



Good Food, Good Life

9 Months Sales 2009

Roddy Child-Villiers
Head of Investor Relations



22 October 2009

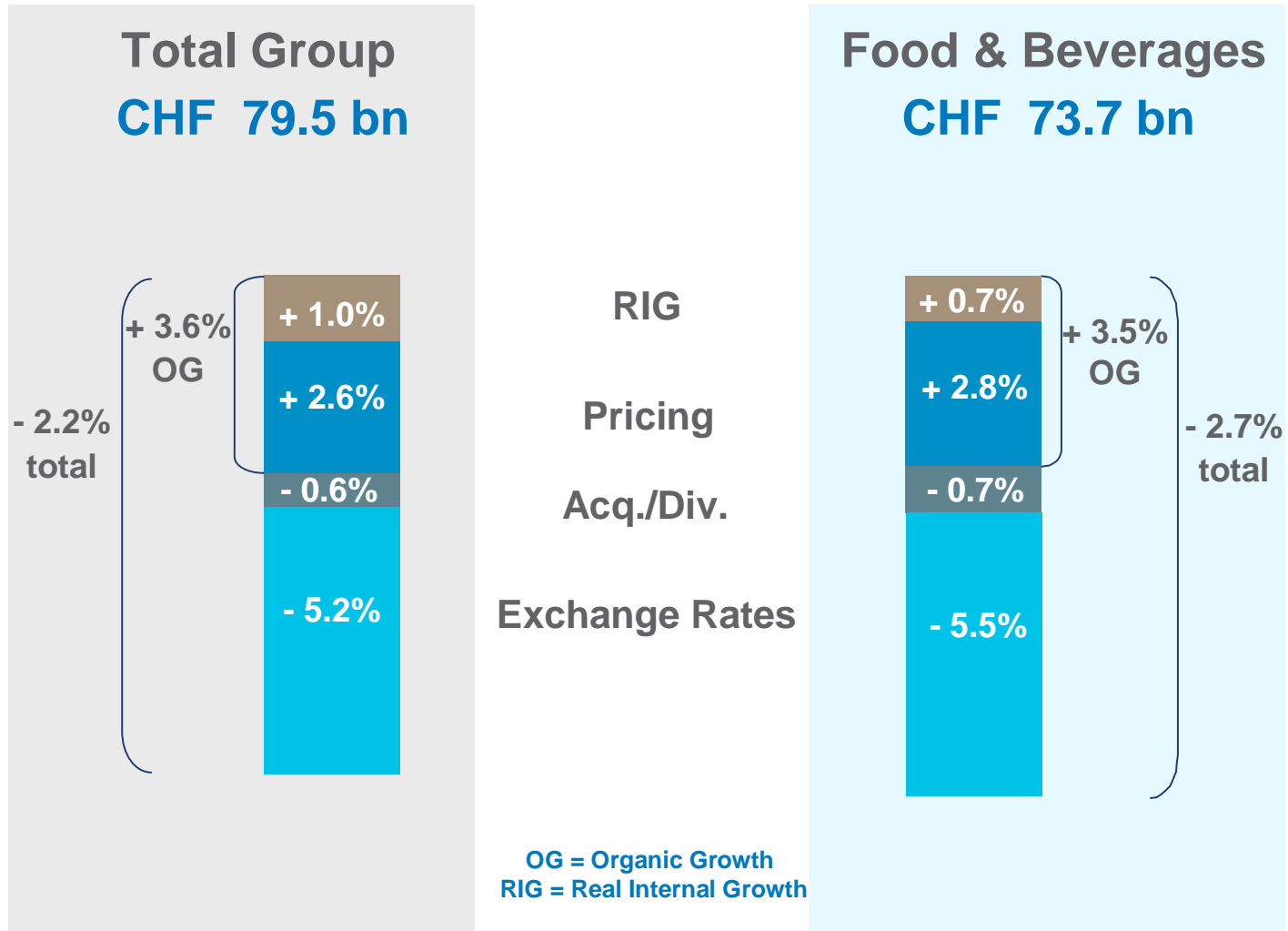
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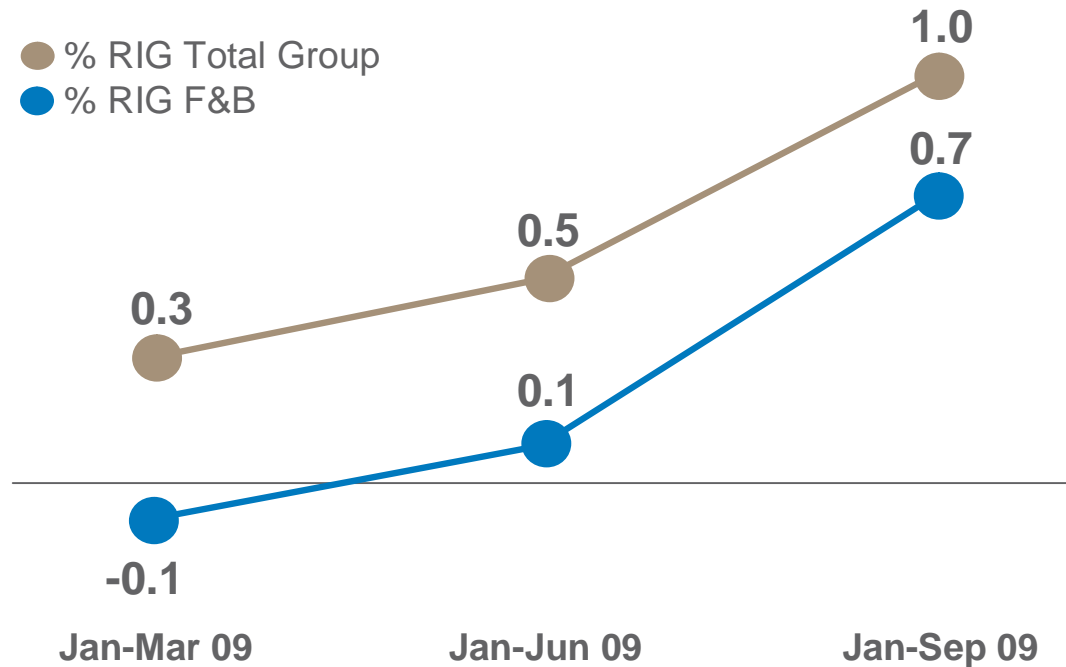
2009 Nine Months Highlights

- n **RIG accelerates**
RIG of 1%, up from 0.5% at the half year
Organic Growth of 3.6%
- n **Acceleration driven by Food & Beverages**
- n **Guidance reconfirmed**
Volume-driven Organic Growth to accelerate in H2
Full year EBIT margin improvement in constant currencies
- n **Increase in 2009 share buyback from CHF4 billion to CHF7 billion**

Sales Development Group and Food & Beverages

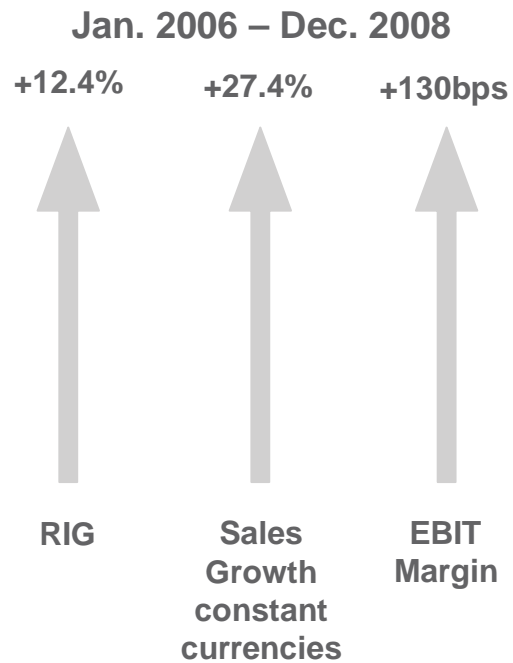


RIG accelerates despite tough comparatives



Accelerating trend to continue in final quarter

Driving profitable growth on profitable growth



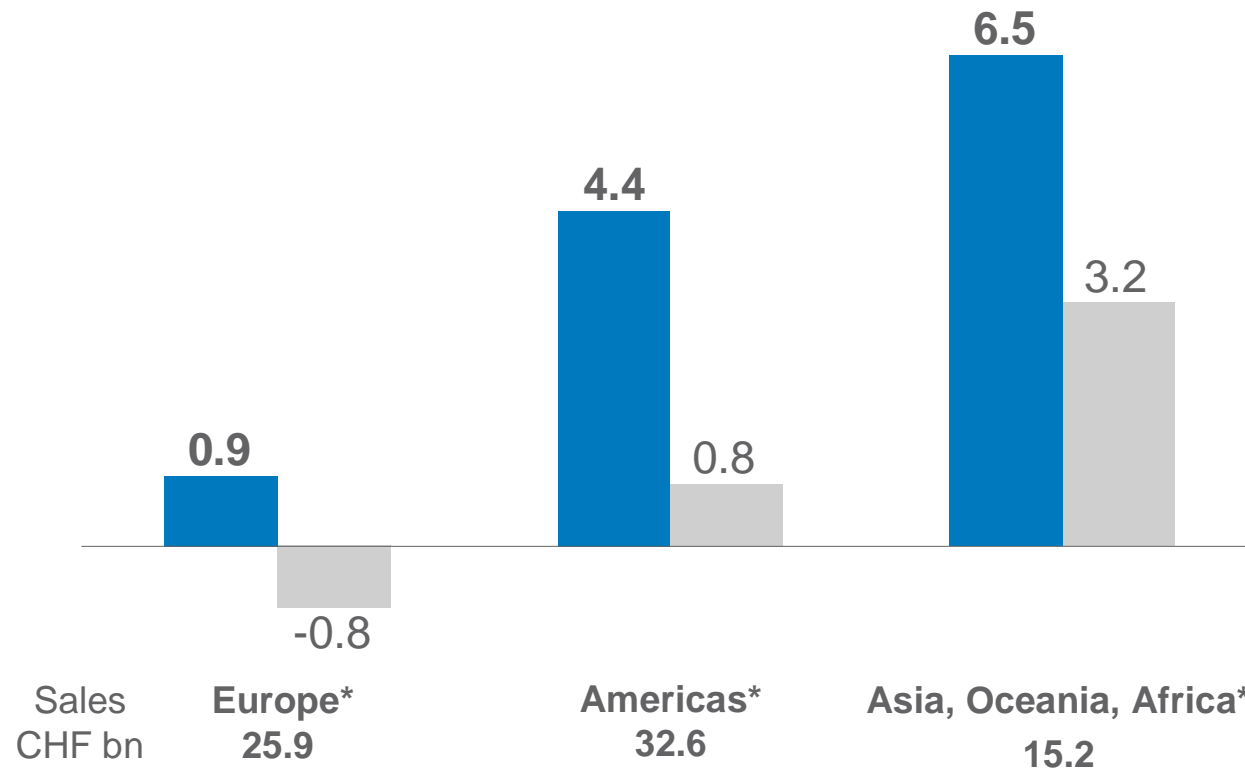
Driving growth
and
Increasing the EBIT margin



The Nestlé Model

Total F&B: all areas accelerating RIG

- % Organic Growth
- % RIG



9 months: Emerging markets achieve 7.5% OG

* each region includes Food & Beverages, Nestlé Waters, Nestlé Nutrition, Nestlé Professional, Nespresso and F&B JVs

Zone Europe

- n **Zone RIG unchanged**
Pricing generally weaker
- n **Western Europe**
Some key markets accelerate
- n **Eastern Europe slower**
- n **Product Group RIG drivers**
PetCare, Soluble coffee, Chilled culinary,
Powdered Beverages



■ % Organic Growth
■ % RIG
Sales: CHF16.5bn

Zone Americas

n **Zone RIG accelerates**

n **Pricing holds up in Latin America, weaker in NA**

n **North America**

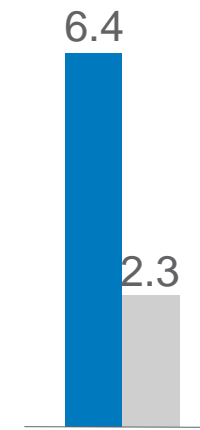
Frozen Food slows, regional businesses accelerate

n **Latin America**

Most markets/regions accelerate RIG

n **Product group RIG drivers**

PetCare, Ambient dairy, Soluble coffee,
Powdered & RTD beverages



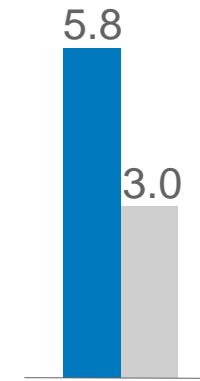
■ % Organic Growth

■ % RIG

Sales: CHF23.4bn

Zone AOA

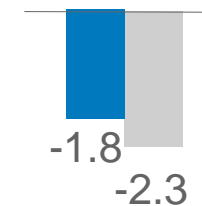
- n **Zone RIG accelerates**
All emerging regions contributing
- n **Pricing weaker**
All regions affected
- n **Oceania & Japan challenging**
- n **Other Asian markets**
Good performances in most markets
- n **Africa & Middle East**
Double-digit Organic Growth in Africa,
Middle East building momentum
- n **Product group RIG drivers**
All key product groups contribute



■ % Organic Growth
■ % RIG
Sales: CHF11.7bn

Nestlé Waters

- n **Nestlé Waters' RIG improves**
- n **Improved RIG driven by Europe**
Positive growth in third quarter
Contrex & Perrier going well.
- n **US Water market up in weak beverage segment**
Shares on improving trend but growth subdued
- n **Emerging markets grow double digit**
- n **Nestlé Pure Life continues to deliver double-digit growth**
- n **International brands showing improved growth momentum**



■ % Organic Growth

■ % RIG

Sales: CHF7.2bn

Nestlé Nutrition

- n **Nutrition's RIG momentum improving**

All 3 zones, all 4 divisions contribute

- n **Infant nutrition RIG positive in the period**

Momentum positive in all three zones

Shares improving

- n **Healthcare nutrition**

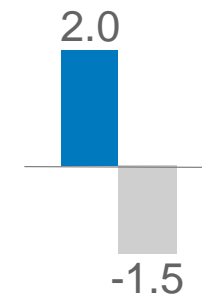
Key focus areas accelerating

- n **Jenny Craig improved slightly**

Discretionary spend subdued

- n **Performance Nutrition**

Growth momentum after reorganisation



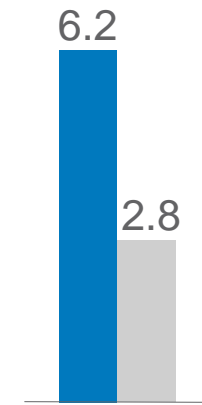
■ % Organic Growth

■ % RIG

Sales: CHF7.5bn

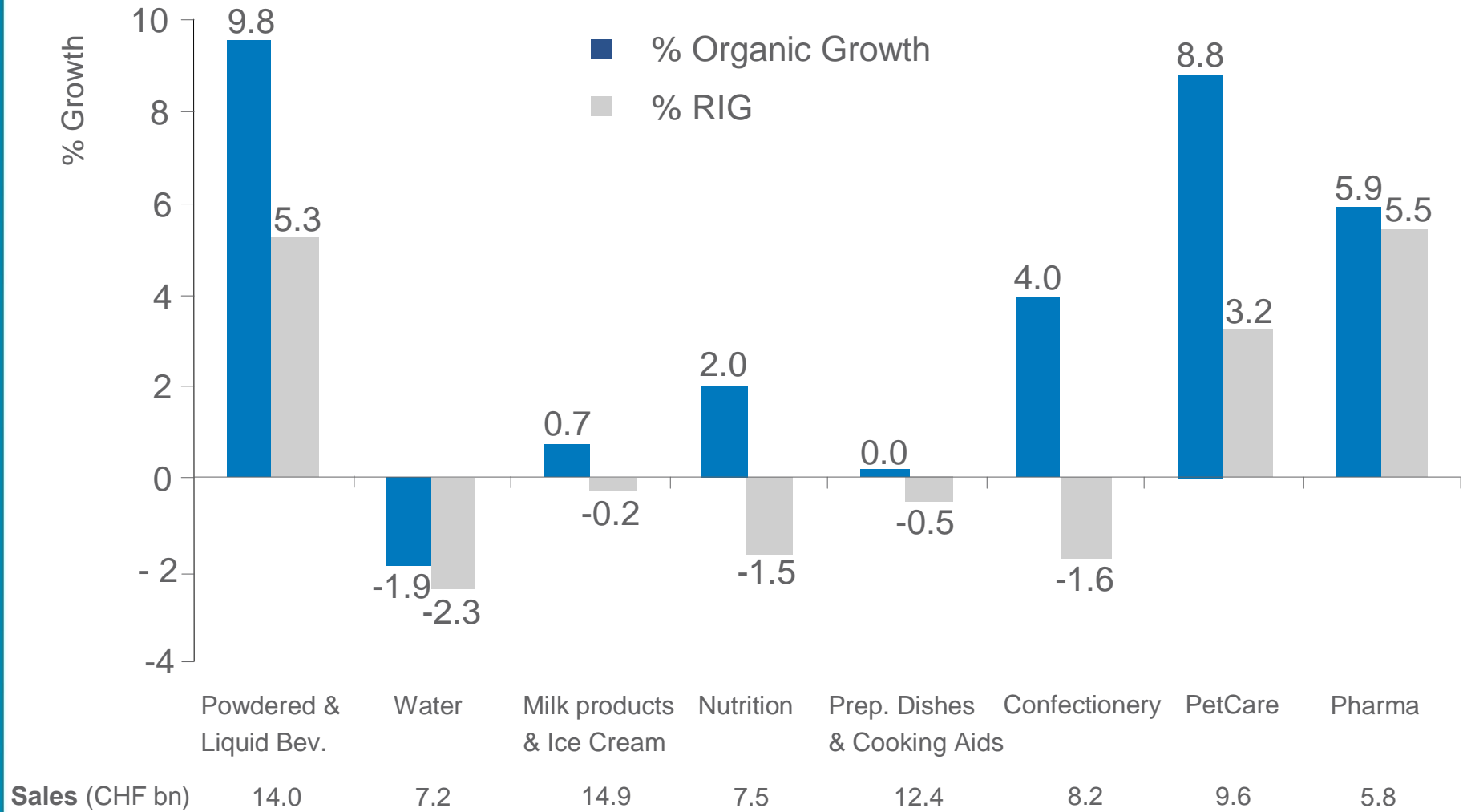
Other F&B

- n **Nestlé Professional**
RIG improves despite very weak OOH consumption
- n **Nespresso**
Organic Growth maintained near 30%
- n **Cereal Partners Worldwide**
Share gains & good growth
- n **Beverage Partners Worldwide**
Positive growth trends



■ % Organic Growth
■ % RIG
Sales: CHF7.4bn

Product Segments



Summary

- n **2009 Nine months**
In line with expectations: RIG acceleration
- n **Full year 2009 guidance unchanged:**
Volume-driven Organic Growth to accelerate in H2
Full year EBIT margin improvement in constant currencies
- n **Capital structure**
Share buyback accelerated in 2009 from CHF4 billion to CHF7 billion

Appendix Slides



Foreign exchange movements

CHF per	9M 2008	9M 2009	(%)
U.S. Dollar (1)	1.06	1.11	+ 4.7
Euro (1)	1.61	1.51	- 6.0
£ Sterling (1)	2.05	1.70	- 17.1
Real (100)	62.83	53.44	- 14.9
Mex. Peso (100)	10.07	8.12	- 19.4
Yen (100)	1.00	1.17	+ 16.8

Weighted Average Exchange Rates

Operating Segment FX Impact On Sales

(%)	1Q09	HY09	9M09
Zone Europe	-11.5	-10.8	-10.6
Zone Americas	-1.5	-0.7	-2.5
Zone AOA	-6.4	-4.6	-5.1
Nestlé Waters	-0.8	-0.6	-2.1
Nestlé Nutrition	-4.1	-3.4	-4.5
Other F&B	-7.2	-6.7	-6.9
Total F&B	-5.5	-4.7	-5.5

Group and Food & Beverage guidance

n **Restructuring charges**

Group : 0.5% of sales (unchanged)

F&B: 0.5% of sales

n **Capital expenditure**

Group: about 4-5% of sales (narrowed in '09 to "about 4.5%")

F&B: 4-5% of sales

n **Underlying tax rate**

Group: around 27% (unchanged)

F&B: about 29%

Reminder of other Group guidance:

- n **Input costs**
About 2% inflation
- n **Net financing cost**
Below or equal to CHF1 billion

