

Nestlé (Malaysia) Berhad 📢

January – December 2016

Financial Analysts' Briefing

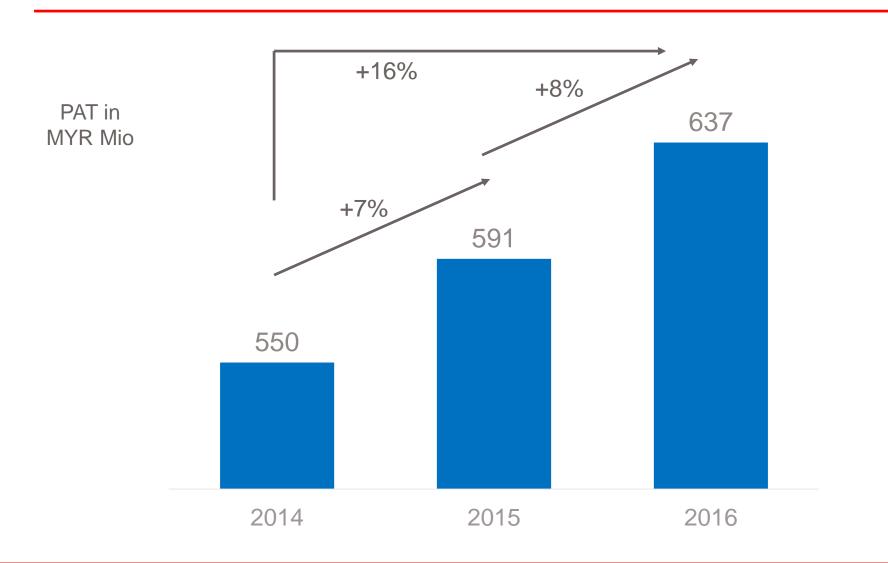
1st March 2017



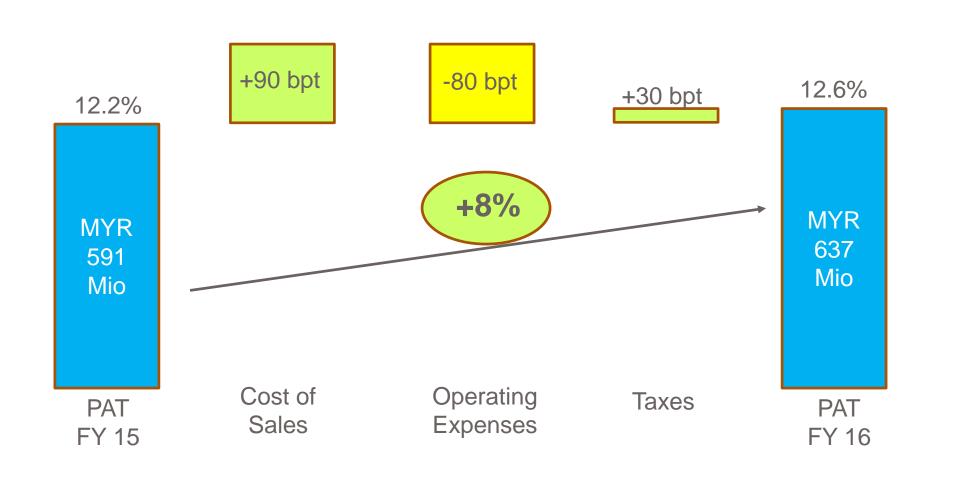
### Very solid topline performance in 2016



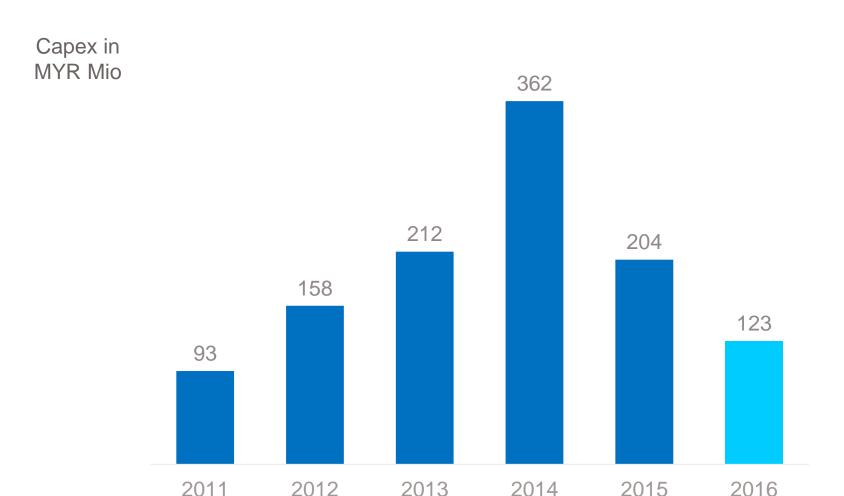
#### Solid Profit development over the last two years



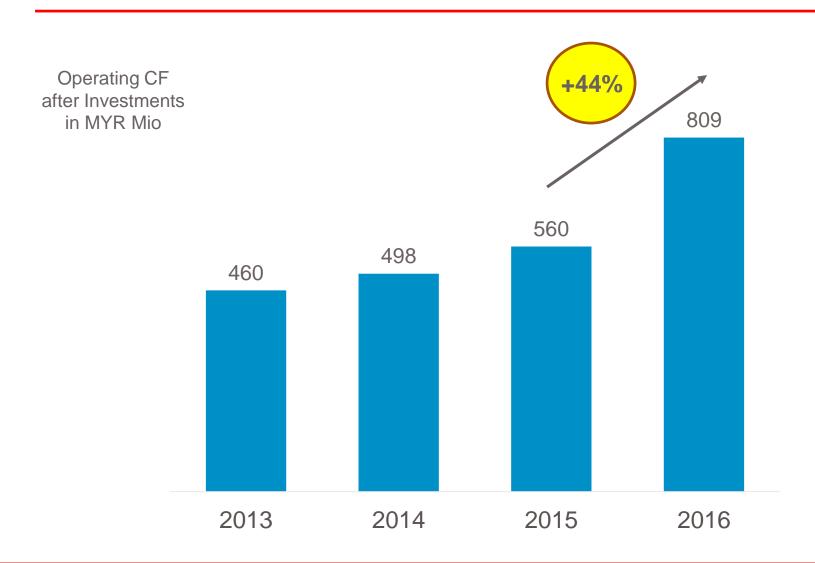
### The structure of our Profit-development is balanced



## Normalization of Capex spending in the last two years



# Year-on-year improvement of CF over the last three years



## The Financing of the 2016 Business was very healthy ...

