18)	(12)	—
Unallocated items (d)	—	(2 198)	(92)	(4)	(41)	—
Total	**91 612**	**14 019**	**(797)**	**(159)**	**(257)**	**(1 908)**

In millions of CHF

2013

	Sales	Trading operating profit	Net other trading income/(expenses) (a)	of which impairment (b)	of which restructuring costs	Impairment of goodwill
Powdered and Liquid Beverages	20 495	4 649	(95)	(21)	(27)	—
Water	6 773	678	(21)	(9)	3	(5)
Milk products and Ice cream	17 357	2 632	(177)	(14)	(44)	—
Nutrition and Health Science (c)	11 840	2 228	(120)	(44)	(38)	(107)
Prepared dishes and cooking aids	14 171	1 876	(120)	(28)	(61)	—
Confectionery	10 283	1 630	(86)	(19)	(23)	—
PetCare	11 239	2 163	(117)	(1)	(17)	—
Unallocated items (d)	—	(1 809)	(109)	(7)	(67)	(2)
Total	**92 158**	**14 047**	**(845)**	**(143)**	**(274)**	**(114)**

(a) Included in Trading operating profit.
(b) Impairment of property, plant and equipment and intangible assets.
(c) Renamed following the integration of Galderma as from July 2014.
(d) Refer to the Segment reporting section of Note 1 – Accounting policies for the definition of unallocated items.

Refer to Note 3.3 for the reconciliation from trading operating profit to profit before taxes, associates and joint ventures.

Assets and liabilities

In millions of CHF

			2014
	Assets	of which goodwill and intangible assets	Liabilities
Powdered and Liquid Beverages	11 599	648	4 790
Water	5 928	1 532	1 764
Milk products and Ice cream	14 387	4 874	3 818
Nutrition and Health Science [(a)]	32 245	21 578	4 325
Prepared dishes and cooking aids	13 220	6 099	2 934
Confectionery	7 860	1 964	2 561
PetCare	14 344	9 182	2 004
Unallocated items [(b)] and intra-group eliminations	1 179	2 176	(2 668)
Total	**100 762**	**48 053**	**19 528**

In millions of CHF

			2013
	Assets	of which goodwill and intangible assets	Liabilities
Powdered and Liquid Beverages	11 044	477	4 607
Water	6 209	1 621	1 747
Milk products and Ice cream	14 805	5 220	3 773
Nutrition and Health Science [(a)]	28 699	18 648	3 838
Prepared dishes and cooking aids	13 289	6 373	2 761
Confectionery	8 190	2 071	2 611
PetCare	14 064	9 185	1 819
Unallocated items [(b)] and intra-group eliminations	1 081	2 146	(2 821)
Total	**97 381**	**45 741**	**18 335**

(a) Renamed following the integration of Galderma as from July 2014.
(b) Refer to the Segment reporting section of Note 1 – Accounting policies for the definition of unallocated items.

3.3 Reconciliation from trading operating profit to profit before taxes, associates and joint ventures

In millions of CHF

	2014	2013
Trading operating profit	14 019	14 047
Impairment of goodwill	(1 908)	(114)
Net other operating income/(expenses) excluding impairment of goodwill	(1 206)	(865)
Operating profit	**10 905**	**13 068**
Net financial income/(expense)	(637)	(631)
Profit before taxes, associates and joint ventures	**10 268**	**12 437**

3.4 Customers

There is no single customer amounting to 10% or more of Group's revenues.

3.5 Geography (top ten countries and Switzerland)

In millions of CHF

	2014		2013	
	Sales	Non-current assets [a]	Sales	Non-current assets [a]
USA	23 489	15 028	23 334	15 161
Greater China Region	6 638	6 020	6 618	5 414
France	5 507	1 708	5 578	1 683
Brazil	5 117	1 186	5 116	1 057
Germany	3 340	1 556	3 321	1 598
United Kingdom	2 987	1 232	2 824	1 111
Mexico	2 960	796	3 179	697
Philippines	2 489	958	2 410	877
Italy	2 108	823	2 098	849
Canada	1 962	578	2 064	552
Switzerland [b]	1 566	4 616	1 512	2 846
Rest of the world and unallocated items	33 449	48 277	34 104	38 762
Total	**91 612**	**82 778**	**92 158**	**70 607**

(a) Relate to property, plant and equipment, intangible assets and goodwill.
(b) Country of domicile of Nestlé S.A.

The analysis of sales by geographic area is stated by customer location.

4. Net other trading and operating income/(expenses)

4.1 Net other trading income/(expenses)

In millions of CHF

	Notes	2014	2013
Profit on disposal of property, plant and equipment		50	24
Miscellaneous trading income		60	96
Other trading income		**110**	**120**
Loss on disposal of property, plant and equipment		(14)	(9)
Restructuring costs		(257)	(274)
Impairment of property, plant and equipment and intangible assets	8/9	(159)	(143)
Litigations and onerous contracts [(a)]		(411)	(380)
Miscellaneous trading expenses		(66)	(159)
Other trading expenses		**(907)**	**(965)**
Total net other trading income/(expenses)		**(797)**	**(845)**

(a) Mainly relates to numerous separate legal cases (for example labour, civil and tax litigations), liabilities linked to product withdrawals as well as several separate onerous contracts.

4.2 Net other operating income/(expenses)

In millions of CHF

	Notes	2014	2013
Profit on disposal of businesses		83	33
Miscellaneous operating income [(a)]		71	583
Other operating income		**154**	**616**
Loss on disposal of businesses	2	(592)	(1 221)
Impairment of goodwill	9	(1 908)	(114)
Miscellaneous operating expenses [(b)]		(768)	(260)
Other operating expenses		**(3 268)**	**(1 595)**
Total net other operating income/(expenses)		**(3 114)**	**(979)**

(a) In 2013, mainly relates to the disposal of Givaudan shares, which were categorised as available-for-sale.
(b) Mainly includes the effect of hyperinflation in Venezuela (see Note 23).

5. Net financial income/(expense)

In millions of CHF

	Notes	2014	2013
Interest income		89	199
Interest expense		(521)	(580)
Net financing cost		**(432)**	**(381)**
Interest income on defined benefit plans	10	46	20
Interest expense on defined benefit plans	10	(240)	(268)
Net interest income/(expense) on defined benefit plans		**(194)**	**(248)**
Other		(11)	(2)
Net financial income/(expense)		**(637)**	**(631)**

6. Inventories

In millions of CHF

	2014	2013
Raw materials, work in progress and sundry supplies	3 797	3 499
Finished goods	5 643	5 138
Allowance for write-down to net realisable value	(268)	(255)
	9 172	**8 382**

Inventories amounting to CHF 240 million (2013: CHF 252 million) are pledged as security for financial liabilities.

7. Trade and other receivables

7.1 By type

In millions of CHF

	2014	2013
Trade receivables	10 283	9 367
Other receivables	3 176	2 839
	13 459	**12 206**

The five major customers represent 11% (2013: 11%) of trade and other receivables, none of them individually exceeding 6% (2013: 6%).

7.2 Past due and impaired receivables

In millions of CHF

	2014	2013
Not past due	11 801	10 175
Past due 1–30 days	851	1 054
Past due 31–60 days	254	284
Past due 61–90 days	108	116
Past due 91–120 days	60	103
Past due more than 120 days	737	851
Allowance for doubtful receivables	(352)	(377)
	13 459	**12 206**

7.3 Allowance for doubtful receivables

In millions of CHF

	2014	2013
At 1 January	377	374
Currency retranslations	(5)	(13)
Allowance made during the year	80	95
Amounts used and reversal of unused amounts	(99)	(74)
Modification of the scope of consolidation	(1)	(5)
At 31 December	**352**	**377**

Based on the historic trend and expected performance of the customers, the Group believes that the above allowance for doubtful receivables sufficiently covers the risk of default.

8. Property, plant and equipment

In millions of CHF

	Land and buildings	Machinery and equipment	Tools, furniture and other equipment	Vehicles	**Total**
Gross value					
At 1 January 2013	15 460	27 966	7 932	957	**52 315**
Currency retranslations	(655)	(1 398)	(222)	(27)	**(2 302)**
Capital expenditure [(a)]	1 330	2 453	1 066	79	**4 928**
Disposals	(82)	(339)	(774)	(104)	**(1 299)**
Reclassified as held for sale	(40)	(139)	(26)	(3)	**(208)**
Modification of the scope of consolidation	(25)	(110)	(159)	(22)	**(316)**
At 31 December 2013	**15 988**	**28 433**	**7 817**	**880**	**53 118**
Currency retranslations	359	590	174	31	**1 154**
Capital expenditure [(a)]	1 151	1 985	720	58	**3 914**
Disposals	(219)	(723)	(495)	(63)	**(1 500)**
Reclassified as held for sale	(266)	(286)	(161)	(78)	**(791)**
Modification of the scope of consolidation	220	4	(13)	—	**211**
At 31 December 2014	**17 233**	**30 003**	**8 042**	**828**	**56 106**
Accumulated depreciation and impairments					
At 1 January 2013	(5 136)	(14 735)	(5 360)	(508)	**(25 739)**
Currency retranslations	187	602	190	17	**996**
Depreciation	(428)	(1 360)	(970)	(106)	**(2 864)**
Impairments	(15)	(74)	(20)	—	**(109)**
Disposals	57	269	739	83	**1 148**
Reclassified as held for sale	19	96	17	1	**133**
Modification of the scope of consolidation	16	104	81	11	**212**
At 31 December 2013	**(5 300)**	**(15 098)**	**(5 323)**	**(502)**	**(26 223)**
Currency retranslations	(94)	(410)	(64)	(11)	**(579)**
Depreciation	(434)	(1 424)	(826)	(98)	**(2 782)**
Impairments	(15)	(113)	(8)	—	**(136)**
Disposals	163	642	473	60	**1 338**
Reclassified as held for sale	117	212	112	53	**494**
Modification of the scope of consolidation	57	113	31	2	**203**
At 31 December 2014	**(5 506)**	**(16 078)**	**(5 605)**	**(496)**	**(27 685)**
Net at 31 December 2013	**10 688**	**13 335**	**2 494**	**378**	**26 895**
Net at 31 December 2014	**11 727**	**13 925**	**2 437**	**332**	**28 421**

(a) Including borrowing costs.

At 31 December 2014, property, plant and equipment include CHF 1189 million of assets under construction (2013: CHF 1510 million). Net property, plant and equipment held under finance leases amount to CHF 171 million (2013: CHF 201 million). Net property, plant and equipment of CHF 251 million are pledged as security for financial liabilities (2013: CHF 236 million). Fire risks, reasonably estimated, are insured in accordance with domestic requirements.

Impairment

Impairment of property, plant and equipment arises mainly from the plans to optimise industrial manufacturing capacities by closing or selling inefficient production facilities.

Commitments for expenditure

At 31 December 2014, the Group was committed to expenditure amounting to CHF 520 million (2013: CHF 724 million).

9. Goodwill and intangible assets

In millions of CHF

	Goodwill	Brands and intellectual property rights	Operating rights and others	Management information systems	**Total intangible assets**	of which internally generated
Gross value						
At 1 January 2013	**34 387**	11 709	1 090	3 833	**16 632**	3 538
of which indefinite useful life	**—**	11 583	23	—	**11 606**	—
Currency retranslations	**(1 182)**	(119)	(26)	(124)	**(269)**	(118)
Expenditure	**—**	71	116	215	**402**	183
Disposals	**—**	(1)	(52)	(11)	**(64)**	—
Reclassified as held for sale	**(271)**	(23)	—	(14)	**(37)**	(13)
Acquisition of businesses	**254**	91	34	—	**125**	—
Disposal of businesses	**(558)**	(300)	(79)	(60)	**(439)**	—
At 31 December 2013	**32 630**	**11 428**	**1 083**	**3 839**	**16 350**	**3 590**
of which indefinite useful life	**—**	11 305	35	—	**11 340**	—
Currency retranslations	**2 693**	552	100	74	**726**	61
Expenditure	**—**	14	226	269	**509**	253
Disposals	**—**	—	(36)	(8)	**(44)**	—
Reclassified as held for sale	**(357)**	(30)	(44)	(57)	**(131)**	(51)
Acquisition of businesses	**2 972**	5 287	1 052	41	**6 380**	—
Disposal of businesses	**(399)**	(6)	(3)	(2)	**(11)**	—
At 31 December 2014	**37 539**	**17 245**	**2 378**	**4 156**	**23 779**	**3 853**
of which indefinite useful life (a)	**—**	16 103	37	—	**16 140**	—
Accumulated amortisation and impairments						
At 1 January 2013	**(1 699)**	(45)	(296)	(3 273)	**(3 614)**	(3 038)
Currency retranslations	**25**	1	3	116	**120**	111
Amortisation	**—**	(10)	(76)	(215)	**(301)**	(197)
Impairments	**(114)**	(31)	—	(3)	**(34)**	—
Disposals	**—**	1	48	8	**57**	—
Reclassified as held for sale	**177**	—	—	12	**12**	12
Disposal of businesses	**20**	7	49	27	**83**	—
At 31 December 2013	**(1 591)**	**(77)**	**(272)**	**(3 328)**	**(3 677)**	**(3 112)**
Currency retranslations	**(123)**	(22)	(10)	(54)	**(86)**	(39)
Amortisation	**—**	(49)	(88)	(139)	**(276)**	(124)
Impairments	**(1 908)**	(18)	(2)	(3)	**(23)**	—
Disposals	**—**	—	36	8	**44**	—
Reclassified as held for sale	**304**	—	4	30	**34**	26
Disposal of businesses	**336**	—	3	2	**5**	—
At 31 December 2014	**(2 982)**	**(166)**	**(329)**	**(3 484)**	**(3 979)**	**(3 249)**
of which indefinite useful life	**—**	(19)	—	—	**(19)**	—
Net at 31 December 2013	**31 039**	**11 351**	**811**	**511**	**12 673**	**478**
Net at 31 December 2014	**34 557**	**17 079**	**2 049**	**672**	**19 800**	**604**

(a) Annual impairment tests are performed in connection with goodwill impairment tests. Depending on the items tested, the level at which the test is applied is the goodwill CGU or lower.

Internally generated intangible assets consist mainly of management information systems.

9.1 Impairment charge during the year

The 2014 impairment charge mainly relates to the Direct Store Delivery system (DSD) cash generating unit (CGU) for Frozen Pizza and Ice Cream in the USA.

The DSD CGU distributes ice cream (mainly the Dreyer's business acquired in 2003) and pizza (the Kraft Food's frozen pizza business acquired in 2010). Goodwill and intangible assets, with an indefinite useful life, from these two acquisitions was allocated to the DSD CGU.

An annual impairment test was conducted in the second half of the year. The challenging environment, as well as market trends, impacted by consumer preferences and category dynamics, led to lower than anticipated sales demand and margins. These cumulative factors resulted in a downward revision of projected cash flows and a recoverable amount of the CGU lower than its carrying amount. Consequently, a goodwill impairment charge amounting to CHF 1835 million has been recognised (2013: nil). There was no impairment of the carrying amounts of other assets of the CGU. The goodwill is included in the Zone Americas reportable segment disclosed in Note 3.1. The recoverable amount of the CGU has been determined based on a value-in-use calculation (see Note 9.2). A discount rate of 7.7% (2013: 8.0%) was used in this calculation. The impairment loss has been included in the heading Other operating expenses of the income statement.

After impairment of CHF 1835 million, the carrying amount of the DSD CGU includes, apart from goodwill and intangible assets with indefinite useful life, other net operating assets amounting to CHF 1173 million.

9.2 Annual impairment tests

Impairment reviews have been conducted for more than 200 items of goodwill and intangible assets with indefinite useful lives, allocated to more than 50 Cash Generating Units (CGU).

The following five CGUs have been considered as significant either with regard to the total goodwill or to the total intangible assets with indefinite useful life for which detailed results are presented hereafter: Wyeth Nutrition (WN), PetCare Zone Americas, Nestlé Skin Health, Direct Store Delivery system (DSD) for Frozen Pizza and Ice Cream – USA and Infant Nutrition excluding WN.

In millions of CHF

			2014			2013
	Goodwill	Intangible assets with indefinite useful life	**Total**	Goodwill	Intangible assets with indefinite useful life	**Total**
Wyeth Nutrition (WN)	4 951	4 509	**9 460**	4 250	4 509	**8 759**
PetCare Zone Americas	7 584	172	**7 756**	6 833	155	**6 988**
Nestlé Skin Health	3 037	4 098	**7 135**	—	—	**—**
DSD for Frozen Pizza and Ice Cream – USA [a]	2 518	1 772	**4 290**	4 045	1 593	**5 638**
Infant Nutrition excluding WN	3 660	1 316	**4 976**	3 384	1 184	**4 568**
Subtotal	21 750	11 867	**33 617**	18 512	7 441	**25 953**
as % of total carrying amount	*63%*	*74%*	***66%***	*60%*	*66%*	***61%***
Other CGUs	12 807	4 254	**17 061**	12 527	3 899	**16 426**
Total	**34 557**	**16 121**	**50 678**	**31 039**	**11 340**	**42 379**

(a) After impairment (see Note 9.1).

For each CGU, except for DSD for Frozen Pizza and Ice Cream – USA (see Note 9.1), the recoverable amount is higher than its carrying amount. The recoverable amount has been determined based upon a value-in-use calculation. Cash flows have been projected over the next 5 years, except for Nestlé Skin Health for which a 10 year period has been used due to the product development cycle. They have been extrapolated using a steady or declining terminal growth rate and discounted at a pre-tax weighted average rate.

The following table summarises the key assumptions for each significant CGU:

	Period of cash flow projections	Annual sales growth	Annual margin evolution	Terminal growth rate	Pre-tax discount rate
Wyeth Nutrition (WN)	5 years	5% to 15%	Improvement	3.9%	7.4%
PetCare Zone Americas	5 years	4% to 6%	Stable	2.0%	7.6%
Nestlé Skin Health	10 years	10% to 24%	Improvement	2.4%	6.9%
DSD for Frozen Pizza and Ice Cream – USA	5 years	–2% to 1%	Improvement	1.5%	7.7%
Infant Nutrition excluding WN	5 years	–1% to 7%	Improvement	3.3%	11.3%

- The pre-tax discount rates have been computed based on external sources of information.
- The cash flows for the first five years were based upon financial plans approved by Group Management which are consistent with the Group's approved strategy for this period. They are based on past performance and current initiatives.
- The terminal growth rates have been determined to reflect the long term view of the nominal evolution of the business.

Management believe that no reasonably possible change in any of the above key assumptions would cause the CGU's recoverable amount to fall below the carrying value of the CGUs except for the CGU DSD for Frozen Pizza and Ice Cream – USA, for which any negative change would lead to further impairment.

9.3 Commitments for expenditure of intangible assets

At 31 December 2014, the Group was committed to expenditure amounting to CHF 44 million (2013: CHF 9 million).

10. Employee benefits

Salaries and welfare expenses

The Group's total salaries and welfare expenses amount to CHF 15 978 million (2013: CHF 15 526 million). They are allocated to the appropriate headings of expenses by function.

Pensions and retirement benefits

Apart from legally required social security arrangements, the majority of Group employees are eligible for benefits in case of retirement, death in service, disability and in case of resignation. Those benefits are granted under defined contribution plans, as well as defined benefit plans based on pensionable remuneration and length of service. All pension plans comply with local tax and legal restrictions in their respective country, including funding obligations.

The Group manages its pension plans by geographic area and the major plans, classified as defined benefit plans under IAS 19, are located in Europe (Switzerland, UK and Germany) and in the Americas (USA). In accordance with applicable legal frameworks, these plans have Boards of Trustees or General Assemblies which are generally independent from the Group and are responsible for the management and governance of the plans.

In Switzerland, Nestlé's pension plan is a cash balance plan where contributions are expressed as a percentage of the pensionable salary. The pension plan guarantees the amount accrued on the members' savings accounts, as well as a minimum interest on those savings accounts. At retirement date, the savings accounts are converted into pensions. However, members may opt to receive a part of the pension as a lump sum. Increases of pensions in payment are granted on a discretionary basis by the Board of Trustees, subject to the financial situation of the plan. To be noted that there is also a defined benefit plan that has been closed to new entrants in 2013 and whose members below age 55 have been transferred to the cash balance plan. This heritage plan is a hybrid between a cash balance plan and a plan based on a final pensionable salary.

In the United Kingdom, Nestlé's pension plan is a career average plan with salary revaluation. Members accrue a pension defined on the average of their salaries during their career at Nestlé since 2010. The salaries are automatically revalued according to inflation subject to caps. Pensions earned before 2010 are also revalued according to inflation subject to a cap and similarly, pensions in payment are mandatorily adjusted, as well. At retirement, there is a lump sum option. Members have the option to switch between the defined benefit sections and a defined contribution section.

Nestlé's pension plan in Germany is a cash balance plan, where members benefit from a guarantee on their savings accounts. Contributions to the plan are expressed as a percentage of the pensionable salary. Increases to pensions in payment are granted in accordance with legal requirements. There is also a heritage plan, based on final pensionable salary, that has been closed to new entrants in 2006.

In the USA, Nestlé's primary pension plan is non-contributory for the employees. The plan is a pension equity design, under which members earn pension credits each year based on a schedule related to the sum of their age and service with Nestlé. A member's benefit is the sum of the annual pension credits earned multiplied by an average earning payable as a lump sum. However, in lieu of the lump sum, members have the option of converting the benefit to a monthly pension annuity. The plan does not provide for automatic pension increases.

Post-employment medical benefits and other employee benefits

Group companies, principally in the Americas, maintain medical benefit plans, classified as defined benefit plans under IAS 19, which cover eligible retired employees. The obligations for other employee benefits consist mainly of end of service indemnities, which do not have the character of pensions.

Risks related to defined benefit plans

The main risks to which the Group is exposed in relation to operating defined benefit plans are:

– mortality risk: the assumptions adopted by the Group make allowance for future improvements in life expectancy. However, if life expectancy improves at a faster rate than assumed, this would result in greater payments from the plans and consequently increases in the plans' liabilities. In order to minimise this risk, mortality assumptions are reviewed on a regular basis.
– market and liquidity risks: these are the risks that the investments do not meet the expected returns over the medium to long term. This also encompasses the mismatch between assets and liabilities. In order to minimise the risks, the structure of the portfolios is reviewed and asset-liability matching analyses are performed on a regular basis.

Plan amendments and restructuring events

Plans within the Group are regularly reviewed as to whether they are aligned with market practice in the local context. Should a review indicate that a plan needs to be changed, prior agreement with the local Board of Trustees or the General Assembly, the regulator and, if applicable, the members, is sought before implementing plan changes.

During the year, the main plan amendment concerned the US medical plan, where a revision of the cost sharing arrangement took place. Other minor plan amendments have taken place in Zone AOA. Amendments have been recognised as past service costs, essentially impacting Zone AMS and Nestlé Nutrition.

Asset-liability management and funding arrangement

Plan trustees or General Assemblies are responsible for determining the mix of asset classes and target allocations of the Nestlé's plans with the support of investment advisors. Periodical reviews of the asset mix are made by mandating external consultants to perform asset liability matching analyses. Such analyses aim at comparing dynamically the fair value of assets and the liabilities in order to determine the most adequate strategic asset allocation.

The overall investment policy and strategy for the Group's funded defined benefit plans is guided by the objective of achieving an investment return which, together with the contributions paid, is sufficient to maintain reasonable control over the various funding risks of the plans. As those risks evolve with the development of capital markets and asset management activities, the Group addresses the assessment and control process of the major investment pension risks. In order to protect the Group's defined benefit plans funding ratio and to mitigate the financial risks, protective measures on the investment strategies are in force. To the extent possible, the risks are shared equally amongst the different stakeholders.

10.1 Reconciliation of assets and liabilities recognised in the balance sheet

In millions of CHF

	2014			2013		
	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**
Present value of funded obligations	27 971	56	**28 027**	23 770	78	**23 848**
Fair value of plan assets	(24 122)	(27)	**(24 149)**	(21 551)	(50)	**(21 601)**
Excess of liabilities/(assets) over funded obligations	3 849	29	**3 878**	2 219	28	**2 247**
Present value of unfunded obligations	767	1 933	**2 700**	693	1 690	**2 383**
Unrecognised assets and minimum funding requirements	34	—	**34**	106	—	**106**
Net defined benefit liabilities/(assets)	**4 650**	**1 962**	**6 612**	**3 018**	**1 718**	**4 736**
Liabilities from non-current deferred compensation and other			**992**			**927**
Liabilities from cash-settled share-based transactions [a]			**94**			**79**
Net liabilities			**7 698**			**5 742**
Reflected in the balance sheet as follows:						
Employee benefit assets			**(383)**			**(537)**
Employee benefit liabilities			**8 081**			**6 279**
Net liabilities			**7 698**			**5 742**

(a) The intrinsic value of liabilities from cash-settled share-based transactions that are vested amounts to CHF 57 million (2013: CHF 29 million).

10.2 Funding situation by geographic area of defined benefit plans

In millions of CHF

	2014				2013			
	Europe	Americas	Asia, Oceania and Africa	**Total**	Europe	Americas	Asia, Oceania and Africa	**Total**
Present value of funded obligations	20 731	5 295	2 001	**28 027**	17 757	4 250	1 841	**23 848**
Fair value of plan assets	(16 860)	(5 396)	(1 893)	**(24 149)**	(15 334)	(4 530)	(1 737)	**(21 601)**
Excess of liabilities/(assets) over funded obligations	3 871	(101)	108	**3 878**	2 423	(280)	104	**2 247**
Present value of unfunded obligations	402	2 017	281	**2 700**	342	1 757	284	**2 383**

10.3 Movement in the present value of defined benefit obligations

In millions of CHF

	2014			2013		
	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**
At 1 January	24 463	1 768	**26 231**	25 618	2 108	**27 726**
of which funded defined benefit plans	23 770	78	**23 848**	24 911	77	**24 988**
of which unfunded defined benefit plans	693	1 690	**2 383**	707	2 031	**2 738**
Currency retranslations	642	88	**730**	(629)	(123)	**(752)**
Service cost	700	(25)	**675**	343	(80)	**263**
of which current service cost	739	56	**795**	831	65	**896**
of which past service cost	(39)	(81)	**(120)**	(488)	(145)	**(633)**
Interest expense	941	100	**1 041**	865	100	**965**
Actuarial (gains)/losses	3 139	152	**3 291**	(580)	(166)	**(746)**
Benefits paid on funded defined benefit plans	(1 164)	(4)	**(1 168)**	(1 082)	(5)	**(1 087)**
Benefits paid on unfunded defined benefit plans	(87)	(118)	**(205)**	(72)	(139)	**(211)**
Modification of the scope of consolidation	154	28	**182**	—	—	**—**
Transfer from/(to) defined contribution plans	(50)	—	**(50)**	—	73	**73**
At 31 December	**28 738**	**1 989**	**30 727**	**24 463**	**1 768**	**26 231**
of which funded defined benefit plans	27 971	56	**28 027**	23 770	78	**23 848**
of which unfunded defined benefit plans	767	1 933	**2 700**	693	1 690	**2 383**

10.4 Movement in fair value of defined benefit plan assets

In millions of CHF

	2014			2013		
	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**
At 1 January	(21 551)	(50)	**(21 601)**	(20 542)	(50)	**(20 592)**
Currency retranslations	(634)	9	**(625)**	540	(1)	**539**
Interest income	(851)	(1)	**(852)**	(717)	(2)	**(719)**
Actual return on plan assets, excluding interest income	(1 467)	(1)	**(1 468)**	(952)	2	**(950)**
Employees' contributions	(144)	—	**(144)**	(135)	—	**(135)**
Employer contributions	(639)	(2)	**(641)**	(879)	(4)	**(883)**
Benefits paid on funded defined benefit plans	1 164	4	**1 168**	1 082	5	**1 087**
Administration expenses	24	—	**24**	19	—	**19**
Modification of the scope of consolidation	(74)	14	**(60)**	—	—	**—**
Transfer (from)/to defined contribution plans	50	—	**50**	33	—	**33**
At 31 December	**(24 122)**	**(27)**	**(24 149)**	**(21 551)**	**(50)**	**(21 601)**

The major categories of plan assets as a percentage of total plan assets of the Group's defined benefit plans are as follows:

	2014	2013
Equities	32%	36%
of which US equities	13%	14%
of which European equities	10%	12%
of which other equities	9%	10%
Debts	38%	33%
of which government debts	26%	23%
of which corporate debts	12%	10%
Real estate	9%	8%
Alternative investments	18%	19%
of which hedge funds	10%	11%
of which private equities	6%	6%
of which commodities	2%	2%
Cash/Deposits	3%	4%

Equity, debts and commodities represent 72% (2013: 71%) of the plan assets. Almost all of them are quoted in an active market. Real estate, hedge funds and private equities represent 25% (2013: 25%) of the plan assets. Almost all of them are not quoted in an active market.

The plan assets of funded defined benefit plans include property occupied by affiliated companies with a fair value of CHF 11 million (2013: CHF 9 million). Furthermore, funded defined benefit plans are invested in Nestlé S.A. (or related) shares to the extent of CHF 47 million (2013: CHF 44 million). The Group's investment management principles allow such investment only when the position in Nestlé S.A. (or related) shares is passive, i.e. in line with the weighting in the underlying benchmark.

The Group expects to contribute CHF 698 million to its funded defined benefit plans in 2015.

10.5 Movement in unrecognised assets and minimum funding requirements

In millions of CHF

	2014			2013		
	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**
At 1 January	106	—	**106**	42	—	**42**
Currency retranslations	1	—	**1**	(2)	—	**(2)**
Limitation of interest income	5	—	**5**	2	—	**2**
Changes due to asset ceiling	(78)	—	**(78)**	64	—	**64**
At 31 December	**34**	**—**	**34**	**106**	**—**	**106**

10.6 Expenses recognised in the income statement

In millions of CHF

	2014			2013		
	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**
Service cost	700	(25)	**675**	343	(80)	**263**
Employees' contributions	(144)	—	**(144)**	(135)	—	**(135)**
Net interest (income)/expense	95	99	**194**	150	98	**248**
Administration expenses	24	—	**24**	19	—	**19**
Defined benefit expenses	**675**	**74**	**749**	**377**	**18**	**395**
Defined contribution expenses			**275**			**260**
Total			**1 024**			**655**

The expenses for defined benefit and defined contribution plans are allocated to the appropriate headings of expenses by function.

10.7 Remeasurement of defined benefit plans reported in other comprehensive income

In millions of CHF

	2014			2013		
	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**	Defined benefit retirement plans	Post-employment medical benefits and other benefits	**Total**
Actual return on plan assets, excluding interest income	1 467	1	**1 468**	952	(2)	**950**
Experience adjustments on plan liabilities	(109)	10	**(99)**	(187)	(65)	**(252)**
Change in demographic assumptions on plan liabilities	44	(35)	**9**	(649)	(20)	**(669)**
Change in financial assumptions on plan liabilities	(3 074)	(127)	**(3 201)**	1 416	251	**1 667**
Transfer from/(to) unrecognised assets and other	78	—	**78**	(64)	—	**(64)**
Remeasurement of defined benefit plans	**(1 594)**	**(151)**	**(1 745)**	**1 468**	**164**	**1 632**

10.8 Principal financial actuarial assumptions

The principal financial actuarial assumptions are presented by geographic area. Each item is a weighted average in relation to the relevant underlying component.

	2014				2013			
	Europe	Americas	Asia, Oceania and Africa	**Total**	Europe	Americas	Asia, Oceania and Africa	**Total**
Discount rates	2.2%	5.1%	4.4%	**3.1%**	3.4%	5.8%	4.7%	**4.1%**
Expected rates of salary increases	2.8%	2.9%	4.7%	**3.0%**	2.9%	2.9%	5.0%	**3.2%**
Expected rates of pension adjustments	1.4%	0.6%	1.8%	**1.3%**	1.8%	0.6%	1.8%	**1.5%**
Medical cost trend rates		5.7%		**5.8%**		5.9%		**6.0%**

10.9 Mortality tables and life expectancies by geographic area for Group's major defined benefit pension plans

Country	Mortality table	2014 Life expectancy at age 65 for a male member currently aged 65 (in years)	2013	2014 Life expectancy at age 65 for a female member currently aged 65 (in years)	2013
Europe					
Switzerland	LPP 2010	20.8	20.7	23.1	23.1
United Kingdom	S1NA CMI 2013	21.8	21.7	23.2	23.1
Germany	Heubeck-Richttafeln 2005 G modifiziert	20.1	21.3	23.6	22.8
Americas					
USA	RP-2014	21.1	19.3	23.1	21.1

Life expectancy is reflected in the defined benefit obligations by using mortality tables of the country in which the plan is located. When those tables no longer reflect recent experience, they are adjusted by appropriate loadings.

10.10 Sensitivity analyses on present value of defined benefit obligations by geographic area

The table below gives the present value of the defined benefit obligations when major assumptions are changed.

In millions of CHF

	2014				2013			
	Europe	Americas	Asia, Oceania and Africa	**Total**	Europe	Americas	Asia, Oceania and Africa	**Total**
As reported	21 133	7 312	2 282	**30 727**	18 099	6 007	2 125	**26 231**
Discount rates								
Increase of 50 basis points	19 482	6 910	2 196	**28 588**	16 797	5 672	2 028	**24 497**
Decrease of 50 basis points	22 923	7 748	2 380	**33 051**	19 563	6 370	2 231	**28 164**
Expected rates of salary increases								
Increase of 50 basis points	21 319	7 386	2 321	**31 026**	18 288	6 062	2 162	**26 512**
Decrease of 50 basis points	20 960	7 243	2 248	**30 451**	17 921	5 956	2 091	**25 968**
Expected rates of pension adjustments								
Increase of 50 basis points	22 395	7 566	2 337	**32 298**	19 088	6 212	2 180	**27 480**
Decrease of 50 basis points	19 950	7 268	2 264	**29 482**	17 182	5 968	2 097	**25 247**
Medical cost trend rates								
Increase of 50 basis points	21 133	7 355	2 285	**30 773**	18 099	6 056	2 127	**26 282**
Decrease of 50 basis points	21 132	7 275	2 279	**30 686**	18 099	5 967	2 122	**26 188**
Mortality assumption								
Setting forward the tables by 1 year	20 434	7 174	2 251	**29 859**	17 547	5 829	2 096	**25 472**
Setting back the tables by 1 year	21 827	7 451	2 311	**31 589**	18 649	6 186	2 152	**26 987**

All sensitivities are calculated using the same actuarial method as for the disclosed present value of the defined benefit obligations at year-end.

10.11 Weighted average duration of defined benefit obligations by geographic area

Expressed in years

	2014				2013			
	Europe	Americas	Asia, Oceania and Africa	**Total**	Europe	Americas	Asia, Oceania and Africa	**Total**
At 31 December	16.6	12.1	9.8	**15.0**	15.8	12.3	10.0	**14.5**

11. Equity compensation plans

Certain Group employees are eligible to receive long-term incentives in the form of equity compensation plans.

Equity compensation plans are settled either by remittance of Nestlé S.A. shares (accounted for as equity-settled share-based payment transactions) or by the payment of an equivalent amount in cash (accounted for as cash-settled share-based payment transactions).

In millions of CHF

	2014	2013
Equity-settled share-based payment costs	(156)	(155)
Cash-settled share-based payment costs	(49)	(53)
Total share-based payment costs	**(205)**	**(208)**
of which RSUP	(137)	(193)
of which PSUP	(66)	(10)

The share-based payment costs are allocated to the appropriate headings of expenses by function in the income statement.

Restricted Stock Unit Plan (RSUP)

Members of Group Management are awarded Restricted Stock Units (RSU) that entitle participants to receive freely disposable Nestlé S.A. shares (accounted for as equity-settled share-based payment transactions) or an equivalent amount in cash (accounted for as cash-settled share-based payment transactions) at the end of a three-year restriction period. In 2014, the grant has been limited to members of the US affiliated companies.

Number of RSU in millions of units

	2014	2013
Outstanding at 1 January	9.9	10.0
Granted	0.5	3.3
Settled	(3.4)	(3.3)
Forfeited	(0.1)	(0.1)
Outstanding at 31 December	**6.9**	**9.9**
of which vested at 31 December	0.7	0.4
of which cash-settled at 31 December	2.0	1.9

The fair value of equity-settled RSU is determined on the basis of the market price of Nestlé S.A. shares at grant date, discounted at a risk-free interest rate and adjusted for the dividends that participants are not entitled to receive during the restricted period of three years. There were no equity-settled RSU granted in 2014 (the weighted average fair value of the equity-settled RSU granted in 2013 was CHF 58.58).

For cash-settled outstanding RSU, the liability is re-measured at each reporting date based on subsequent changes in the market price of Nestlé S.A. shares. The average fair value of the cash-settled RSU outstanding at 31 December 2014 is CHF 70.74 (2013: CHF 63.36).

Performance Share Unit Plan (PSUP)

Members of the Executive Board and, as from 2014, members of Group Management are awarded Performance Share Units (PSU) that entitle participants to receive freely disposable Nestlé S.A. shares (accounted for as equity-settled share-based payment transactions) or an equivalent amount in cash (accounted for as cash-settled share-based payment transactions) at the end of a three-year restriction period.

Upon vesting, the number of shares delivered ranges from 0% to 200% of the initial grant and is determined by the degree by which the performance measures of the PSUP have been met. These measures are the relative Total Shareholder Return of the Nestlé S.A. share in relation to the STOXX Europe 600 Food & Beverage Net Return Index (as from 2014 the STOXX Global 1800 Food & Beverage Net Return Index); and the growth of the underlying earnings per share in constant currencies. Each of the two measures has equal weighting in determining the vesting level of the initial PSU award.

Number of PSU in millions of units

	2014	2013
Outstanding at 1 January	0.4	0.3
Granted	2.8	0.2
Settled	(0.2)	(0.1)
Forfeited	—	—
Outstanding at 31 December	**3.0**	**0.4**
of which vested at 31 December	—	—
of which cash-settled at 31 December	0.1	—

The fair value of the equity-settled PSU is determined using a valuation model which reflects the probability of overachievement or underachievement on the Total Shareholder Return measure, which is a market condition, and based on five-year historical data. The other inputs incorporated into the valuation model comprise the market price of Nestlé S.A. shares at grant date, discounted at a risk-free interest rate and adjusted for the dividends that participants are not entitled to receive during the restricted period of three years. The weighted average fair value of the equity-settled PSU granted in 2014 is CHF 63.70 (2013: 64.44).

For cash-settled outstanding PSU, the liability is re-measured at each reporting date based on subsequent changes in the market price of Nestlé S.A. shares. The average fair value of the cash-settled PSU outstanding at 31 December 2014 is CHF 74.28 (2013: nil).

12. Provisions and contingencies

12.1 Provisions

In millions of CHF

	Restructuring	Environmental	Litigation	Other	**Total**
At 1 January 2013	479	18	2 333	449	**3 279**
Currency retranslations	—	(1)	(78)	(16)	**(95)**
Provisions made during the year [(a)]	244	1	455	162	**862**
Amounts used	(167)	(2)	(205)	(85)	**(459)**
Reversal of unused amounts	(35)	(1)	(258)	(63)	**(357)**
Modification of the scope of consolidation	—	—	(1)	8	**7**
At 31 December 2013	**521**	**15**	**2 246**	**455**	**3 237**
of which expected to be settled within 12 months					**523**
Currency retranslations	(4)	1	67	1	**65**
Provisions made during the year [(a)]	251	6	488	175	**920**
Amounts used	(173)	(1)	(92)	(86)	**(352)**
Reversal of unused amounts	(54)	—	(94)	(30)	**(178)**
Reclassified as held for sale	—	—	(4)	—	**(4)**
Modification of the scope of consolidation	1	—	59	108	**168**
At 31 December 2014	**542**	**21**	**2 670**	**623**	**3 856**
of which expected to be settled within 12 months					**695**

(a) Including discounting of provisions.

Restructuring

Restructuring provisions arise from a number of projects across the Group. These include plans to optimise production, sales and administration structures, mainly in Europe. Restructuring provisions are expected to result in future cash outflows when implementing the plans (usually over the following two to three years).

Litigation

Litigation provisions have been set up to cover tax, legal and administrative proceedings that arise in the ordinary course of the business. These provisions cover numerous separate cases whose detailed disclosure could be detrimental to the Group interests. The Group does not believe that any of these litigation proceedings will have a material adverse impact on its financial position. The timing of outflows is uncertain as it depends upon the outcome of the proceedings. In that instance, these provisions are not discounted because their present value would not represent meaningful information. Group Management does not believe it is possible to make assumptions on the evolution of the cases beyond the balance sheet date.

Other

Other provisions are mainly constituted by onerous contracts and various damage claims having occurred during the year but not covered by insurance companies. Onerous contracts result from unfavourable leases, breach of contracts or supply agreements above market prices in which the unavoidable costs of meeting the obligations under the contracts exceed the economic benefits expected to be received or for which no benefits are expected to be received.

12.2 Contingencies
The Group is exposed to contingent liabilities amounting to a maximum potential payment of CHF 2012 million (2013: CHF 1669 million) representing potential litigations of CHF 1914 million (2013: CHF 1658 million) and other items of CHF 98 million (2013: CHF 11 million). Potential litigations relate mainly to labour, civil and tax litigations in Latin America.

Contingent assets for litigation claims in favour of the Group amount to a maximum potential recoverable amount of CHF 176 million (2013: CHF 51 million).

13. Financial instruments

13.1 Financial assets and liabilities

13.1a By class and by category

In millions of CHF

	2014				2013			
Classes	Loans, receivables and liabilities at amortised cost [(a)]	At fair value to income statement	Available for sale	**Total categories**	Loans, receivables and liabilities at amortised cost [(a)]	At fair value to income statement	Available for sale	**Total categories**
Cash at bank and in hand	3 528	—	—	**3 528**	4 524	—	—	**4 524**
Commercial paper	—	—	2 000	**2 000**	—	—	98	**98**
Time deposits	—	—	2 678	**2 678**	—	—	2 009	**2 009**
Bonds and debt funds	—	338	3 187	**3 525**	—	304	2 569	**2 873**
Equity and equity funds	—	394	199	**593**	—	356	161	**517**
Other financial assets	1 028	44	978	**2 050**	639	38	905	**1 582**
Liquid assets [(b)] and non-current financial assets	4 556	776	9 042	**14 374**	5 163	698	5 742	**11 603**
Trade and other receivables	13 459	—	—	**13 459**	12 206	—	—	**12 206**
Derivative assets [(c)]	—	400	—	**400**	—	230	—	**230**
Total financial assets	**18 015**	**1 176**	**9 042**	**28 233**	**17 369**	**928**	**5 742**	**24 039**
Trade and other payables	(19 279)	—	—	**(19 279)**	(17 459)	—	—	**(17 459)**
Financial debt	(21 206)	—	—	**(21 206)**	(21 743)	—	—	**(21 743)**
Derivative liabilities [(c)]	—	(757)	—	**(757)**	—	(381)	—	**(381)**
Total financial liabilities	**(40 485)**	**(757)**	**—**	**(41 242)**	**(39 202)**	**(381)**	**—**	**(39 583)**
Net financial position	**(22 470)**	**419**	**9 042**	**(13 009)**	**(21 833)**	**547**	**5 742**	**(15 544)**
of which at fair value	—	419	9 042	**9 461**	—	547	5 742	**6 289**

(a) Carrying amount of these instruments is a reasonable approximation of their fair value. For bonds included in financial debt, see Note 13.1c.
(b) Liquid assets are composed of cash and cash equivalents and short-term investments.
(c) Include derivatives held in hedge relationships and those that are undesignated (categorised as held-for-trading), see Note 13.1d.

13.1b Fair value hierarchy of financial instruments

In millions of CHF	2014	2013
Derivative assets	29	47
Bonds and debt funds	824	746
Equity and equity funds	280	249
Other financial assets	25	24
Derivative liabilities	(116)	(44)
Prices quoted in active markets (Level 1)	**1 042**	**1 022**
Commercial paper	2 000	98
Time deposits	2 678	2 009
Derivative assets	371	183
Bonds and debt funds	2 671	2 091
Equity and equity funds	279	245
Other financial assets	852	804
Derivative liabilities	(641)	(337)
Valuation techniques based on observable market data (Level 2)	**8 210**	**5 093**
Valuation techniques based on unobservable input (Level 3)	**209**	**174**
Total financial instruments at fair value	**9 461**	**6 289**

There have been no significant transfers between the different hierarchy levels in 2014.

13.1c Bonds

In millions of CHF

Issuer		Face value in millions	Coupon	Effective interest rate	Year of issue/ maturity	Comments	2014	2013
Nestlé Holdings, Inc., USA	USD	550	2.13%	2.13%	2010–2014		—	489
	AUD	275	5.50%	5.69%	2011–2016	(a)	232	229
	USD	200	2.00%	2.06%	2011–2016		198	178
	NOK	1 000	3.38%	3.59%	2011–2016	(a)	137	150
	AUD	200	4.00%	4.11%	2012–2017	(b)	161	158
	NOK	1 000	2.25%	2.31%	2012–2017	(b)	133	146
	NOK	3 000	2.50%	2.66%	2012–2017	(b)	398	437
	USD	900	1.38%	1.46%	2012–2017		889	799
	GBP	250	1.63%	1.71%	2013–2017	(a)	385	364
	CHF	250	2.63%	2.66%	2007–2018	(a)	271	270
	USD	500	1.25%	1.32%	2012–2018		494	444
	AUD	175	3.75%	3.84%	2013–2018	(a)	145	138
	AUD	200	3.88%	4.08%	2013–2018	(b)	161	157
	AUD	400	4.13%	4.33%	2013–2018	(c)	326	315
	USD	400	1.38%	1.50%	2013–2018		394	354
	USD	500	2.00%	2.17%	2013–2019		491	441
	USD	500	2.25%	2.41%	2013–2019		492	441
	USD	400	2.00%	2.06%	2014–2019		395	—
	USD	650	2.13%	2.27%	2014–2020		639	—
	AUD	250	4.25%	4.43%	2014–2020	(a)	215	—
	AUD	175	3.63%	3.77%	2014–2020	(a)	148	—
	NOK	1 000	2.75%	2.85%	2014–2020	(a)	139	—
Nestlé Finance International Ltd, Luxembourg	CHF	425	2.00%	2.03%	2009–2014		—	425
	CHF	275	2.13%	2.13%	2009–2014	(d)	—	275
	AUD	450	5.75%	5.81%	2010–2014	(a)	—	371
	NOK	1 250	2.50%	2.73%	2010–2014	(a)	—	183
	CHF	350	2.13%	2.20%	2009–2015	(d)	350	350
	EUR	500	0.75%	0.83%	2012–2016		601	612
	AUD	125	4.63%	4.86%	2012–2017	(b)	101	98
	EUR	500	1.50%	1.61%	2012–2019		599	610
	EUR	500	1.25%	1.30%	2013–2020		600	611
	EUR	500	2.13%	2.20%	2013–2021		598	610
	EUR	500	0.75%	0.90%	2014–2021		595	—
	EUR	850	1.75%	1.89%	2012–2022		1 012	1 030
	GBP	400	2.25%	2.34%	2012–2023	(e)	622	539
Other bonds							336	316
Total carrying amount (*)							**12 257**	**11 540**
of which due within one year							409	1 752
of which due after one year							11 848	9 788
Fair value (*) of bonds, based on prices quoted in active markets							12 651	11 566

(*) Carrying amount and fair value of bonds exclude accrued interest.

Several bonds are hedged by currency and/or interest derivatives. The fair value of these derivatives is shown under derivative assets for CHF 87 million (2013: CHF 101 million) and under derivative liabilities for CHF 359 million (2013: CHF 152 million).

(a) Subject to an interest rate and/or currency swap that creates a liability at floating rates in the currency of the issuer.
(b) Subject to an interest rate and currency swap that creates a liability at fixed rates in the currency of the issuer.
(c) This bond is composed of:
– AUD 300 million subject to an interest rate and currency swap that creates a liability at fixed rates in the currency of the issuer; and
– AUD 100 million subject to an interest rate and/or currency swap that creates a liability at floating rates in the currency of the issuer.
(d) Subject to currency swaps that hedge the CHF face value and coupon exposure.
(e) Subject to an interest rate swap.

13.1d Derivative assets and liabilities
By type

In millions of CHF

			2014			2013
	Contractual or notional amounts	Fair value assets	Fair value liabilities	Contractual or notional amounts	Fair value assets	Fair value liabilities
Fair value hedges						
Currency forwards, futures and swaps	3 967	122	14	4 198	14	27
Interest rate forwards, futures and swaps	616	9	—	588	—	48
Interest rate and currency swaps	2 892	77	359	3 009	99	104
Cash flow hedges						
Currency forwards, futures, swaps and options	6 556	152	82	4 397	62	39
Interest rate forwards, futures and swaps	1 534	—	122	1 379	—	103
Commodity futures and options	1 600	31	159	1 142	46	46
Undesignated derivatives						
Currency forwards, futures, swaps and options	1 212	8	13	677	7	3
Interest rate forwards, futures, swaps and options	100	—	6	96	—	9
Commodity futures and options	7	1	2	47	2	2
	18 484	**400**	**757**	**15 533**	**230**	**381**
Conditional offsets [(a)]						
Derivative assets and liabilities		(84)	(84)		(48)	(48)
Use of cash collateral received or deposited		(5)	(358)		—	(90)
Balances after conditional offsets		311	315		182	243

(a) Represent amounts that would be offset in case of default, insolvency or bankruptcy of counterparties.

Some derivatives, while complying with the Group’s financial risk management policies of managing the risks of the volatility of the financial markets, do not qualify for hedge accounting and are therefore classified as undesignated derivatives.

Impact on the income statement of fair value hedges

In millions of CHF	2014	2013
on hedged items	(107)	476
on hedging instruments	107	(497)

Ineffective portion of gains/(losses) of cash flow hedges and net investment hedges is not significant.

13.2 Financial risks

In the course of its business, the Group is exposed to a number of financial risks: credit risk, liquidity risk, market risk (including foreign currency risk and interest rate risk, commodity price risk and equity price risk). This note presents the Group's objectives, policies and processes for managing its financial risk and capital.

Financial risk management is an integral part of the way the Group is managed. The Board of Directors determines the financial control principles as well as the principles of financial planning. The Chief Executive Officer organises, manages and monitors all financial risks, including asset and liability matters.

The Asset and Liability Management Committee (ALMC), under the supervision of the Chief Financial Officer, is the governing body for the establishment and subsequent execution of the Nestlé Group's Financial Asset and Liability Management Policy. It ensures implementation of strategies and achievement of objectives of the Group's financial asset and liabilities management, which are executed by the Centre Treasury, the Regional Treasury Centres and, in specific local circumstances, by the affiliated companies. The activities of the Centre Treasury and of the Regional Treasury Centres are supervised by an independent Middle Office, which verifies the compliance of the strategies proposed and/or operations executed within the approved guidelines and limits set by the ALMC. Approved Treasury Management Guidelines define and classify risks as well as determine, by category of transaction, specific approval, execution and monitoring procedures. In accordance with the aforementioned policies, the Group only enters into derivative transactions relating to assets, liabilities or anticipated future transactions.

13.2a Credit risk

Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. Credit risk arises on liquid assets, non-current financial assets, derivative assets, trade and other receivables.

The Group aims to minimise its financial credit risk through the application of risk management policies. Credit limits are set based on a counterparty value and a probability of default. The methodology used to set the list of counterparty limits includes Enterprise Value (EV), counterparty Credit Ratings (CR) and Credit Default Swaps (CDS). Evolution of counterparties is monitored daily, taking into consideration EV, CR and CDS evolution. As a result of this daily review, changes on credit limits and risk allocation are carried out. The Group avoids the concentration of credit risk on its liquid assets by spreading them over several institutions and sectors.

Trade receivables are subject to credit limits, control and approval procedures in all the affiliated companies. Due to its large geographic base and number of customers, the Group is not exposed to material concentrations of credit risk on its trade receivables (see Note 7). Nevertheless global commercial counterparties are constantly monitored following the same methodology used for financial counterparties.

The maximum exposure to credit risk resulting from financial activities, without considering netting agreements and without taking into account any collateral held or other credit enhancements, is equal to the carrying amount of the Group's financial assets.

Credit rating of financial assets

This includes liquid assets, non-current financial assets and derivative assets.

In millions of CHF	2014	2013
Investment grade A– and above	11 895	8 751
Investment grade BBB+, BBB and BBB–	1 432	1 474
Non-investment grade (BB+ and below)	273	368
Not rated [(a)]	1 174	1 240
	14 774	**11 833**

(a) Mainly equity securities and other investments for which no credit rating is available.

The source of the credit ratings is Standard & Poor's; if not available, the Group uses other credit rating equivalents. The Group deals mainly with financial institutions located in Switzerland, the European Union and North America.

13.2b Liquidity risk

Liquidity risk management

Liquidity risk is the risk that a company may encounter difficulties in meeting its obligations associated with financial liabilities that are settled by delivering cash or other financial assets. Such risk may result from inadequate market depth or disruption or refinancing problems. The Group's objective is to manage this risk by limiting exposures in financial instruments that may be affected by liquidity problems and by maintaining sufficient back-up facilities. The Group does not expect any refinancing issues and has successfully completed a EUR 6.0 billion 12-months revolving credit facility replacing an older facility of EUR 5.0 billion. Additionally, the Group successfully extended the EUR 5.0 billion revolving credit facility to October 2019, which originally matured in 2018. The facility currently serves primarily as a backstop to its short-term debt. In total, the Group's revolving credit facilities amount to EUR 11.0 billion.

Contractual maturities of financial liabilities and derivatives (including interest)

In millions of CHF

		In the first year	In the second year	In the third to the fifth year	After the fifth year	Contractual amount	Carrying amount
2014	**Financial assets**						**27 833**
	Trade and other payables	**(17 437)**	**(357)**	**(60)**	**(1 474)**	**(19 328)**	**(19 279)**
	Commercial paper [(a)]	(5 573)	—	—	—	(5 573)	(5 569)
	Bonds [(a)]	(672)	(1 419)	(6 403)	(5 042)	(13 536)	(12 257)
	Other financial debt	(2 963)	(203)	(326)	(115)	(3 607)	(3 380)
	Total financial debt	**(9 208)**	**(1 622)**	**(6 729)**	**(5 157)**	**(22 716)**	**(21 206)**
	Financial liabilities	**(26 645)**	**(1 979)**	**(6 789)**	**(6 631)**	**(42 044)**	**(40 485)**
	Non-currency derivative assets	39	5	3	(6)	41	41
	Non-currency derivative liabilities	(215)	(29)	(42)	(7)	(293)	(289)
	Gross amount receivable from currency derivatives	11 589	458	2 204	495	14 746	14 553
	Gross amount payable from currency derivatives	(11 370)	(489)	(2 435)	(550)	(14 844)	(14 662)
	Net derivatives	**43**	**(55)**	**(270)**	**(68)**	**(350)**	**(357)**
	Net financial position						**(13 009)**
	of which derivatives under cash flow hedges [(b)]	(105)	(29)	(42)	(7)	(183)	(180)
2013	**Financial assets**						**23 809**
	Trade and other payables	**(16 072)**	**(176)**	**(55)**	**(1 216)**	**(17 519)**	**(17 459)**
	Commercial paper [(a)]	(7 243)	—	—	—	(7 243)	(7 241)
	Bonds [(a)]	(2 002)	(622)	(5 377)	(4 867)	(12 868)	(11 540)
	Other financial debt	(2 529)	(227)	(330)	(106)	(3 192)	(2 962)
	Total financial debt	**(11 774)**	**(849)**	**(5 707)**	**(4 973)**	**(23 303)**	**(21 743)**
	Financial liabilities	**(27 846)**	**(1 025)**	**(5 762)**	**(6 189)**	**(40 822)**	**(39 202)**
	Non-currency derivative assets	48	—	—	—	48	48
	Non-currency derivative liabilities	(85)	(45)	(44)	(45)	(219)	(208)
	Gross amount receivable from currency derivatives	10 096	77	2 402	—	12 575	12 544
	Gross amount payable from currency derivatives	(10 040)	(22)	(2 500)	—	(12 562)	(12 535)
	Net derivatives	**19**	**10**	**(142)**	**(45)**	**(158)**	**(151)**
	Net financial position						**(15 544)**
	of which derivatives under cash flow hedges [(b)]	(20)	(40)	(28)	8	(80)	(80)

(a) Commercial paper of CHF 3571 million (2013: CHF 6483 million) and bonds of CHF 76 million (2013: CHF 551 million) have maturities of less than three months.

(b) The periods when the cash flow hedges affect the income statement do not differ significantly from the maturities disclosed above.

13.2c Market risk

The Group is exposed to risk from movements in foreign currency exchange rates, interest rates and market prices that affect its assets, liabilities and anticipated future transactions.

Foreign currency risk

The Group is exposed to foreign currency risk from transactions and translation.

Transactional exposures arise from transactions in foreign currency. They are managed within a prudent and systematic hedging policy in accordance with the Group's specific business needs through the use of currency forwards, futures, swaps and options.

Exchange differences recorded in the income statement represented a loss of CHF 47 million in 2014 (2013: loss of CHF 173 million). They are allocated to the appropriate headings of expenses by function.

Translation exposure arises from the consolidation of the financial statements of foreign operations in Swiss francs, which is, in principle, not hedged.

Interest rate risk

The Group is exposed primarily to fluctuation in USD and EUR interest rates. Interest rate risk on financial debt is managed based on duration and interest management targets set by the ALMC through the use of fixed rate debt and interest rate swaps.

Taking into account the impact of interest derivatives, the proportion of financial debt subject to fixed interest rates for a period longer than one year represents 54% (2013: 46%).

Price risk

Commodity price risk

Commodity price risk arises from transactions on the world commodity markets for securing the supplies of green coffee, cocoa beans and other commodities necessary for the manufacture of some of the Group's products.

The Group's objective is to minimise the impact of commodity price fluctuations and this exposure is hedged in accordance with the Nestlé Group policy on commodity price risk management. The regional Commodity Purchasing Competence Centres are responsible for managing commodity price risk on the basis of internal directives and centrally determined limits. They ensure that the Group benefits from hedges generally through the use of exchange-traded commodity derivatives. The commodity price risk exposure of anticipated future purchases is managed using a combination of derivatives (mainly futures and options) and executory contracts. As a result of the short product business cycle of the Group, the majority of the anticipated future raw material transactions outstanding at the balance sheet date are expected to occur in the next year.

Equity price risk

The Group is exposed to equity price risk on investments. To manage the price risk arising from these investments, the Group diversifies its portfolios in accordance with the Guidelines set by the Board of Directors.

13.2d Value at Risk (VaR)

Description of the method

The VaR is a single measure to assess market risk. The VaR estimates the size of losses given current positions and possible changes in financial markets. The Group uses simulation to calculate VaR based on the historic data for a 250-day period. The VaR calculation is based on 95% confidence level and, accordingly, does not take into account losses that might occur beyond this level of confidence. The VaR is calculated on the basis of unhedged exposures outstanding at the close of business and does not necessarily reflect intra-day exposures.

Objective of the method

The Group uses the described VaR analysis to estimate the potential one-day loss in the fair value of its financial and commodity instruments. The Group cannot predict the actual future movements in market rates and prices, therefore the below VaR numbers neither represent actual losses nor consider the effects of favourable movements in underlying variables. Accordingly, these VaR numbers may only be considered indicative of future movements to the extent the historic market patterns repeat in the future.

VaR figures

The VaR computation includes the Group's financial assets and liabilities that are subject to foreign currency, interest rate and price risk.

The estimated potential one-day loss from the Group's foreign currency, interest rate and equity price risk sensitive instruments, as calculated using the above described historic VaR model, is as follows:

In millions of CHF

	2014	2013
Foreign currency	3	1
Interest rate	—	—
Equity price	—	7
Foreign currency, interest rate and security price combined	4	7

The estimated potential one-day loss from the Group's commodity price risk sensitive instruments, as calculated using the above described historic VaR model, is not significant.

13.2e Capital risk management

The Group's capital management is driven by the impact on shareholders of the level of total capital employed. It is the Group's policy to maintain a sound capital base to support the continued development of its business.

The Board of Directors seeks to maintain a prudent balance between different components of the Group's capital. The ALMC monitors the capital structure and the net financial debt by currency. Net financial debt is defined as current and non-current financial liabilities less cash and cash equivalent and short-term investments.

The operating cash flow-to-net financial debt ratio highlights the ability of a business to repay its debts. As at 31 December 2014, the ratio was 119.3% (2013: 102.1%). The Group's subsidiaries have complied with local statutory capital requirements as appropriate.

14. Taxes

14.1 Taxes recognised in the income statement

In millions of CHF

	2014	2013
Components of taxes		
Current taxes [(a)]	(3 148)	(2 970)
Deferred taxes	132	(846)
Taxes reclassified to other comprehensive income	(357)	558
Taxes reclassified to equity	6	2
Total taxes	**(3 367)**	**(3 256)**
Reconciliation of taxes		
Expected tax expense at weighted average applicable tax rate	(2 245)	(2 812)
Tax effect of non-deductible or non-taxable items	(527)	(8)
Prior years' taxes	92	243
Transfers to unrecognised deferred tax assets	(136)	(59)
Transfers from unrecognised deferred tax assets	12	6
Changes in tax rates	9	(15)
Withholding taxes levied on transfers of income	(357)	(381)
Other	(215)	(230)
Total taxes	**(3 367)**	**(3 256)**

(a) Current taxes related to prior years represent a tax income of CHF 133 million (2013: tax income of CHF 172 million).

The expected tax expense at weighted average applicable tax rate is the result from applying the domestic statutory tax rates to profits before taxes of each entity in the country it operates. For the Group, the weighted average applicable tax rate varies from one year to the other depending on the relative weight of the profit of each individual entity in the Group's profit as well as the changes in the statutory tax rates.

14.2 Taxes recognised in other comprehensive income

In millions of CHF

	2014	2013
Tax effects relating to		
Currency retranslations	39	317
Fair value adjustments on available-for-sale financial instruments	(48)	64
Fair value adjustments on cash flow hedges	14	(91)
Remeasurement of defined benefit plans	352	(848)
	357	**(558)**

14.3 Reconciliation of deferred taxes by type of temporary differences recognised on the balance sheet

In millions of CHF

	Property, plant and equipment	Goodwill and intangible assets	Employee benefits	Inventories, receivables, payables and provisions	Unused tax losses and unused tax credits	Other	**Total**
At 1 January 2013	(1 508)	(1 549)	2 396	855	450	15	**659**
Currency retranslations	53	31	(68)	(47)	(47)	(79)	**(157)**
Deferred tax (expense)/income	(80)	(94)	(871)	52	38	109	**(846)**
Reclassified as held for sale	—	—	—	—	(10)	(3)	**(13)**
Modification of the scope of consolidation	36	—	(1)	(3)	(1)	(74)	**(43)**
At 31 December 2013	**(1 499)**	**(1 612)**	**1 456**	**857**	**430**	**(32)**	**(400)**
Currency retranslations	(96)	(142)	81	29	(17)	(81)	**(226)**
Deferred tax (expense)/income	(63)	39	257	96	(82)	(115)	**132**
Reclassified as held for sale	12	13	—	—	(4)	(3)	**18**
Modification of the scope of consolidation	(14)	(811)	32	93	58	(15)	**(657)**
At 31 December 2014	**(1 660)**	**(2 513)**	**1 826**	**1 075**	**385**	**(246)**	**(1 133)**

In millions of CHF

	2014	2013
Reflected in the balance sheet as follows:		
Deferred tax assets	2 058	2 243
Deferred tax liabilities	(3 191)	(2 643)
Net assets/(liabilities)	**(1 133)**	**(400)**

14.4 Unrecognised deferred taxes

The deductible temporary differences as well as the unused tax losses and tax credits for which no deferred tax assets are recognised expire as follows:

In millions of CHF

	2014	2013
Within one year	35	18
Between one and five years	331	365
More than five years	2 375	1 642
	2 741	**2 025**

At 31 December 2014, the unrecognised deferred tax assets amount to CHF 629 million (2013: CHF 512 million). In addition, the Group has not recognised deferred tax liabilities in respect of unremitted earnings that are considered indefinitely reinvested in foreign subsidiaries. At 31 December 2014, these earnings amount to CHF 20.0 billion (2013: CHF 17.1 billion). They could be subject to withholding and other taxes on remittance.

15. Associates and joint ventures

In millions of CHF

	2014				2013			
	L'Oréal	Other associates	Joint ventures	**Total**	L'Oréal	Other associates	Joint ventures	**Total**
At 1 January	9 525	1 156	1 634	**12 315**	8 785	1 068	1 733	**11 586**
Currency retranslations	(160)	(2)	13	**(149)**	137	(3)	(45)	**89**
Investments	—	154	200	**354**	—	113	69	**182**
Divestments [(a)]	(2 585)	—	(167)	**(2 752)**	—	(7)	(147)	**(154)**
Share of results	934	(63)	(43)	**828**	1 083	(9)	190	**1 264**
Impairment	—	(211)	—	**(211)**	—	—	—	**—**
Share of other comprehensive income	(13)	—	(57)	**(70)**	115	—	(28)	**87**
Dividends and interest received	(543)	(58)	(115)	**(716)**	(506)	(12)	(139)	**(657)**
Other [(b)]	33	25	(1 008)	**(950)**	(89)	6	1	**(82)**
At 31 December	**7 191**	**1 001**	**457**	**8 649**	**9 525**	**1 156**	**1 634**	**12 315**

(a) Relate to the 48.5 million of L'Oréal shares sold to L'Oréal (see Note 15.1).
(b) Relate mainly to the derecognition of the joint venture Galderma when the Group brought its ownership from 50% to 100% (see Note 15.3).

Income from associates and joint ventures

In millions of CHF

	2014	2013
Share of results	828	1 264
Impairment [(a)]	(211)	—
Profit on partial disposal of L'Oréal shares [(b)]	4 569	—
Revaluation gain on the 50% shareholding already held in Galderma [(c)]	2 817	—
	8 003	**1 264**

(a) A number of small associated companies have been impaired based on recent financial information and developments in their business environments, none of which are individually significant.
(b) Includes a cumulative gain of CHF 436 million recognised by L'Oréal in its other comprehensive reserves and a cumulative loss of CHF 625 million recognised by the Group in its currency translation reserve that have been recycled to the income statement.
(c) Includes a cumulative currency translation loss of CHF 56 million that has been recycled to the income statement.

15.1 L'Oréal

The Group holds 129 881 021 shares in L'Oréal, the world leader in cosmetics, representing a 23.4% participation in its equity after elimination of its treasury shares (2013: 178 381 021 shares representing a 29.7% participation).

On 8 July 2014, the Group sold 48 500 000 shares to L'Oréal for CHF 7342 million for cancellation. As a result, the participation in its equity after elimination of its treasury shares was reduced from 29.7% to 23.5%.

At 31 December 2014, the market value of the shares held amounts to CHF 21.8 billion (2013: CHF 27.9 billion).

Summarised financial information

In billions of CHF

	2014	2013
Total current assets	10.6	11.4
Total non-current assets	28.0	26.9
Total assets	**38.6**	**38.3**
Total current liabilities	11.2	8.1
Total non-current liabilities	3.1	2.5
Total liabilities	**14.3**	**10.6**
Total equity	**24.3**	**27.7**
Total sales	**27.4**	**28.2**
Profit from continuing operations	3.4	3.5
Profit from discontinued operations (a)	2.6	0.1
Other comprehensive income	(0.1)	0.4
Total comprehensive income	**5.9**	**4.0**

(a) Relate mainly to the profit on disposal of Galderma.

Reconciliation of the share of results

In billions of CHF

	2014	2013
Share held by the Group in the profit from continuing operations of L'Oréal	0.9	1.1
Share held by the Group in the profit from discontinued operations of L'Oréal (a)	0.6	—
Elimination of the profit on disposal of Galderma	(0.6)	—
Share of results of L'Oréal	**0.9**	**1.1**

(a) Relate mainly to the profit on disposal of Galderma.

Reconciliation of the carrying amount

In billions of CHF

	2014	2013
Share held by the Group in the equity of L'Oréal	5.7	8.2
Goodwill and other adjustments	1.5	1.3
Carrying amount of L'Oréal	**7.2**	**9.5**

15.2 Other associates
The Group holds a number of other associates that are individually not material.

15.3 Joint ventures
The Group holds 50% of a number of joint ventures operating in the food and beverages and in pharmaceutical activities. These joint ventures are individually not material for the Group, the main ones being Galderma (until July 2014) and Cereal Partners Worldwide.

In July 2014, the Group brought its ownership in Galderma to 100% by acquiring the remaining 50% stake from L'Oréal. As from this date, Galderma is an affiliated company that is fully consolidated (see Note 2).

16. Earnings per share

	2014	2013
Basic earnings per share (in CHF)	4.54	3.14
Net profit (in millions of CHF)	14 456	10 015
Weighted average number of shares outstanding (in millions of units)	3 188	3 191
Diluted earnings per share (in CHF)	4.52	3.13
Net profit, net of effects of dilutive potential ordinary shares (in millions of CHF)	14 456	10 015
Weighted average number of shares outstanding, net of effects of dilutive potential ordinary shares (in millions of units)	3 196	3 200
Reconciliation of weighted average number of shares outstanding (in millions of units)		
Weighted average number of shares outstanding used to calculate basic earnings per share	3 188	3 191
Adjustment for share-based payment schemes, where dilutive	8	9
Weighted average number of shares outstanding used to calculate diluted earnings per share	3 196	3 200

17. Cash flow statement

17.1 Operating profit

In millions of CHF

	2014	2013
Profit for the year	14 904	10 445
Income from associates and joint ventures	(8 003)	(1 264)
Taxes	3 367	3 256
Financial income	(135)	(219)
Financial expense	772	850
	10 905	**13 068**

17.2 Non-cash items of income and expense

In millions of CHF	2014	2013
Depreciation of property, plant and equipment	2 782	2 864
Impairment of property, plant and equipment	136	109
Impairment of goodwill	1 908	114
Amortisation of intangible assets	276	301
Impairment of intangible assets	23	34
Net result on disposal of businesses	509	1 188
Net result on disposal of assets	5	67
Non-cash items in financial assets and liabilities	(34)	(577)
Equity compensation plans	156	154
Other	562	98
	6 323	**4 352**

17.3 Decrease/(increase) in working capital

In millions of CHF	2014	2013
Inventories	(534)	(157)
Trade and other receivables	(892)	(257)
Prepayments and accrued income	268	(48)
Trade and other payables	912	1 585
Accruals and deferred income	132	237
	(114)	**1 360**

17.4 Variation of other operating assets and liabilities

In millions of CHF	2014	2013
Variation of employee benefits assets and liabilities	(324)	(887)
Variation of provisions	324	84
Other	85	229
	85	**(574)**

17.5 Net cash flows from treasury activities

In millions of CHF	2014	2013
Interest paid	(518)	(505)
Interest and dividends received	73	105
Net cash flows from derivatives used to hedge foreign operations	75	29
Net cash flows from trading derivatives	14	20
	(356)	**(351)**

17.6 Reconciliation of free cash flow and net financial debt

In millions of CHF

	2014	2013
Operating cash flow	14 700	14 992
Capital expenditure	(3 914)	(4 928)
Expenditure on intangible assets	(509)	(402)
Investments (net of divestments) in associates and joint ventures	3 958	(28)
Inflows from other investing activities	294	1 273
Outflows from other investing activities	(392)	(421)
Free cash flow	**14 137**	**10 486**
Acquisition of businesses	(1 986)	(321)
Financial liabilities and short-term investments acquired in business combinations	(229)	(1)
Disposal of businesses	321	421
Financial liabilities and short-term investments transferred on disposal of businesses	9	11
Acquisition (net of disposal) of non-controlling interests	(49)	(337)
Dividend paid to shareholders of the parent	(6 863)	(6 552)
Purchase of treasury shares	(1 721)	(481)
Sale of treasury shares	104	60
Reclassification of financial investments from non-current financial assets to net financial debt	72	366
Outflows from non-current treasury investments	(137)	(244)
Dividends paid to non-controlling interests	(356)	(328)
Cash inflows from hedging derivatives on net debt	155	41
Currency retranslations and exchange differences	(998)	399
Other movements	(94)	(90)
(Increase)/decrease of net financial debt	**2 365**	**3 430**
Net financial debt at beginning of year	(14 690)	(18 120)
Net financial debt at end of year	**(12 325)**	**(14 690)**

17.7 Cash and cash equivalents at end of year

In millions of CHF

	2014	2013
Cash at bank and in hand	3 528	4 524
Time deposits [(a)]	2 513	1 829
Commercial paper [(a)]	1 407	62
	7 448	**6 415**

(a) With maturity of three months or less as from the initial recognition.

18. Equity

18.1 Share capital issued

The ordinary share capital of Nestlé S.A. authorised, issued and fully paid is composed of 3 224 800 000 registered shares with a nominal value of CHF 0.10 each. Each share confers the right to one vote. No shareholder may be registered with the right to vote for shares which it holds, directly or indirectly, in excess of 5% of the share capital. Shareholders have the right to receive dividends.

18.2 Conditional share capital

The conditional capital of Nestlé S.A. amounts to CHF 10 million as in the preceding year. It confers the right to increase the ordinary share capital, through the exercise of conversion or option rights in connection with debentures and other financial market instruments, by a maximum of CHF 10 million by the issue of a maximum of 100 000 000 registered shares with a nominal value of CHF 0.10 each. Thus the Board of Directors has at its disposal a flexible instrument enabling it, if necessary, to finance the activities of the Company through convertible debentures.

18.3 Treasury shares

Number of shares in millions of units

	2014	2013
Purpose of holding		
Trading	18.1	18.2
Share Buy-Back Programme	23.7	—
Long-Term Incentive Plans	14.6	17.0
	56.4	**35.2**

At 31 December 2014, the treasury shares held by the Group represent 1.7% of the share capital (2013: 1.1%). Their market value amounts to CHF 4113 million (2013: CHF 2300 million).

18.4 Number of shares outstanding

Number of shares in millions of units

	Shares issued	Treasury shares	**Outstanding shares**
At 1 January 2013	3 224.8	(36.2)	**3 188.6**
Purchase of treasury shares	—	(7.7)	**(7.7)**
Treasury shares delivered in respect of options exercised	—	1.3	**1.3**
Treasury shares delivered in respect of equity compensation plans	—	3.3	**3.3**
Treasury shares delivered in respect of the acquisition of a business	—	4.1	**4.1**
At 31 December 2013	**3 224.8**	**(35.2)**	**3 189.6**
Purchase of treasury shares	—	(26.5)	**(26.5)**
Sale of treasury shares	—	0.1	**0.1**
Treasury shares delivered in respect of options exercised	—	1.9	**1.9**
Treasury shares delivered in respect of equity compensation plans	—	3.3	**3.3**
At 31 December 2014	**3 224.8**	**(56.4)**	**3 168.4**

18.5 Translation reserve

The translation reserve comprises the cumulative gains and losses arising from translating the financial statements of foreign operations that use functional currencies other than Swiss francs. It also includes the changes in the fair value of hedging instruments used for net investments in foreign operations.

18.6 Retained earnings and other reserves

Retained earnings represent the cumulative profits as well as remeasurement of defined benefit plans attributable to shareholders of the parent. Other reserves comprise the fair value reserve and the hedging reserve attributable to shareholders of the parent.

The fair value reserve includes the gains and losses on remeasuring available-for-sale financial instruments. At 31 December 2014, the reserve is CHF 250 million positive (2013: CHF 50 million positive).

The hedging reserve consists of the effective portion of the gains and losses on hedging instruments related to hedged transactions that have not yet occurred. At 31 December 2014, the reserve is CHF 108 million negative (2013: CHF 42 million negative).

18.7 Non-controlling interests

The non-controlling interests comprise the portion of equity of subsidiaries that are not owned, directly or indirectly, by Nestlé S.A. These non-controlling interests are individually not material for the Group.

18.8 Other comprehensive income

In millions of CHF

		Translation reserve	Retained earnings and other reserves	**Total attributable to shareholders of the parent**	Non-controlling interests	**Total**
2014	Currency retranslations	3 556	—	**3 556**	107	**3 663**
	Fair value adjustments on available-for-sale financial instruments	—	186	**186**	1	**187**
	Fair value adjustments on cash flow hedges	—	(56)	**(56)**	—	**(56)**
	Remeasurement of defined benefit plans	—	(1 745)	**(1 745)**	—	**(1 745)**
	Taxes	—	357	**357**	—	**357**
	Share of other comprehensive income of associates and joint ventures	—	(506)	**(506)**	—	**(506)**
	Other comprehensive income for the year	**3 556**	**(1 764)**	**1 792**	**108**	**1 900**
2013	Currency retranslations	(2 887)	—	**(2 887)**	(59)	**(2 946)**
	Fair value adjustments on available-for-sale financial instruments	—	(523)	**(523)**	—	**(523)**
	Fair value adjustments on cash flow hedges	—	246	**246**	—	**246**
	Remeasurement of defined benefit plans	—	1 632	**1 632**	—	**1 632**
	Taxes	—	(558)	**(558)**	—	**(558)**
	Share of other comprehensive income of associates and joint ventures	—	87	**87**	—	**87**
	Other comprehensive income for the year	**(2 887)**	**884**	**(2 003)**	**(59)**	**(2 062)**

18.9 Dividend

The dividend related to 2013 was paid on 17 April 2014 in accordance with the decision taken at the Annual General Meeting on 10 April 2014. Shareholders approved the proposed dividend of CHF 2.15 per share, resulting in a total dividend of CHF 6863 million.

Dividend payable is not accounted for until it has been ratified at the Annual General Meeting. At the meeting on 16 April 2015, a dividend of CHF 2.20 per share will be proposed, resulting in a total dividend of CHF 7039 million. For further details, refer to the Financial Statements of Nestlé S.A.

The Financial Statements for the year ended 31 December 2014 do not reflect this proposed distribution, which will be treated as an appropriation of profit in the year ending 31 December 2015.

19. Lease commitments

19.1 Operating leases

In millions of CHF

	2014	2013
Minimum lease payments (Future value)		
Within one year	633	621
In the second year	530	499
In the third to the fifth year	1 044	1 042
After the fifth year	584	619
	2 791	**2 781**

Lease commitments relate mainly to buildings, industrial equipment, vehicles and IT equipment. The operating lease charge for the year 2014 amounts to CHF 692 million (2013: CHF 734 million).

19.2 Finance leases

In millions of CHF

	2014		2013	
Minimum lease payments	Present value	Future value	Present value	Future value
Within one year	46	48	44	49
In the second year	44	50	42	49
In the third to the fifth year	91	116	101	133
After the fifth year	54	92	55	84
	235	**306**	**242**	**315**

The difference between the future value of the minimum lease payments and their present value represents the discount on the lease obligations.

20. Transactions with related parties

20.1 Compensation of the Board of Directors and the Executive Board

Board of Directors

Members of the Board of Directors receive an annual compensation that varies with the Board and the Committee responsibilities as follows:

- Board members: CHF 280 000;
- members of the Chairman's and Corporate Governance Committee: additional CHF 200 000 (Chair CHF 300 000);
- members of the Compensation Committee: additional CHF 70 000 (Chair CHF 150 000);
- members of the Nomination Committee: additional CHF 40 000 (Chair CHF 100 000); and
- members of the Audit Committee: additional CHF 100 000 (Chair CHF 150 000).

The Chairman and the CEO Committee fees are included in their total compensation.

Half of the compensation is paid through the granting of Nestlé S.A. shares at the ex-dividend closing price. These shares are subject to a three-year blocking period.

With the exception of the Chairman and the CEO, members of the Board of Directors also receive an annual expense allowance of CHF 15 000 each. This allowance covers travel and hotel accommodation in Switzerland, as well as sundry out-of-pocket expenses. For Board members from outside Europe, the Company reimburses additionally their airline tickets. When the Board meets outside of Switzerland, all expenses are borne and paid directly by the Company.

The Chairman is entitled to a cash compensation, as well as Nestlé S.A. shares which are blocked for three years.

Executive Board

The total annual remuneration of the members of the Executive Board comprises a salary, a bonus (based on the individual's performance and the achievement of the Group's objectives), equity compensation and other benefits. Members of the Executive Board can choose to receive part or all of their bonus in Nestlé S.A. shares at the average closing price of the last ten trading days of January of the year of the payment of the bonus. These shares are subject to a three-year blocking period.

In millions of CHF	2014	2013
Board of Directors [(a)]		
Chairman's compensation	7	8
Other Board members		
Remuneration – cash	3	3
Shares	2	2
Executive Board [(a)]		
Remuneration – cash	15	16
Bonus – cash	7	5
Bonus – shares	9	9
Equity compensation plans [(b)]	11	10
Pension	6	6

(a) For the detailed disclosures regarding the remunerations of the Board of Directors and the Executive Board that are required by Swiss law, refer to the Compensation report of Nestlé S.A. with the audited sections highlighted with a blue bar.
(b) Equity compensation plans are equity-settled share-based payment transactions whose cost is recognised over the vesting period as required by IFRS 2.

20.2 Transactions with associates and joint ventures

There are no significant transactions between the Group companies and associates.

The main transactions with joint ventures are loans granted by the Group whose outstanding balances as at 31 December 2014 amount to CHF 247 million (2013: CHF 945 million) and dividends and interest received which represent an amount of CHF 115 million (2013: CHF 139 million).

20.3 Other transactions

Nestlé Capital Advisers SA (NCA), one of the Group's subsidiaries, is an unregulated investment and actuarial adviser, based in Switzerland. Further to actuarial advice, NCA renders investment consulting services to some of the Group's pension funds, either directly or indirectly via the Robusta mutual fund umbrella, but NCA never executes trading and investment transactions. The fees received by NCA in 2014 for those activities amounted to CHF 15 million (2013: CHF 15 million).

Nestlé Capital Management Ltd (NCM), a 100% subsidiary of NCA, is an asset manager authorised and regulated by the Financial Conduct Authority, in the United Kingdom. NCM manages some of the assets of the Group's pension funds. In this function, NCM executes trading and investment transactions on behalf of these pension funds directly or for the Robusta mutual funds pension investment vehicles. The fees received by NCM in 2014 for those activities amounted to CHF 21 million (2013: CHF 22 million). The assets under direct management represented an amount of CHF 11.4 billion at 31 December 2014 (2013: CHF 11.8 billion).

In addition, Robusta Asset Management Ltd (RAML), a 100% subsidiary of NCA, is in charge of selecting and monitoring investment managers for the Robusta mutual funds pension investment vehicles. RAML has delegated most of its activities to third-parties, including NCA and hence no fee income is generated by RAML. Any remaining expenses are covered by means of fees deducted from its assets under management. The assets under supervision of RAML amounted to CHF 10.4 billion at 31 December 2014 (2013: CHF 10.0 billion). Of this amount CHF 7.4 billion (2013: CHF 6.8 billion) of assets are under direct management of NCM.

Furthermore, throughout 2014, no director of the Group had a personal interest in any transaction of significance for the business of the Group.

21. Guarantees

At 31 December 2014, the Group has given guarantees to third parties for an amount of CHF 603 million (2013: CHF 772 million). The most significant balance relates to the Nestlé UK pension fund.

22. Group risk management

The Nestlé Group Enterprise Risk Management (ERM) is a process applied across the enterprise, designed to identify potential events that may affect the Company, to manage risk to be within its risk appetite, and to provide reasonable assurance regarding the achievement of objectives. Risk management is an integral element of the Governance, Risk management and Compliance (GRC) model.

GRC is an integrated, holistic approach ensuring that the organisation acts in accordance with its risk appetite, internal policies and guidelines, and external regulations. GRC is thereby promoting a proactive risk management and the effectiveness of internal controls.

ERM enables Nestlé's management to raise risk awareness, to anticipate risks early and to make sound business decisions throughout the Group by understanding relative business impact of different types of risks, root causes and correlations among interdependent risks or major impact of the Company on its social and physical environment.

A global financial risk appetite is defined by the Executive Board and reviewed and validated on an annual basis by the Board of Directors.

The complexity of the Nestlé Group requires a two-tiered (centralised and decentralised) approach to the evaluation of risk. To allow for this complexity, the ERM has been developed using both "Top-Down" and "Bottom-Up" assessments.

Implementation of this Framework has allowed the Group to achieve the following objectives:

- identification and quantification of tangible risks (financial, operational, physical, human assets, etc.) and intangible risks (reputation, brand image, intellectual property, etc.) in a transparent manner;
- development of a common language for communicating and consolidating risk; and
- prioritisation and identification of where to focus management resources and activity.

The "Top-Down" assessment occurs annually and focuses on the Group's global risk portfolio. It is performed with all members of the Executive Board and addresses the most relevant risks related to the strategic development of the Nestlé Group. An annual Compliance Risk Assessment is also performed by the functions represented in the Group Compliance Committee. The individual assessments of Zones, Globally Managed Businesses, and all markets are consolidated, presented and discussed with the Executive Board. It is intended to provide a high-level mapping of Group risk and allow Group Management to make sound decisions on the future operations of the Company. Risk assessments are the responsibility of line management; this applies equally to a business, a market or a function, and any mitigating actions identified in the assessments are the responsibility of the individual line management. If a Group-level intervention is required, responsibility for mitigating actions will generally be determined by the Executive Board.

The "Bottom-Up" process includes assessments performed at an individual component level (business unit, function, department or project). The reason for performing these component level risk assessments is to highlight localised issues where risks can be mitigated quickly and efficiently. The timing of these assessments varies and is linked in the business units to the Market & Business strategy (MBS) update. Line management of the individual component unit is responsible for the implementation of any required mitigating actions. In 2014, a total of 42 risk assessments were performed and updated.

Overall Group ERM reporting combines the output of the "Top-Down" assessment and the compilations of the individual "Bottom-Up" assessments. The results of the Group ERM are presented to the Executive Board, Audit Committee and Board of Directors annually. In the case of an individual risk assessment identifying a risk which requires action at Group level, an ad hoc presentation is made to the Executive Board.

Financial risks management is described in more detail in Note 13.

23. Group exposure in Venezuela

Venezuela is a hyperinflationary economy where the government has established multiple foreign exchange rate systems, and strict exchange controls have been in place for many years. These systems have different exchange rates and are available for a relatively limited amount of currency.

All of the Group's foreign currency denominated transactions and balances of operations in Venezuela are translated into the local functional currency (VEF) at the rate they are expected to be settled, using the most appropriate official rate available.

For consolidation purposes only, the Group converts its Venezuelan operations using the Group's best estimate of the rate which would have been applicable to capital and dividend repatriations if they could have been made at the balance sheet date. This rate is reviewed periodically depending on the economic and regulatory developments in the country.

The Group applies hyperinflation accounting in Venezuela. As a result, the Group recognised during the period a re-measurement loss of CHF 606 million in the income statement, within Other operating expenses.

As at 31 December 2014, the remaining carrying amount of cash and cash equivalent exposed to a loss through income statement due to decline of purchasing power amounts to CHF 51 million.

The Group will continue to monitor the situation closely in Venezuela and adjust its accounting treatment accordingly.

24. Events after the balance sheet date

On 15 January 2015, the Swiss National Bank announced that it was removing the ceiling on the exchange rate of 1.20 Swiss francs per Euro. This resulted in a significant strengthening of the Swiss francs against all major currencies in which the Group operates.

The Group has assessed the impact, particularly on counterparty risk, currency exposures, pensions and intangible assets, including goodwill. The event had no material impact and therefore the Consolidated Financial Statements have not been adjusted for the year ended 31 December 2014.

The Group's approach to management of foreign currency risk is described in Note 13.2c.

At 18 February 2015, the date of approval for issue of the Consolidated Financial Statements by the Board of Directors, the Group has no other subsequent events which either warrant a modification of the value of its assets and liabilities or any additional disclosure.

25. Group companies

The list of companies appears in the section Companies of the Nestlé Group.

Report of the Statutory Auditor on the Consolidated Financial Statements

to the General Meeting of Nestlé S.A.

As statutory auditor, we have audited the consolidated financial statements (income statement, statement of comprehensive income, balance sheet, cash flow statement, statement of changes in equity and notes on pages 58 to 127) of Nestlé S.A. for the year ended 31 December 2014.

Board of Directors' responsibility

The Board of Directors is responsible for the preparation of the consolidated financial statements in accordance with International Financial Reporting Standards (IFRS) and the requirements of Swiss law. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error. The Board of Directors is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards as well as International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements for the year ended 31 December 2014 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with International Financial Reporting Standards (IFRS) and comply with Swiss law.

Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 CO and article 11 AOA) and that there are no circumstances incompatible with our independence.

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

KPMG SA

Scott Cormack Licensed Audit Expert Auditor in charge	Fabien Lussu Licensed Audit Expert

Geneva, 18 February 2015

Financial information – 5 year review

In millions of CHF (except for data per share and employees)

	2014		2013
Results			
Sales [a]	91 612		92 158
Trading operating profit [a]	14 019		14 047
as % of sales [a]	*15.3%*		*15.2%*
Sales	—		—
EBIT *	—		—
as % of sales	—		—
Taxes	3 367		3 256
Profit for the year attributable to shareholders of the parent (Net profit)	14 456		10 015
as % of sales [a]	*15.8%*		*10.9%*
Total amount of dividend	7 039	(f)	6 863
Depreciation of property, plant and equipment	2 782		2 864
Balance sheet and Cash flow statement			
Current assets	33 961		30 066
Non-current assets	99 489		90 376
Total assets	133 450		120 442
Current liabilities	32 895		32 917
Non-current liabilities	28 671		23 386
Equity attributable to shareholders of the parent	70 130		62 575
Non-controlling interests	1 754		1 564
Net financial debt	12 325		14 690
Ratio of net financial debt to equity (gearing)	*17.6%*		*23.5%*
Operating cash flow [b]	14 700		14 992
as % of net financial debt	*119.3%*		*102.1%*
Free cash flow [c]	14 137		10 486
Capital expenditure	3 914		4 928
as % of sales [a]	*4.3%*		*5.3%*
Data per share			
Weighted average number of shares outstanding (in millions of units)	3 188		3 191
Basic earnings per share	4.54		3.14
Underlying earnings per share [d]	3.44		3.50
Dividend	2.20	(f)	2.15
Pay-out ratio based on Total basic earnings per share	48.5%	(f)	68.5%
Stock prices (high)	73.30		70.00
Stock prices (low)	63.85		59.20
Yield [e]	3.0/3.4	(f)	3.1/3.6
Market capitalisation	**231 136**		**208 279**
Number of employees (in thousands)	**339**		**333**

* Earnings Before Interest, Taxes, restructuring and impairments.

(a) 2010 restated following the changes of presentation made to the Income Statement as of 1 January 2011 (refer to Note 1 – Accounting Policies of the 2011 Consolidated Financial Statements).

(b) 2011 restated following the changes in the cash flow statement described in Note 1 – Accounting policies (refer to Note 1 – Accounting Policies of the 2012 Consolidated Financial Statements).

(c) Refer to Note 17.6 for definition. As from 2012, movements with non-controlling interests are no longer deducted. 2011 comparatives have been restated accordingly.

2012 (g)	2011	2010		
				Results
89 721	83 642	93 015		Sales (a)
13 464	12 538	14 832		Trading operating profit (a)
15.0%	*15.0%*	*15.9%*		*as % of sales (a)*
—	—	109 722		Sales
—	—	16 194		EBIT *
—	—	*14.8%*		*as % of sales*
3 259	3 112	3 693		Taxes
10 228	9 487	34 233	(h)	Profit for the year attributable to shareholders of the parent (Net profit)
11.4%	*11.3%*	*36.8%*	(h)	*as % of sales (a)*
6 552	6 213	5 939		Total amount of dividend
2 655	2 422	2 552		Depreciation of property, plant and equipment
				Balance sheet and Cash flow statement
34 020	33 324	38 997		Current assets
91 857	80 767	72 644		Non-current assets
125 877	114 091	111 641		Total assets
38 597	35 232	30 146		Current liabilities
24 616	20 585	18 897		Non-current liabilities
61 007	56 797	61 867		Equity attributable to shareholders of the parent
1 657	1 477	731		Non-controlling interests
18 120	14 319	3 854		Net financial debt
29.7%	*25.2%*	*6.2%*	(h)	*Ratio of net financial debt to equity (gearing)*
15 668	10 180	13 608		Operating cash flow (b)
86.5%	*71.1%*	*353.2%*	(h)	*as % of net financial debt*
9 905	4 757	7 761		Free cash flow (c)
5 273	4 779	4 576		Capital expenditure
5.9%	*5.7%*	*4.9%*		*as % of sales (a)*
				Data per share
3 186	3 196	3 371		Weighted average number of shares outstanding (in millions of units)
3.21	2.97	10.16	(h)	Basic earnings per share
3.25	3.08	3.32	(h)	Underlying earnings per share (d)
2.05	1.95	1.85		Dividend
63.9%	65.7%	18.2%		Pay-out ratio based on Total basic earnings per share
62.30	55.45	56.90		Stock prices (high)
52.50	43.50	48.18		Stock prices (low)
3.3/3.9	3.5/4.5	3.3/3.8		Yield (e)
190 038	**171 287**	**178 316**		**Market capitalisation**
333	**328**	**281**		**Number of employees (in thousands)**

(d) Profit per share for the year attributable to shareholders of the parent before impairments, restructuring costs, results on disposals and significant one-off items. The tax impact from the adjusted items is also adjusted for.
(e) Calculated on the basis of the dividend for the year concerned, which is paid in the following year, and on high/low stock prices.
(f) As proposed by the Board of Directors of Nestlé S.A.
(g) 2012 restated following the implementation of IFRS 11 and IAS 19 revised, and adjusted following the final valuation of the Wyeth Nutrition acquisition (refer to Note 1 – Accounting Policies and Note 2 – Acquisitions and disposals of businesses of the 2012 Consolidated Financial Statements).
(h) Impacted by the profit on disposal of 52% of Alcon outstanding capital.

Companies of the Nestlé Group

Principal affiliated companies

In the context of the SIX Swiss Exchange Directive on Information relating to Corporate Governance, the disclosure criteria are as follows:

– operating companies are disclosed if their sales exceed CHF 10 million or equivalent;
– financial companies are disclosed if either their equity exceed CHF 10 million or equivalent and/or the total balance sheet is higher than CHF 50 million or equivalent.

All companies listed below are fully consolidated except for:

1) Joint ventures accounted for using the equity method;
2) Joint operations accounted for in proportion to the Nestlé contractual specified share (usually 50%);
3) Associates accounted for using the equity method.

Countries within the continents are listed according to the alphabetical order of the country names.
Percentage of capital shareholding corresponds to voting powers unless stated otherwise.

Δ Companies listed on the stock exchange.
◊ Sub-holding, financial and property companies.

Companies		City	% capital shareholdings	Currency	Capital
Europe					
Austria					
C.P.A. Cereal Partners Handelsgesellschaft M.B.H. & Co. OHG	1)	Wien	50%	EUR	145 346
Galderma Austria GmbH		Linz	100%	EUR	35 000
Nespresso Österreich GmbH & Co. OHG		Wien	100%	EUR	35 000
Nestlé Österreich GmbH		Wien	100%	EUR	7 270 000
Azerbaijan					
Nestlé Azerbaijan Llc		Baku	100%	USD	200 000
Belgium					
Centre de Coordination Nestlé S.A.	◊	Bruxelles	100%	EUR	3 298 971 818
Davigel Belgilux S.A.		Bruxelles	100%	EUR	1 487 361
Nespresso Belgique S.A.		Bruxelles	100%	EUR	550 000
Nestlé Belgilux S.A.		Bruxelles	100%	EUR	64 924 438
Nestlé Catering Services N.V.		Bruxelles	100%	EUR	14 035 500
Nestlé Waters Benelux S.A.		Etalle	100%	EUR	5 601 257
Bosnia and Herzegovina					
Nestlé Adriatic BH d.o.o.		Sarajevo	100%	BAM	2 000
Bulgaria					
Nestlé Bulgaria A.D.		Sofia	100%	BGN	10 234 933
Croatia					
Nestlé Adriatic d.o.o.		Zagreb	100%	HRK	14 685 500
Czech Republic					
Cereal Partners Czech Republic	1)	Praha	50%	CZK	23 100 000
Nestlé Cesko s.r.o.		Praha	100%	CZK	300 000 000

Companies		City	% capital shareholdings	Currency	Capital
Denmark					
Glycom A/S	3)	Copenhagen	35.7%	DKK	1 292 655
Nestlé Danmark A/S		Copenhagen	100%	DKK	44 000 000
Oscar A/S		Rønnede	100%	DKK	12 000 000
Finland					
Puljonki Oy		Juuka	100%	EUR	85 000
Suomen Nestlé Oy		Helsinki	100%	EUR	10 000 000
France					
Centres de Recherche et Développement Nestlé S.A.S.		Beauvais	100%	EUR	3 138 230
Cereal Partners France SNC	1)	Noisiel	50%	EUR	3 000 000
Davigel S.A.S.		Martin Eglise	100%	EUR	7 681 250
Galderma International S.A.S.		Courbevoie	100%	EUR	940 020
Galderma Q-Med S.A.S.		Nanterre	100%	EUR	3 769 870
Galderma Research and Development SNC		Biot	100%	EUR	70 518 259
Herta S.A.S.		Noisiel	100%	EUR	12 908 610
Houdebine S.A.S.		Noyal Pontivy	100%	EUR	726 000
L'Oréal S.A.	Δ 3)	Paris	23.1%	EUR	112 246 078
Listed on the Paris stock exchange, market capitalisation EUR 78.0 billion, quotation code (ISIN) FR0000120321					
Laboratoires Galderma S.A.S.		Alby-sur-Chéran	100%	EUR	14 015 454
Laboratoires Innéov SNC	1)	Nanterre	50%	EUR	970 000
Lactalis Nestlé Produits Frais S.A.S.	3)	Laval	40%	EUR	69 208 832
Nespresso France S.A.S.		Paris	100%	EUR	1 360 000
Nestlé Clinical Nutrition France S.A.S.		Noisiel	100%	EUR	57 943 072
Nestlé Entreprises S.A.S.	◊	Noisiel	100%	EUR	739 559 392
Nestlé France M.G. S.A.S.		Noisiel	100%	EUR	50 000
Nestlé France S.A.S.		Noisiel	100%	EUR	130 925 520
Nestlé Grand Froid S.A.		Noisiel	100%	EUR	3 120 000
Nestlé Purina PetCare France S.A.S.		Noisiel	100%	EUR	21 091 872
Nestlé Waters S.A.S.	◊	Issy-les-Moulineaux	100%	EUR	254 893 080
Nestlé Waters France S.A.S.	◊	Issy-les-Moulineaux	100%	EUR	44 856 149
Nestlé Waters Management & Technology S.A.S.		Issy-les-Moulineaux	100%	EUR	38 113
Nestlé Waters Marketing & Distribution S.A.S.		Issy-les-Moulineaux	100%	EUR	26 740 940
Nestlé Waters Services S.A.S.		Issy-les-Moulineaux	100%	EUR	1 356 796
Nestlé Waters Supply Centre S.A.S.		Issy-les-Moulineaux	100%	EUR	2 577 000
Nestlé Waters Supply Est S.A.S.		Issy-les-Moulineaux	100%	EUR	17 539 660
Nestlé Waters Supply Sud S.A.S.		Issy-les-Moulineaux	100%	EUR	7 309 106
Société de Bouchages Emballages Conditionnement Moderne S.A.S.	3)	Lavardac	50%	EUR	10 200 000
Société des Produits Alimentaires de Caudry S.A.S.		Noisiel	100%	EUR	1 440 000
Société Française des Eaux Régionales S.A.S.	◊	Issy-les-Moulineaux	100%	EUR	1 490 098
Société Immobilière de Noisiel S.A.	◊	Noisiel	100%	EUR	22 753 550
Société Industrielle de Transformation de Produits Agricoles S.A.S.		Noisiel	100%	EUR	9 718 000

Companies		City	% capital shareholdings	Currency	Capital
Germany					
Alois Dallmayr Kaffee OHG	3)	München	25%	EUR	10 250 000
C.P.D. Cereal Partners Deutschland GmbH & Co. OHG	1)	Frankfurt am Main	50%	EUR	511 292
Erlenbacher Backwaren GmbH		Darmstadt	100%	EUR	2 582 024
Galderma Laboratorium GmbH		Düsseldorf	100%	EUR	800 000
Nestlé Deutschland AG		Frankfurt am Main	100%	EUR	214 266 628
Nestlé Product Technology Centre Lebensmittelforschung GmbH		Singen	100%	EUR	52 000
Nestlé Schöller Produktions GmbH		Nürnberg	100%	EUR	30 000
Nestlé Unternehmungen Deutschland GmbH	◊	Frankfurt am Main	100%	EUR	60 000 000
Nestlé Waters Deutschland GmbH		Mainz	100%	EUR	10 566 000
Trinks GmbH	3)	Goslar	25%	EUR	2 360 000
Trinks Süd GmbH	3)	München	25%	EUR	260 000
Greece					
C.P.W. Hellas Breakfast Cereals S.A.	1)	Maroussi	50%	EUR	201 070
Nespresso Hellas S.A.		Maroussi	100%	EUR	500 000
Nestlé Hellas S.A.		Maroussi	100%	EUR	39 119 726
Hungary					
Cereal Partners Hungária Kft.	1)	Budapest	50%	HUF	22 000 000
Kékkúti Ásvànyvíz Zrt.		Budapest	100%	HUF	238 326 000
Nestlé Hungária Kft.		Budapest	100%	HUF	6 000 000 000
Italy					
Fastlog S.p.A.		Assago	100%	EUR	154 935
Galderma Italia S.p.A.		Milano	100%	EUR	612 000
Nespresso Italiana S.p.A.		Assago	100%	EUR	250 000
Nestlé Italiana S.p.A.		Assago	100%	EUR	25 582 492
Sanpellegrino S.p.A.		San Pellegrino Terme	100%	EUR	58 742 145
Kazakhstan					
Nestlé Food Kazakhstan LLP		Almaty	100%	KZT	91 900
Lithuania					
UAB "Nestlé Baltics"		Vilnius	100%	LTL	110 000
Luxemburg					
Compagnie Financière du Haut-Rhin S.A.	◊	Luxembourg	100%	EUR	105 200 000
Nespresso Luxembourg Sàrl		Luxembourg	100%	EUR	12 525
Nestlé Finance International Ltd	◊	Luxembourg	100%	EUR	440 000
Nestlé Treasury International S.A.	◊	Luxembourg	100%	EUR	1 000 000
NTC-Europe S.A.	◊	Luxembourg	100%	EUR	3 565 000
Macedonia					
Nestlé Adriatik Makedonija d.o.o.e.l.		Skopje-Karpos	100%	MKD	31 065 780

Companies		City	% capital shareholdings	Currency	Capital
Malta					
Nestlé Malta Ltd		Lija	100%	EUR	116 470
Netherlands					
East Springs International N.V.	◊	Amsterdam	100%	EUR	25 370 000
Galderma BeNeLux B.V.		Rotterdam	100%	EUR	18 002
Nespresso Nederland B.V.		Amsterdam	100%	EUR	680 670
Nestlé Nederland B.V.		Amstelveen	100%	EUR	11 346 000
Norway					
A/S Nestlé Norge		Oslo	100%	NOK	81 250 000
Poland					
Cereal Partners Poland Torun-Pacific Sp. Z o.o.	1)	Torun	50%	PLN	14 572 838
Galderma Polska Z o.o.		Warszawa	100%	PLN	93 000
Nestlé Polska S.A.		Warszawa	100%	PLN	50 000 000
Nestlé Waters Polska S.A.		Warszawa	100%	PLN	196 100 000
Portugal					
Cereal Associados Portugal A.E.I.E.	1)	Oeiras	50%	EUR	99 760
Nestlé Portugal S.A.		Oeiras	100%	EUR	30 000 000
Prolacto-Lacticinios de São Miguel S.A.		Ponta Delgada	100%	EUR	700 000
Republic of Ireland					
Nestlé (Ireland) Ltd		Dublin	100%	EUR	41 964 052
Wyeth Nutritionals Ireland Limited		Askeaton	100%	USD	885 599 990
Republic of Serbia					
Nestlé Adriatic S d.o.o., Beograd-Surcin		Beograd-Surcin	100%	RSD	10 422 773 314
Romania					
Nestlé Romania S.R.L.		Bucharest	100%	RON	132 906 800
Russia					
Cereal Partners Rus, LLC	1)	Moscow	50%	RUB	28 730 860
LLC Nestlé Watercoolers Service		Moscow	100%	RUB	20 372 926
Nestlé Kuban LLC		Timashevsk	100%	RUB	11 041 793
Nestlé Rossiya LLC		Moscow	100%	RUB	840 153 854
ooo Galderma LLC		Moscow	100%	RUB	25 000 000
Slovak Republic					
Nestlé Slovensko s.r.o.		Prievidza	100%	EUR	13 277 568

Companies		City	% capital shareholdings	Currency	Capital
Spain					
Cereal Partners España A.E.I.E.	1)	Esplugues de Llobregat (Barcelona)	50%	EUR	120 202
Davigel España S.A.		Sant Just Desvern (Barcelona)	100%	EUR	984 000
Helados y Postres S.A.		Vitoria (Alava)	100%	EUR	103 900 300
Innéov España S.A.	1)	Madrid	50%	EUR	120 000
Laboratorios Galderma, S.A.		Madrid	100%	EUR	432 480
Nestlé España S.A.		Esplugues de Llobregat (Barcelona)	100%	EUR	100 000 000
Nestlé Purina PetCare España S.A.		Castellbisbal (Barcelona)	100%	EUR	12 000 000
Productos del Café S.A.		Reus (Tarragona)	100%	EUR	6 600 000
Sweden					
Galderma Holding AB	◊	Uppsala	100%	SEK	50 000
Galderma Nordic AB		Uppsala	100%	SEK	31 502 698
Nestlé Sverige AB		Helsingborg	100%	SEK	20 000 000
Q-Med AB		Uppsala	100%	SEK	24 845 500
Switzerland					
Beverage Partners Worldwide (Europe) AG	◊ 1)	Zürich	50%	CHF	1 000 000
CPW Operations Sàrl	1)	Prilly	50%	CHF	20 000
CPW S.A.	1)	Prilly	50%	CHF	10 000 000
Eckes-Granini (Suisse) S.A.	2)	Henniez	49%	CHF	2 000 000
Entreprises Maggi S.A.	◊	Cham	100%	CHF	100 000
Galderma Pharma S.A.	◊	Lausanne	100%	CHF	48 900 000
Galderma S.A.		Cham	100%	CHF	178 100
Galderma Schweiz AG		Egerkingen	100%	CHF	100 000
Intercona Re AG	◊	Châtel-St-Denis	100%	CHF	35 000 000
Nestec S.A.		Vevey	100%	CHF	5 000 000
Nestlé Finance S.A.	◊	Cham	100%	CHF	30 000 000
Nestlé Health Science S.A.		Vevey	100%	CHF	100 000
Nestlé Institute of Health Sciences S.A.		Ecublens	100%	CHF	100 000
Nestlé International Travel Retail S.A.		Vevey	100%	CHF	3 514 000
Nestlé Nespresso S.A.		Lausanne	100%	CHF	2 000 000
Nestlé Operational Services Worldwide S.A.		Bussigny-près-Lausanne	100%	CHF	100 000
Nestlé Waters (Suisse) S.A.		Henniez	100%	CHF	5 000 000
Nestrade S.A.		La Tour-de-Peilz	100%	CHF	6 500 000
Nutrition-Wellness Venture AG	◊	Vevey	100%	CHF	100 000
Société des Produits Nestlé S.A.		Vevey	100%	CHF	54 750 000
Sofinol S.A.		Manno	100%	CHF	3 000 000
Spirig Phama AG		Egerkingen	100%	CHF	600 000
Turkey					
Cereal Partners Gida Ticaret Limited Sirketi	1)	Istanbul	50%	TRY	25 020 000
Erikli Dagitim ve Pazarlama A.S.		Bursa	100%	TRY	3 849 975
Erikli Su ve Mesrubat Sanayi ve Ticaret A.S.		Bursa	100%	TRY	12 700 000
Nestlé Türkiye Gida Sanayi A.S.		Istanbul	99.9%	TRY	35 000 000
Nestlé Waters Gida ve Mesrubat Sanayi Ticaret A.S.		Bursa	100%	TRY	8 000 000

Companies		City	% capital shareholdings	Currency	Capital
Ukraine					
LLC Nestlé Ukraine		Kyiv	100%	USD	150 000
LLC Technocom		Kharkiv	100%	UAH	119 658 066
PJSC "Lviv Confectionery Factory Svitoch"		Lviv	97%	UAH	88 111 060
PRJSC Volynholding		Torchyn	100%	UAH	100 000
United Kingdom					
Cereal Partners UK	1)	Herts	50%	GBP	—
Galderma (UK) Ltd		Watford	100%	GBP	1 500 000
Nespresso UK Ltd		Gatwick	100%	GBP	275 000
Nestec York Ltd		Gatwick	100%	GBP	500 000
Nestlé Holdings (UK) PLC	◊	Gatwick	100%	GBP	77 940 000
Nestlé Purina PetCare (UK) Ltd		Gatwick	100%	GBP	44 000 000
Nestlé UK Ltd		Gatwick	100%	GBP	129 972 342
Nestlé Waters UK Ltd		Gatwick	100%	GBP	640
Nestlé Waters (UK) Holdings Ltd	◊	Gatwick	100%	GBP	6 500 002
Vitaflo (International) Ltd		Liverpool	100%	GBP	625 379

Companies	City	% capital shareholdings	Currency	Capital
## Africa				
Algeria				
Nestlé Algérie SpA	Alger	70%	DZD	7 000 000
Nestlé Waters Algérie SpA	Blida	60%	DZD	377 606 250
Angola				
Nestlé Angola Lda	Luanda	100%	AOA	24 000 000
Burkina Faso				
Nestlé Burkina Faso S.A.	Ouagadougou	100%	XOF	50 000 000
Cameroon				
Nestlé Cameroun S.A.	Douala	100%	XAF	4 323 960 000
Chad				
Nestlé Chad S.A.	N'Djamena	100%	XAF	50 000 000
Côte d'Ivoire				
Centre de Recherche et de Développement Nestlé Abidjan S.A.	Abidjan	100%	XOF	10 000 000
Nestlé Côte d'Ivoire S.A. Δ	Abidjan	86.5%	XOF	5 517 600 000
Listed on the Abidjan stock exchange, market capitalisation XOF 60.7 billion, quotation code (ISIN) CI0009240728				
Democratic Republic of the Congo				
Nestlé Congo S.A.R.L	Kinshasa	100%	USD	33 200 000
Egypt				
Nestlé Egypt S.A.E.	Giza	100%	EGP	80 722 000
Nestlé Waters Distribution Company	Cairo	64%	EGP	15 200 000
Nestlé Waters Egypt S.A.E.	Cairo	63.7%	EGP	81 500 000
Gabon				
Nestlé Gabon, S.A.	Libreville	90%	XAF	344 000 000
Ghana				
Nestlé Central and West Africa Ltd	Accra	100%	GHS	46 000
Nestlé Ghana Ltd	Accra	76%	GHS	20 100 000
Guinea				
Nestlé Guinée S.A.	Conakry	99%	GNF	3 424 000 000
Kenya				
Nestlé Equatorial African Region Limited	Nairobi	100%	KES	132 000 000
Nestlé Kenya Ltd	Nairobi	100%	KES	226 100 400
Mali				
Nestlé Mali S.A.U.	Bamako	100%	XOF	10 000 000

Companies		City	% capital shareholdings	Currency	Capital
Mauritius					
Nestlé SEA Trading Ltd		Port Louis	100%	USD	2
Nestlé's Products (Mauritius) Ltd		Port Louis	100%	BSD	71 500
Morocco					
Nestlé Maghreb S.A.		Casablanca	100%	MAD	300 000
Nestlé Maroc S.A.		El Jadida	94.5%	MAD	156 933 000
Mozambique					
Nestlé Mocambique Lda		Maputo	100%	MZN	4 000
Niger					
Nestlé Niger S.A.		Niamey	99.6%	XOF	50 000 000
Nigeria					
Nestlé Nigeria Plc	Δ	Ilupeju	63.5%	NGN	396 328 126
Listed on the Nigerian Stock Exchange, market capitalisation NGN 802.0 billion, quotation code (ISIN) NGNESTLE0006					
Senegal					
Nestlé Sénégal S.A.		Dakar	100%	XOF	1 620 000 000
South Africa					
Galderma Laboratories South Africa (Pty) Ltd		Bryanston	100%	ZAR	375 000
Nestlé (South Africa) (Pty) Ltd		Johannesburg	100%	ZAR	553 400 000
Togo					
Nestlé Togo S.A.U.		Lome	100%	XOF	50 000 000
Tunisia					
Nestlé Tunisie Distribution S.A.		Tunis	99.5%	TND	100 000
Nestlé Tunisie S.A.		Tunis	99.5%	TND	8 438 280
Zambia					
Nestlé Zambia Trading Ltd		Lusaka	100%	ZMW	2 317 500
Zimbabwe					
Nestlé Zimbabwe (Private) Ltd		Harare	100%	USD	2 100 000

Companies		City	% capital shareholdings	Currency	Capital
Americas					
Argentina					
Dairy Partners Americas Manufacturing Argentina S.A.		Buenos Aires	100%	ARS	73 562 144
Eco de Los Andes S.A.		Buenos Aires	50.9%	ARS	92 524 285
Galderma Argentina S.A.		Buenos Aires	100%	ARS	9 900 000
Nestlé Argentina S.A.		Buenos Aires	100%	ARS	150 720 000
Bermuda					
Centram Holdings Ltd	◊	Hamilton	100%	USD	12 000
DPA Manufacturing Holdings Ltd	◊	Hamilton	100%	USD	23 639 630
Bolivia					
Industrias Alimentícias Fagal S.R.L.		Santa Cruz	100%	BOB	133 100 000
Nestlé Bolivia S.A.		Santa Cruz	100%	BOB	191 900
Brazil					
Chocolates Garoto S.A.		Vila Velha	100%	BRL	161 450 000
CPW Brasil Ltda	1)	Caçapava	50%	BRL	7 885 520
Dairy Partners Americas Brasil Ltda	3)	São Paulo	49%	BRL	27 606 368
Dairy Partners Americas Manufacturing Brasil Ltda		São Paulo	100%	BRL	39 468 974
Dairy Partners Americas Nordeste – Produtos Alimentícios Ltda	3)	Garanhuns	49%	BRL	100 000
Galderma Brasil Ltda		São Paulo	100%	BRL	39 741 602
Innéov Brasil Nutricosméticos Ltda	1)	Duque de Caxias	50%	BRL	201 160
Nestlé Brasil Ltda		São Paulo	100%	BRL	452 985 643
Nestlé Nordeste Alimentos e Bebidas Ltda		Feira de Santana	100%	BRL	12 713 641
Nestlé Sudeste Alimentos e Bebidas Ltda		São Paulo	100%	BRL	109 317 818
Nestlé Sul - Alimentos e Bebidas Ltda		Carazinho	100%	BRL	73 049 736
Nestlé Waters Brasil – Bebidas e Alimentos Ltda		São Paulo	100%	BRL	87 248 341
Q-Med Brasil Comerci e Importaçaõ de Productos Medicos Ltda		Rio de Janeiro	100%	BRL	22 798 971
Canada					
G. Production Canada Inc.		Baie D'Urfé (Québec)	100%	CAD	100
Galderma Canada Inc.		New Brunswick	100%	CAD	100
Nestlé Canada Inc.		Toronto (Ontario)	100%	CAD	47 165 540
Nestlé Capital Canada Ltd	◊	Toronto (Ontario)	100%	CAD	1 010
Nestlé Globe Inc.		Toronto (Ontario)	100%	CAD	106 000 100
Cayman Islands					
Hsu Fu Chi International Limited	◊	Grand Cayman	60%	SGD	7 950 000
Chile					
Aguas CCU – Nestlé Chile S.A.	3)	Santiago de Chile	49.8%	CLP	49 799 375 321
Cereales CPW Chile Ltda	1)	Santiago de Chile	50%	CLP	3 026 156 114
Comercializadora de Productos Nestlé S.A.		Santiago de Chile	99.7%	CLP	1 000 000
Nestlé Chile S.A.		Santiago de Chile	99.7%	CLP	11 832 926 000

Companies	City	% capital shareholdings	Currency	Capital
Colombia				
Comestibles La Rosa S.A.	Bogotá	100%	COP	126 397 400
Dairy Partners Americas Manufacturing Colombia Ltda	Bogotá	100%	COP	200 000 000
Galderma de Colombia S.A.	Bogotá	100%	COP	2 250 000 000
Nestlé de Colombia S.A.	Bogotá	100%	COP	1 291 305 400
Nestlé Purina PetCare de Colombia S.A.	Bogotá	100%	COP	17 030 000 000
Costa Rica				
Compañía Nestlé Costa Rica S.A.	Barreal de Heredia	100%	CRC	18 000 000
Gerber Ingredients, S.A.	San José	100%	CRC	10 000
Cuba				
Coralac S.A.	La Habana	60%	USD	6 350 000
Los Portales S.A.	La Habana	50%	USD	24 110 000
Dominican Republic				
Nestlé Dominicana S.A.	Santo Domingo	97.4%	DOP	48 500 000
Silsa Dominicana S.A.	Santo Domingo	97.4%	USD	50 000
Ecuador				
Ecuajugos S.A.	Quito	100%	USD	521 583
Industrial Surindu S.A.	Quito	100%	USD	3 000 000
Nestlé Ecuador S.A.	Quito	100%	USD	1 776 760
El Salvador				
Nestlé El Salvador, S.A. de C.V.	San Salvador	100%	USD	4 457 200
Guatemala				
Malher Export S.A.	Guatemala	100%	GTQ	5 000
Malher S.A.	Guatemala	100%	GTQ	100 000 000
Nestlé Guatemala S.A.	Mixco	100%	GTQ	23 460 600
SERESA, Contratación de Servicios Empresariales, S.A.	Guatemala	100%	GTQ	5 000
Honduras				
Nestlé Hondureña S.A.	Tegucigalpa	100%	PAB	200 000
Jamaica				
Nestlé Jamaica Ltd	Kingston	100%	JMD	49 200 000

Companies		City	% capital shareholdings	Currency	Capital
Mexico					
CPW México, S. de R.L. de C.V.	1)	México, D.F.	50%	MXN	43 138 000
Galderma México, S.A. de C.V.		México, D.F.	100%	MXN	2 385 000
Manantiales La Asunción, S.A.P.I. de C.V.		México, D.F.	(a) 40%	MXN	1 035 827 492
Marcas Nestlé, S.A. de C.V.		México, D.F.	100%	MXN	500 050 000
Nescalín, S.A. de C.V.	◊	México, D.F.	100%	MXN	445 826 740
Nespresso México, S.A. de C.V.		México, D.F.	100%	MXN	10 050 000
Nestlé México, S.A. de C.V.		México, D.F.	100%	MXN	607 532 730
Nestlé Servicios Corporativos, S.A. de C.V.		México, D.F.	100%	MXN	170 100 000
Nestlé Servicios Industriales, S.A. de C.V.		México, D.F.	100%	MXN	1 050 000
Productos Gerber, S.A. de C.V.		Queretaro	100%	MXN	5 252 440
Ralston Purina México, S.A. de C.V.		México, D.F.	100%	MXN	9 257 112
Waters Partners Services México, S.A.P.I. de C.V.		México, D.F.	(a) 40%	MXN	620 000
Nicaragua					
Compañía Centroaméricana de Productos Lácteos, S.A.		Managua	92.6%	NIO	10 294 900
Nestlé Nicaragua, S.A.		Managua	100%	USD	150 000
Panama					
Food Products (Holdings), S.A.	◊	Panamá City	100%	PAB	286 000
Garma Enterprises, S.A.	◊	Panamá City	100%	PAB	0
Lacteos de Centroamérica, S.A.		Panamá City	100%	USD	1 500 000
Nestlé Centroamérica, S.A.		Panamá City	100%	USD	1 000 000
Nestlé Panamá, S.A.		Panamá City	100%	PAB	17 500 000
Unilac, Inc.	◊	Panamá City	100%	USD	750 000
Paraguay					
Nestlé Paraguay S.A.		Asunción	100%	PYG	100 000 000
Peru					
Nestlé Marcas Perú, S.A.C.		Lima	100%	PEN	1 000
Nestlé Perú, S.A.		Lima	99.6%	PEN	120 683 387
Puerto Rico					
Nestlé Puerto Rico, Inc.		San Juan	100%	USD	500 000
Payco Foods Corporation		Bayamon	100%	USD	890 000
Trinidad and Tobago					
Nestlé Caribbean, Inc.		Valsayn	100%	USD	100 000
Nestlé Trinidad and Tobago Ltd		Valsayn	100%	TTD	35 540 000

[a] Voting powers amount to 51%

Companies		City	% capital shareholdings	Currency	Capital
United States					
Beverage Partners Worldwide (North America)	1)	Wilmington (Delaware)	50%	USD	—
Brand Direct Health, LLC		Wilmington (Delaware)	100%	USD	—
Checkerboard Holding Company, Inc.	◊	Wilmington (Delaware)	100%	USD	1 001
Dreyer's Grand Ice Cream Holdings, Inc.	◊	Wilmington (Delaware)	100%	USD	10
Galderma Laboratories, Inc.		Fort Worth (Texas)	100%	USD	981
Gerber Life Insurance Company	◊	New York	100%	USD	148 500 000
Gerber Products Company		Fremont (Michigan)	100%	USD	1 000
Malher, Inc.		Stafford (Texas)	100%	USD	1 000
Nespresso USA, Inc.		Wilmington (Delaware)	100%	USD	1 000
Nestlé Capital Corporation	◊	Wilmington (Delaware)	100%	USD	1 000 000
Nestlé Dreyer's Ice Cream Company		Wilmington (Delaware)	100%	USD	1
Nestlé HealthCare Nutrition, Inc.		Wilmington (Delaware)	100%	USD	50 000
Nestlé Health Science-Pamlab, Inc.		Wilmington (Delaware)	100%	USD	1
Nestlé Health Science US Holdings, Inc.	◊	Wilmington (Delaware)	100%	USD	1
Nestlé Holdings, Inc.	◊	Wilmington (Delaware)	100%	USD	100 000
Nestlé Insurance Holdings, Inc.	◊	Wilmington (Delaware)	100%	USD	10
Nestlé Nutrition R&D Centers, Inc.		Wilmington (Delaware)	100%	USD	10 000
Nestlé Prepared Foods Company		Philadelphia (Pennsylvania)	100%	USD	476 760
Nestlé Purina PetCare Company		St. Louis (Missouri)	100%	USD	1 000
Nestlé Purina PetCare Global Resources, Inc.		Wilmington (Delaware)	100%	USD	1 000
Nestlé R&D Center, Inc.		Wilmington (Delaware)	100%	USD	10 000
Nestlé Transportation Company		Wilmington (Delaware)	100%	USD	100
Nestlé USA, Inc.		Wilmington (Delaware)	100%	USD	1 000
Nestlé Waters North America Holdings, Inc.	◊	Wilmington (Delaware)	100%	USD	10 000 000
Nestlé Waters North America, Inc.		Wilmington (Delaware)	100%	USD	10 700 000
NiMCo US, Inc.	◊	Wilmington (Delaware)	100%	USD	1
Prometheus Laboratories Inc.		Los Angeles (California)	100%	USD	100
Red Maple Insurance Company	◊	Williston (Vermont)	100%	USD	1 200 000
Sweet Leaf Tea Company		Austin (Texas)	100%	USD	10
The Stouffer Corporation	◊	Cleveland (Ohio)	100%	USD	0
Tradewinds Beverage Company		Cincinnati (Ohio)	100%	USD	0
TSC Holdings, Inc.	◊	Wilmington (Delaware)	100%	USD	100 000
Vitality Foodservice, Inc.		Dover (Delaware)	100%	USD	1 240
Waggin' Train LLC		Wilmington (Delaware)	100%	USD	—
Zuke's LLC		Wilmington (Delaware)	100%	USD	0
Uruguay					
Nestlé del Uruguay S.A.		Montevideo	100%	UYU	9 495 189
Venezuela					
Laboratorios Galderma Venezuela, S.A.		Caracas	100%	VEF	5 000
Nestlé Cadipro, S.A.		Caracas	100%	VEF	50 633 501
Nestlé Venezuela, S.A.		Caracas	100%	VEF	516 590

Companies		City	% capital shareholdings	Currency	Capital
Asia					
Bahrain					
Nestlé Bahrain Trading WLL		Manama	49%	BHD	200 000
Bangladesh					
Nestlé Bangladesh Limited		Dhaka	100%	BDT	100 000 000
Greater China Region					
Anhui Yinlu Foods Co., Ltd.		Chuzhou	60%	CNY	303 990 000
Beverage Partners Worldwide (Pacific) Limited		Hong Kong	50%	HKD	352 000 000
Chengdu Hsu Chi Foods Co., Limited		Chengdu	60%	CNY	40 000 000
CPW Tianjin Limited	1)	Tianjin	50%	CNY	305 000 000
Dongguan Andegu Plastic Packaging Material Limited		Dongguan	60%	HKD	10 000 000
Dongguan Hsu Chi Food Co., Limited		Dongguan	60%	HKD	700 000 000
Galderma Hong Kong Limited		Hong Kong	100%	HKD	10 000
Galderma Trading (Shanghai) Co. Ltd		Shanghai	100%	EUR	400 000
Guangzhou Refrigerated Foods Limited		Guangzhou	95.5%	CNY	390 000 000
Henan Hsu Fu Chi Foods Co., Limited		Zhumadian	60%	CNY	210 000 000
Hsu Fu Chi International Holdings Limited	◊	Wanchai	60%	USD	100 000
Hubei Yinlu Foods Co., Limited		Hanchuan	60%	CNY	353 000 000
Nestlé (China) Limited		Beijing	100%	CNY	250 000 000
Nestlé Dongguan Limited		Dongguan	100%	CNY	536 000 000
Nestlé Hong Kong Limited		Hong Kong	100%	HKD	250 000 000
Nestlé Hulunbeir Limited		Hulunbeir	100%	CNY	158 000 000
Nestlé Nespresso Beijing Limited		Beijing	100%	CNY	7 000 000
Nestlé Purina PetCare Tianjin Limited		Tianjin	100%	CNY	40 000 000
Nestlé Qingdao Limited		Laixi	100%	CNY	930 000 000
Nestlé R&D (China) Limited		Beijing	100%	CNY	40 000 000
Nestlé Shanghai Limited		Shanghai	95%	CNY	200 000 000
Nestlé Shuangcheng Limited		Shuangcheng	97%	CNY	435 000 000
Nestlé Sources Shanghai Limited		Shanghai	100%	CNY	211 000 000
Nestlé Sources Tianjin Limited		Tianjin	95%	CNY	204 000 000
Nestlé Taiwan Limited		Taipei	100%	TWD	100 000 000
Nestlé Tianjin Limited		Tianjin	100%	CNY	785 000 000
Q-Med International Trading (Shanghai) Limited		Shanghai	100%	USD	600 000
Shandong Yinlu Foods Co. Limited		Jinan	60%	CNY	146 880 000
Shanghai Nestlé Product Services Limited		Shanghai	100%	CNY	83 000 000
Shanghai Totole First Food Limited		Shanghai	80%	CNY	72 000 000
Shanghai Totole Food Limited		Shanghai	80%	USD	7 800 000
Sichuan Haoji Food Co. Limited		Puge	80%	CNY	80 000 000
Suzhou Hexing Food Co., Ltd		Suzhou	80%	CNY	40 000 000
Wyeth (Hong Kong) Holding Company Limited	◊	Hong Kong	100%	HKD	100 010
Wyeth (Shanghai) Trading Company Limited (China)		Shanghai	100%	USD	1 000 000
Wyeth Nutritional (China) Co., Limited		Suzhou	100%	CNY	900 000 000
Xiamen Yinlu Foods Group Co., Limited		Xiamen	60%	CNY	496 590 000
Yunnan Dashan Drinks Co., Limited		Kunming	100%	CNY	35 000 000

Companies		City	% capital shareholdings	Currency	Capital
India					
Galderma India Private Ltd		Mumbai	100%	INR	24 156 000
Nestlé R&D Centre India Private Ltd		New Delhi	100%	INR	2 101 380 000
Nestlé India Ltd	Δ	New Delhi	62.8%	INR	964 157 160
Listed on the Mumbai stock exchange, market capitalisation INR 616.0 billion, quotation code (ISIN) INE239A01016					
Indonesia					
P.T. Nestlé Indofood Citarasa Indonesia	1)	Jakarta	50%	IDR	200 000 000 000
P.T. Nestlé Indonesia		Jakarta	90.2%	IDR	152 753 440 000
P.T. Wyeth Nutrition Indonesia		Jakarta	90%	IDR	2 000 000 000
Iran					
Anahita Polour Industrial Mineral Water Company		Tehran	100%	IRR	35 300 000 000
Nestlé Iran (Private Joint Stock Company)		Tehran	89.7%	IRR	358 538 000 000
Israel					
Nespresso Israel Ltd		Tel-Aviv	100%	ILS	1 000
OSEM Investments Ltd	Δ	Shoam	63.7%	ILS	110 644 444
Listed on the Tel-Aviv stock exchange, market capitalisation ILS 7.7 billion, quotation code (ISIN) IL0003040149					
Japan					
Galderma K.K.		Tokyo	100%	JPY	10 000 000
Nestlé Japan Ltd		Kobe	100%	JPY	10 000 000 000
Nestlé Nespresso K.K.		Kobe	100%	JPY	10 000 000
Jordan					
Ghadeer Mineral Water Co. WLL		Amman	75%	JOD	1 785 000
Nestlé Jordan Trading Company Ltd		Amman	77.8%	JOD	410 000
Kuwait					
Nestlé Kuwait General Trading Company WLL		Safat	49%	KWD	300 000
Lebanon					
Société des Eaux Minérales Libanaises S.A.L.		Hazmieh	100%	LBP	1 610 000 000
Société pour l'Exportation des Produits Nestlé S.A.		Baabda	100%	CHF	1 750 000
SOHAT Distribution S.A.L.		Hazmieh	100%	LBP	160 000 000
Malaysia					
Cereal Partners (Malaysia) Sdn. Bhd.	1)	Petaling Jaya	50%	MYR	2 500 000
Nestlé (Malaysia) Bhd.	◊ Δ	Petaling Jaya	72.6%	MYR	234 500 000
Listed on the Kuala Lumpur stock exchange, market capitalisation MYR 16.1 billion, quotation code (ISIN) MYL4707OO005					
Nestlé Asean (Malaysia) Sdn. Bhd.		Petaling Jaya	72.6%	MYR	42 000 000
Nestlé Manufacturing (Malaysia) Sdn. Bhd.		Petaling Jaya	72.6%	MYR	132 500 000
Nestlé Products Sdn. Bhd.		Petaling Jaya	72.6%	MYR	25 000 000
Purina PetCare (Malaysia) Sdn. Bhd.		Petaling Jaya	100%	MYR	1 100 000
Wyeth Nutrition (Malaysia) Sdn. Bhd.		Petaling Jaya	100%	MYR	61 969 505

Companies		City	% capital shareholdings	Currency	Capital
Oman					
Nestlé Oman Trading LLC		Muscat	49%	OMR	300 000
Pakistan					
Nestlé Pakistan Ltd	Δ	Lahore	59%	PKR	453 495 840
Listed on the Karachi and the Lahore stock exchanges, market capitalisation PKR 412.7 billion, quotation code (ISIN) PK0025101012					
Palestinian Territories					
Nestlé Trading Private Limited Company		Bethlehem	97.5%	JOD	200 000
Philippines					
CPW Philippines, Inc.	1)	Makati City	50%	PHP	7 500 000
Galderma Philippines, Inc.		Manila	100%	PHP	12 500 000
Nestlé Business Services AOA, Inc.		Bulacan	100%	PHP	70 000 000
Nestlé Philippines, Inc.		Cabuyao	100%	PHP	2 300 927 400
Penpro, Inc.	◊	Makati City	(b) 88.5%	PHP	630 000 000
Wyeth Philippines, Inc.		Manila	100%	PHP	610 418 100
Qatar					
Al Manhal Water Factory Co. Ltd WLL		Doha	51%	QAR	5 500 000
Nestlé Qatar Trading LLC		Doha	49%	QAR	1 680 000
Republic of Korea					
Galderma Korea Ltd		Seoul	100%	KRW	500 000 000
LOTTE-Nestlé (Korea) Co., Ltd	1)	Seoul	50%	KRW	52 783 120 000
Nestlé Korea Yuhan Chaegim Hoesa		Seoul	100%	KRW	10 100 000 000
Pulmuone Waters Co., Ltd		Gyeonggi-Do	51%	KRW	6 778 760 000
Saudi Arabia					
Al Anhar Water Factory Co. Ltd		Jeddah	64%	SAR	7 500 000
Al Manhal Water Factory Co. Ltd		Riyadh	64%	SAR	7 000 000
Nestlé Saudi Arabia LLC		Jeddah	75%	SAR	27 000 000
Nestlé Water Factory Co. Ltd		Riyadh	64%	SAR	15 000 000
Pure Water Factory Co. Ltd		Madinah	64%	SAR	5 000 000
Saudi Food Industries Co. Ltd	3)	Jeddah	51%	SAR	51 000 000
SHAS Company for Water Services Ltd		Riyadh	64%	SAR	13 500 000
Springs Water Factory Co. Ltd		Dammam	64%	SAR	5 000 000
Singapore					
Galderma Singapore Private Ltd		Singapore	100%	SGD	1 387 000
Nestlé R&D Center (Pte) Ltd		Singapore	100%	SGD	20 000 000
Nestlé Singapore (Pte) Ltd		Singapore	100%	SGD	1 000 000
Nestlé TC Asia Pacific Pte Ltd	◊	Singapore	100%	JPY	10 000 000 000
				SGD	2
Wyeth Nutritionals (Singapore) Pte Ltd		Singapore	100%	SGD	2 159 971 715

(b) Voting powers amount to 40%

Companies		City	% capital shareholdings	Currency	Capital
Sri Lanka					
Nestlé Lanka PLC	Δ	Colombo	90.8%	LKR	537 254 630
Listed on the Colombo stock exchange, market capitalisation LKR 113.1 billion, quotation code (ISIN) LK0128N00005					
Syria					
Nestlé Syria S.A.		Damascus	100%	SYP	800 000 000
Thailand					
Galderma (Thailand) Ltd		Bangkok	100%	THB	100 000 000
Nestlé (Thai) Ltd		Bangkok	100%	THB	880 000 000
Perrier Vittel (Thailand) Ltd		Bangkok	100%	THB	235 000 000
Quality Coffee Products Ltd		Bangkok	50%	THB	500 000 000
United Arab Emirates					
CP Middle East FZCO	1)	Dubai	50%	AED	600 000
Nestlé Dubai Manufacturing LLC		Dubai	49%	AED	300 000
Nestlé Middle East FZE		Dubai	100%	AED	3 000 000
Nestlé Treasury Centre-Middle East & Africa Ltd	◊	Dubai	100%	USD	2 997 343 684
Nestlé UAE LLC		Dubai	49%	AED	2 000 000
Nestlé Waters Factory H&O LLC		Dubai	48%	AED	22 300 000
Uzbekistan					
Uzbek-Swiss JV Nestlé Uzbekistan LLC		Namangan	99.8%	USD	38 715 463
Vietnam					
La Vie Limited Liability Company		Long An	65%	USD	2 663 400
Nestlé Vietnam Ltd		Bien Hoa	100%	USD	155 266 000

Companies		City	% capital shareholdings	Currency	Capital
Oceania					
Australia					
Cereal Partners Australia Pty Ltd	1)	Sydney	50%	AUD	107 800 000
Galderma Australia Pty Ltd		Belrose	100%	AUD	2 500 300
Nestlé Australia Ltd		Sydney	100%	AUD	274 000 000
Fiji					
Nestlé (Fiji) Ltd		Lami	100%	FJD	3 000 000
French Polynesia					
Nestlé Polynésie S.A.S.		Papeete	100%	XPF	5 000 000
New Caledonia					
Nestlé Nouvelle-Calédonie S.A.S.		Nouméa	100%	XPF	250 000 000
New Zealand					
CPW New Zealand	1)	Auckland	50%	NZD	—
Nestlé New Zealand Limited		Auckland	100%	NZD	300 000
Papua New Guinea					
Nestlé (PNG) Ltd		Lae	100%	PGK	11 850 000

Technical assistance, research and development units

Technical Assistance	TA
Research centres	R
Research & Development centres	R&D
Product Technology centres	PTC

	City of operations			
Switzerland				
Nestec S.A.	Vevey		TA	

Technical, scientific, commercial and business assistance company whose units, specialised in all areas of the business, supply permanent know-how and assistance to operating companies in the Group within the framework of licence and equivalent contracts. It is also responsible for all scientific research and technological development, which it undertakes itself or through affiliated companies.
The units involved are:

	City of operations			
Clinical Development Unit	Lausanne		R	
CPW R&D Centre [1)]	Orbe		R&D	
Nestlé Institute of Health Sciences	Ecublens		R	
Nestlé Product Technology Centre	Konolfingen		PTC	
Nestlé Product Technology Centre	Orbe		PTC	
Nestlé R&D Centre	Broc		R&D	
Nestlé R&D Centre	Orbe		R&D	
Nestlé Research Centre	Lausanne		R	
Nestlé System Technology Centre	Orbe		PTC	
Australia				
CPW R&D Centre [1)]	Rutherglen		R&D	
Chile				
Nestlé R&D Centre	Santiago de Chile		R&D	
Côte d'Ivoire				
Nestlé R&D Centre	Abidjan		R&D	
France				
Galderma R&D Centre	Biot		R&D	
Nestlé Product Technology Centre	Beauvais		PTC	
Nestlé Product Technology Centre	Lisieux		PTC	
Nestlé Product Technology Centre	Vittel		PTC	
Nestlé R&D Centre	Aubigny		R&D	
Nestlé R&D Centre	Tours		R&D	
Germany				
Nestlé Product Technology Centre	Singen		PTC	

	City of operations			
Greater China Region				
Nestlé R&D Centre	Beijing		R&D	
Nestlé R&D Centre	Shanghai		R&D	
India				
Nestlé R&D Centre	Gurgaon		R&D	
Israel				
Nestlé R&D Centre	Sderot		R&D	
Italy				
Nestlé R&D Centre	Sansepolcro		R&D	
Mexico				
Nestlé R&D Centre	Queretaro		R&D	
Republic of Ireland				
Nestlé R&D Centre	Askeaton		R&D	
Singapore				
Nestlé R&D Centre	Singapore		R&D	
Sweden				
Galderma R&D Centre	Uppsala		R&D	
United Kingdom				
Nestlé Product Technology Centre	York		PTC	
United States				
Galderma R&D Centre	Cranbury (New Jersey)		R&D	
Nestlé Product Technology Centre	Fremont (Michigan)		PTC	
Nestlé Product Technology Centre	Marysville (Ohio)		PTC	
Nestlé Product Technology Centre	St. Louis (Missouri)		PTC	
Nestlé R&D Centre	Bakersfield (California)		R&D	
Nestlé R&D Centre	Minneapolis (Minnesota)		R&D	
Nestlé R&D Centre	San Diego (California)		R&D	
Nestlé R&D Centre	Solon (Ohio)		R&D	
Nestlé R&D Centre	St. Joseph (Missouri)		R&D	
Nestlé R&D Centre	King of Prussia (Pennsylvania)		R&D	

148th Financial Statements of Nestlé S.A.

Income statement
for the year ended 31 December 2014

In millions of CHF

	Notes	2014	2013
Income			
Income from Group companies	2	6 616	8 089
Financial income	3	305	208
Profit on disposal of assets	4	7 449	1 247
Other income		100	128
Total income		**14 470**	**9 672**
Expenses			
Investment write-downs	5	(2 200)	(1 376)
Administration and other expenses	6	(260)	(249)
Financial expense	7	(53)	(52)
Total expenses before taxes		**(2 513)**	**(1 677)**
Profit before taxes		**11 957**	**7 995**
Taxes	8	(457)	(537)
Profit for the year	21	**11 500**	**7 458**

Balance sheet as at 31 December 2014

before appropriations

In millions of CHF

	Notes	2014	2013
Assets			
Current assets			
Liquid assets	9	2 221	2 709
Receivables	10	1 007	1 026
Prepayments and accrued income		11	7
Total current assets		**3 239**	**3 742**
Non-current assets			
Financial assets	11	47 867	41 620
Intangible assets	15	—	367
Tangible fixed assets	16	1	—
Total non-current assets		**47 868**	**41 987**
Total assets		**51 107**	**45 729**
Liabilities and equity			
Liabilities			
Short-term payables	17	4 199	4 045
Accruals and deferred income		6	11
Long-term payables	18	162	154
Provisions	19	1 335	751
Total liabilities		**5 702**	**4 961**
Equity			
Share capital	20/21	322	322
Legal reserves	21	5 364	3 818
Special reserve	21	27 683	29 165
Profit brought forward	21	536	5
Profit for the year	21	11 500	7 458
Total equity		**45 405**	**40 768**
Total liabilities and equity		**51 107**	**45 729**

1. Accounting policies

General
Nestlé S.A. (the Company) is the ultimate holding company of the Nestlé Group which comprises subsidiaries, associated companies and joint ventures throughout the world. The accounts are prepared in accordance with accounting principles required by Swiss law. They are prepared under the historical cost convention and on an accrual basis.

Foreign currency translation
Transactions in foreign currencies are recorded at the rate of exchange at the date of the transaction or, if hedged forward, at the rate of exchange under the related forward contract. Non-monetary assets and liabilities are carried at historical rates. Monetary assets and liabilities in foreign currencies are translated at year-end rates. Any resulting exchange differences are included in the respective income statement captions depending upon the nature of the underlying transactions. The aggregate unrealised exchange difference is calculated by reference to original transaction date exchange rates and includes hedging transactions. Where this gives rise to a net loss, it is charged to the income statement whilst a net gain is deferred.

Hedging
The Company uses forward foreign exchange contracts, options, financial futures and currency swaps to hedge foreign currency flows and positions. Unrealised foreign exchange differences on hedging instruments are matched and accounted for with those on the underlying asset or liability. Long-term loans, in foreign currencies, used to finance investments in participations are generally not hedged.

The Company also uses interest rate swaps to manage interest rate risk. The swaps are accounted for at fair value at each balance sheet date and changes in the market value are recorded in the income statement.

Income statement
Not currently transferable income is recognised only upon receipt.

In accordance with Swiss law and the Company's Articles of Association, dividends are treated as an appropriation of profit in the year in which they are ratified at the Annual General Meeting rather than as an appropriation of profit in the year to which they relate.

Taxes
This caption includes taxes on profit, capital and withholding taxes on transfers from Group companies.

Financial assets
The carrying value of participations and loans comprises the cost of investment, excluding the incidental costs of acquisition, less any write-downs.

Participations located in countries where the political, economic or monetary situation might be considered to carry a greater than normal level of risk are carried at a nominal value of one franc.

Participations and loans are written down on a conservative basis, taking into account the profitability of the company concerned.

Marketable securities are valued at the lower of cost and market value.

Own shares held to cover option rights in favour of members of the Group's Management are carried at exercise price if lower than cost. Own shares held for trading purposes are carried at the lower of cost and market value as are own shares earmarked to cover other Long-Term Incentive Plans. Own shares repurchased for the Share Buy-Back Programme are carried at the lower of cost and market value. All gains and losses on own shares are recorded in the income statement.

Intangible assets
Trademarks and other industrial property rights are written off on acquisition or exceptionally over a longer period, not exceeding their useful lives.

Tangible fixed assets
The Company owns land and buildings which have been depreciated in the past. Office furniture and equipment are fully depreciated on acquisition.

Provisions
Provisions include present obligations as well as contingencies. A provision for uninsured risks is constituted to cover general risks not insured with third parties, such as consequential loss. Provisions for Swiss taxes are made on the basis of the Company's taxable capital, reserves and profit for the year. A general provision is maintained to cover possible foreign tax liabilities.

Employee benefits
In Switzerland, Nestlé's pension plan is a cash balance plan where contributions are expressed as a percentage of the pensionable salary. The pension plan guarantees the amount accrued on the members' savings accounts, as well as a minimum interest on those savings accounts. At retirement date, the savings accounts are converted into pensions. However, members may opt to receive a part of the pension as a lump sum. Increases of pensions in payment are granted on a discretionary basis by the Board of Trustees, subject to the financial situation of the plan. To be noted that there is also a defined benefit plan that has been closed to new entrants in 2013 and whose members below age 55 have been transferred to the cash balance plan. This heritage plan is a hybrid between a cash balance plan and a plan based on a final pensionable salary.

Prepayments and accrued income
Prepayments and accrued income are comprised of payments made in advance relating to the following year, and income relating to the current year which will not be received until after the balance sheet date (such as interest receivable on loans or deposits). The fair values of forward exchange contracts and interest rate swaps are also included in this caption.

Accruals and deferred income
Accruals and deferred income comprise expenses relating to the current year which will not be paid until after the balance sheet date and income received in advance, relating to the following year. The negative fair values of forward exchange contracts and interest rate swaps are also included in this caption.

2. Income from Group companies

This represents dividends of the current and prior years and other net income from Group companies.

3. Financial income

In millions of CHF

	2014	2013
Net result on loans to Group companies	197	113
Other financial income	108	95
	305	**208**

4. Profit on disposal of assets

This represents mainly the net gains realised on the sale of financial assets, trademarks and other industrial property rights previously written down. In 2014, the net gain of CHF 7181 million on the sale of L'Oréal shares is included.

5. Investment write-downs

In millions of CHF

	2014	2013
Participations and loans	1 700	939
Trademarks and other industrial property rights	500	437
	2 200	**1 376**

6. Administration and other expenses

In millions of CHF

	2014	2013
Salaries and welfare expenses	106	114
Other expenses	154	135
	260	**249**

7. Financial expense

In millions of CHF

	2014	2013
Net result on loans from Group companies	52	52
Other financial expenses	1	—
	53	**52**

8. Taxes

This includes withholding taxes on income from foreign sources, as well as Swiss taxes for which adequate provisions have been established.

9. Liquid assets

In millions of CHF

	2014	2013
Cash and cash equivalents	2 221	2 709
Marketable securities	—	—
	2 221	**2 709**

Cash and cash equivalents include deposits with maturities of less than three months. Marketable securities consist of commercial paper with maturities from three to six months.

10. Receivables

In millions of CHF

	2014	2013
Amounts owed by Group companies (current accounts)	955	963
Other receivables	52	63
	1 007	**1 026**

11. Financial assets

In millions of CHF

	Notes	2014	2013
Participations in Group companies	12	31 390	30 297
Loans to Group companies	13	13 947	10 391
Own shares	14	2 487	932
Other investments		43	—
		47 867	**41 620**

12. Participations in Group companies

In millions of CHF

	2014	2013
At 1 January	30 297	28 617
Net increase/(decrease)	1 643	1 971
Write-downs	(550)	(291)
At 31 December	**31 390**	**30 297**

The carrying value of participations continues to represent a conservative valuation having regard to both the income received by the Company and the net assets of the Group companies concerned.

A list of the most important companies held, either directly by Nestlé S.A. or indirectly through other Group companies, with the percentage of the capital controlled is given in the Consolidated Financial Statements of the Nestlé Group.

13. Loans to Group companies

In millions of CHF

	2014	2013
At 1 January	10 391	11 574
New loans	5 932	1 638
Repayments and write-downs	(2 996)	(2 625)
Realised exchange differences	12	(70)
Unrealised exchange differences	608	(126)
At 31 December	**13 947**	**10 391**

Loans granted to Group companies are usually long-term to finance investments in participations.

14. Own shares

In millions of CHF

		2014		2013
	Number	Amount	Number	Amount
Share Buy-Back Programme	23 742 030	1 645	—	—
Management Stock Option Plan	4 838 725	247	6 768 355	335
Restricted Stock Unit Plan	5 098 060	311	8 259 480	481
Performance Share Unit Plan	3 016 551	184	403 945	23
Future Long-Term Incentive Plans	1 642 952	100	1 603 644	93
	38 338 318	**2 487**	**17 035 424**	**932**

During the year 23 742 030 shares were purchased as part of the Share Buy-Back Programme for CHF 1645 million.

The Company held 4 838 725 shares to cover management option rights and 9 757 563 shares to cover the other incentive plans. The Management Stock Option Plan is valued at strike price if lower than acquisition cost, while the shares held for the other plans are valued at acquisition cost. During the year 5 241 243 shares were delivered as part of the Nestlé Group remuneration plans for a total value of CHF 280 million.

15. Intangible assets

In 2013 this amount represents the balance of the trademarks and other industrial property rights capitalised in relation with the acquisition of Kraft Foods' frozen pizza business.

16. Tangible fixed assets

These are principally the land and buildings at Cham. The "En Bergère" head office building in Vevey is held by a service company, which is wholly owned by Nestlé S.A.

The fire insurance value of buildings, furniture and office equipment at 31 December 2014 amounted to CHF 9.5 million (2013: CHF 9.5 million).

17. Short-term payables

In millions of CHF

	2014	2013
Amounts owed to Group companies	4 010	3 992
Other payables	189	53
	4 199	**4 045**

18. Long-term payables

Amounts owed to Group companies represent a long-term loan issued in 1989.

19. Provisions

In millions of CHF

	2014					2013
	Uninsured risks	Exchange risks	Swiss and foreign taxes	Other	**Total**	**Total**
At 1 January	475	—	169	107	**751**	**711**
Provisions made in the period	—	550	163	56	**769**	**188**
Amounts used	—	—	(79)	(37)	**(116)**	**(128)**
Unused amounts reversed	—	—	(64)	(5)	**(69)**	**(20)**
At 31 December	**475**	**550**	**189**	**121**	**1 335**	**751**

20. Share capital

In millions of CHF

	2014	2013
Number of registered shares of nominal value CHF 0.10 each	3 224 800 000	3 224 800 000
In millions of CHF	322	322

According to article 5 of the Company's Articles of Association, no person or entity shall be registered with voting rights for more than 5% of the share capital as recorded in the commercial register. This limitation on registration also applies to persons who hold some or all of their shares through nominees pursuant to this article. In addition, article 11 provides that no person may exercise, directly or indirectly, voting rights, with respect to own shares or shares represented by proxy, in excess of 5% of the share capital as recorded in the commercial register.

At 31 December 2014, the share register showed 151 489 registered shareholders. If unprocessed applications for registration, the indirect holders of shares under American Depositary Receipts and the beneficial owners of shareholders registered as nominees are also taken into account, the total number of shareholders probably exceeds 250 000. The Company was not aware of any shareholder holding, directly or indirectly, 5% or more of the share capital. Group companies were holding together 1.7% of the Nestlé S.A. share capital as at 31 December 2014.

Conditional share capital

According to the Articles of Association, the share capital may be increased in an amount not to exceed CHF 10 000 000 (ten million Swiss francs) by issuing up to 100 000 000 registered shares with a nominal value of CHF 0.10 each, which shall be fully paid up, through the exercise of conversion rights and/or option rights granted in connection with the issuance by Nestlé S.A. or one of its subsidiaries of newly or already issued convertible debentures, debentures with option rights or other financial market instruments.

Concerning the share capital in general, refer also to the Corporate Governance Report.

21. Changes in equity

In millions of CHF

	Share capital	General reserve (a)	Reserve for own shares (a)(b)	Special reserve	Retained earnings	**Total**
At 1 January 2014	322	1 913	1 905	29 165	7 463	**40 768**
Profit for the year	—	—	—	—	11 500	**11 500**
Dividend for 2013	—	—	—	—	(6 863)	**(6 863)**
Movement of own shares	—	—	1 546	(1 546)	—	**—**
Dividend on own shares held on the payment date of 2013 dividend	—	—	—	64	(64)	**—**
At 31 December 2014	**322**	**1 913**	**3 451**	**27 683**	**12 036**	**45 405**

(a) The general reserve and the reserve for own shares constitute the legal reserves.
(b) Refer to Note 22.

22. Reserve for own shares

At 31 December 2013, the reserve for own shares amounting to CHF 1905 million represented the cost of 17 035 424 shares earmarked to cover the Nestlé Group remuneration plans and 18 188 445 shares held for trading purposes.

During the year, an additional 23 742 030 shares have been acquired at a cost of CHF 1645 million under the Share Buy-Back Programme. A total of 5 241 243 shares have been delivered to the beneficiaries of the Nestlé Group remuneration plans. In addition, 2 802 107 shares have been acquired at a cost of CHF 190 million, to cover Nestlé Group remuneration plans. 150 000 shares have been sold for a total amount of CHF 10 million.

Another Group company holds 18 038 445 Nestlé S.A. shares. The total of own shares of 56 376 763 held by Group companies at 31 December 2014 represents 1.7% of the Nestlé S.A. share capital (35 223 869 own shares held at 31 December 2013, representing 1.1% of the Nestlé S.A. share capital).

23. Contingencies

At 31 December 2014, the total of the guarantees mainly for credit facilities granted to Group companies and commercial paper programmes, together with the buy-back agreements relating to notes issued, amounted to CHF 19 177 million (2013: CHF 20 272 million).

24. Risk assessment

Nestlé Management considers that the risks for Nestlé S.A. are the same as the ones identified at Group level, as the holding is an ultimate aggregation of all the entities of the Group.

Therefore, we refer to the Nestlé Group Enterprise Risk Management Framework (ERM) described in Note 22 of the Consolidated Financial Statements.

25. Additional information requested by the Swiss Code of Obligations on remuneration

Shares and stock options ownership of the non-executive members of the Board of Directors and closely related parties as at 31 December 2014

	Number of shares held (a)	Number of options held (b)
Peter Brabeck-Letmathe, Chairman	3 059 108	1 137 600
Andreas Koopmann, 1st Vice Chairman	88 144	—
Rolf Hänggi, 2nd Vice Chairman	87 627	—
Beat Hess	28 508	—
Daniel Borel	234 363	—
Steven G. Hoch	199 153	—
Naïna Lal Kidwai	21 687	—
Titia de Lange	12 165	—
Jean-Pierre Roth	12 352	—
Ann M. Veneman	10 396	—
Henri de Castries	9 161	—
Eva Cheng	4 974	—
Total as at 31 December 2014	**3 767 638**	**1 137 600**
Total as at 31 December 2013	**4 922 269**	**1 707 600**

(a) Including shares subject to a three-year blocking period.
(b) The ratio is one option for one Nestlé S.A. share.

Shares and stock options ownership of the members of the Executive Board and closely related parties as at 31 December 2014

	Number of shares held (a)	Number of options held (b)
Paul Bulcke	637 173	1 392 000
Luis Cantarell	118 510	260 500
José Lopez	80 791	120 100
Laurent Freixe	55 761	108 700
Chris Johnson	30 298	125 400
Patrice Bula	87 051	101 800
Doreswamy (Nandu) Nandkishore	62 381	170 200
Wan Ling Martello	43 937	121 100
Stefan Catsicas	—	—
Marco Settembri	9 120	—
Peter R. Vogt	26 201	—
Martial Rolland	23 632	—
Heiko Schipper	4 240	—
David P. Frick	48 828	—
Total as at 31 December 2014	**1 227 923**	**2 399 800**
Total as at 31 December 2013	**1 043 026**	**3 165 550**

(a) Including shares subject to a three-year blocking period.
(b) The ratio is one option for one Nestlé S.A. share.

For the detailed disclosures regarding the remunerations of the Board of Directors and the Executive Board that are required by Swiss law, refer to the Compensation report of Nestlé S.A. with the audited sections highlighted with a blue bar.

Proposed appropriation of profit

In CHF	2014	2013
Retained earnings		
Balance brought forward	536 179 231	4 757 545
Profit for the year	11 500 096 775	7 457 959 285
	12 036 276 006	**7 462 716 830**
We propose the following appropriations:		
Dividend for 2014, CHF 2.20 per share on 3 199 349 195 shares [(a)] (2013: CHF 2.15 on 3 221 645 395 shares) [(b)]	7 038 568 229	6 926 537 599
	7 038 568 229	**6 926 537 599**
Balance to be carried forward	**4 997 707 777**	**536 179 231**

(a) Depending on the number of shares issued as of the last trading day with entitlement to receive the dividend (17 April 2015). No dividend is paid on own shares held by the Nestlé Group. The respective amount will be attributed to the special reserve.

(b) The amount of CHF 63 565 399, representing the dividend on 29 565 302 own shares held at the date of the dividend payment, has been transferred to the special reserve.

Provided that the proposal of the Board of Directors is approved by the Annual General Meeting, the gross dividend will amount to CHF 2.20 per share, representing a net amount of CHF 1.43 per share after payment of the Swiss withholding tax of 35%.
The last trading day with entitlement to receive the dividend is 17 April 2015. The shares will be traded ex-dividend as of 20 April 2015. The net dividend will be payable as from 22 April 2015.

The Board of Directors

Cham and Vevey, 18 February 2015

Report of the Statutory Auditor

to the General Meeting of Nestlé S.A.

As statutory auditor, we have audited the financial statements (income statement, balance sheet and notes to the annual accounts on pages 153 to 165) of Nestlé S.A. for the year ended 31 December 2014.

Board of Directors' responsibility

The Board of Directors is responsible for the preparation of the financial statements in accordance with the requirements of Swiss law and the Company's Articles of Association. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Board of Directors is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements for the year ended 31 December 2014 comply with Swiss law and the Company's Articles of Association.

Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 CO and article 11 AOA) and that there are no circumstances incompatible with our independence.

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of the Board of Directors.

We further confirm that the proposed appropriation of available earnings complies with Swiss law and the Company's Articles of Association. We recommend that the financial statements submitted to you be approved.

KPMG SA

Scott Cormack	Fabien Lussu
Licensed Audit Expert	Licensed Audit Expert
Auditor in charge	

Geneva, 18 February 2015

Notes