

(2) **Geographic data (Worldwide) : people, factories and sales⁴**

Employees by geographic area		2010	2011
Europe ^(a)		32.4%	28.9%
Americas		40.3%	33.7%
Asia, Oceania and Africa		27.3%	37.4%
Total		100.0%	100.0%

Employees by activity		2010	2011
In thousands			
Factories		148	171
Administration and sales		133	157
Total		281	328

Factories by geographic area

Nestlé has 461 factories in 83 countries around the world. This is an increase from 443 in 2010. During the year, 23 factories were acquired or opened and 5 were closed or divested.

	2010	2011
Europe	150	152
Americas	168	171
Asia, Oceania and Africa	138	138
Total	443	461

Sales by geographic area: Continuing operations

In millions of CHF

	2010 ^(b)	2011
Europe	27 745	26 204
Americas	40 324	37 439
Asia, Oceania and Africa	19 837	19 999
Total	87 906	83 642

Sales		
In millions of CHF		Differences 2011/2010 ^(a)
By principal markets	in CHF	in local currency
USA	-10.8	+5.2
France	-5.2	+6.1
Brazil	-3.3	+8.0
Germany	-5.8	+5.4
Mexico	-1.5	+14.0
United Kingdom	-7.6	+4.4
Greater China Region	+15.5	+28.6
Italy	-5.2	+6.1
Australia	+1.5	+6.4
Canada	-5.7	+7.2
Philippines	-3.2	+9.3
Switzerland	+2.8	+2.8
Spain	-7.9	+3.1
Japan	-2.2	+3.6
Russia	-9.2	+3.0
Rest of the World	-18.6	(c)

By continent		
Europe	-5.6	(c)
USA + Canada	+0.4	(c)
Asia	+1.2	(c)
Latin America + Caribbean	-1.1	(c)
Africa	-2.1	(c)
Oceania	+2.0	(c)
Rest of the World	-4.9	(c)

(a) 9699 employees in Switzerland in 2011.

(b) 2010 restated following the changes in the Income Statement described in the Consolidated Financial Statements: Note 1 – Accounting Policies.

(c) Not applicable.

⁴ http://www.nestle.com/Common/NestleDocuments/Documents/Library/Documents/Annual_Reports/2011-Annual-Report-EN.pdf

(6) **Crux of Operating Decisions at Nestlé Pakistan Limited**

- i. Shorter term decisions
- ii. Made at middle and lower management levels
 - a) Forecasting
 - b) Materials management
 - c) Inventory management
 - d) Aggregate planning
 - e) Master production scheduling
 - f) Production control
 - g) Scheduling

c. **Operational Management.** "The systematic direction and control of the processes that transform inputs into finished goods and services. The inputs are transformed at operations into outputs." In other words Operations Management deals with all activities involved with designing, producing and delivering a product. Hence Operations is one functional area, supporting corporate strategy and exchanging information with the marketing, finance and human resources areas.

14) Sales – Retail. Revenue. Volume. Margin. Share. Scale. These are the foundations for everything Nestle do in the Retail Sales Organization. Whether selling bottled water portfolio to a local convenience store, a regional supermarket chain, or a national mass merchandiser, Nestle is relentless in their mission of building productive and mutually profitable relationships with their customers. Decision-making in Retail Sales is guided by processes that demand rigorous analysis of customers, consumers, and industry. Success is driven by Nestle's workforce's passion and capacity to execute their sales, service, and financial commitments.