



Welcome to the 9 Months Sales Press Conference

Disclaimer

This presentation contains forward looking statements which reflect Management's current views and estimates. The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures and regulatory developments.



9 Months Sales Press Conference

Paul Bulcke
Nestlé CEO



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Paul Bulcke
Nestlé CEO



Jim Singh



Laurent Freixe



Robin Tickle



John Harris



Richard Girardot



Martial Rolland



Denis Cans



Sophie Dubois



Bert Demeyere

Highlights 9 months 2011

Organic growth

7.3%

Growth Developed markets

4.0%

Growth Emerging markets

13.1%

Turbulence in the world



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9 Months Sales Press Conference

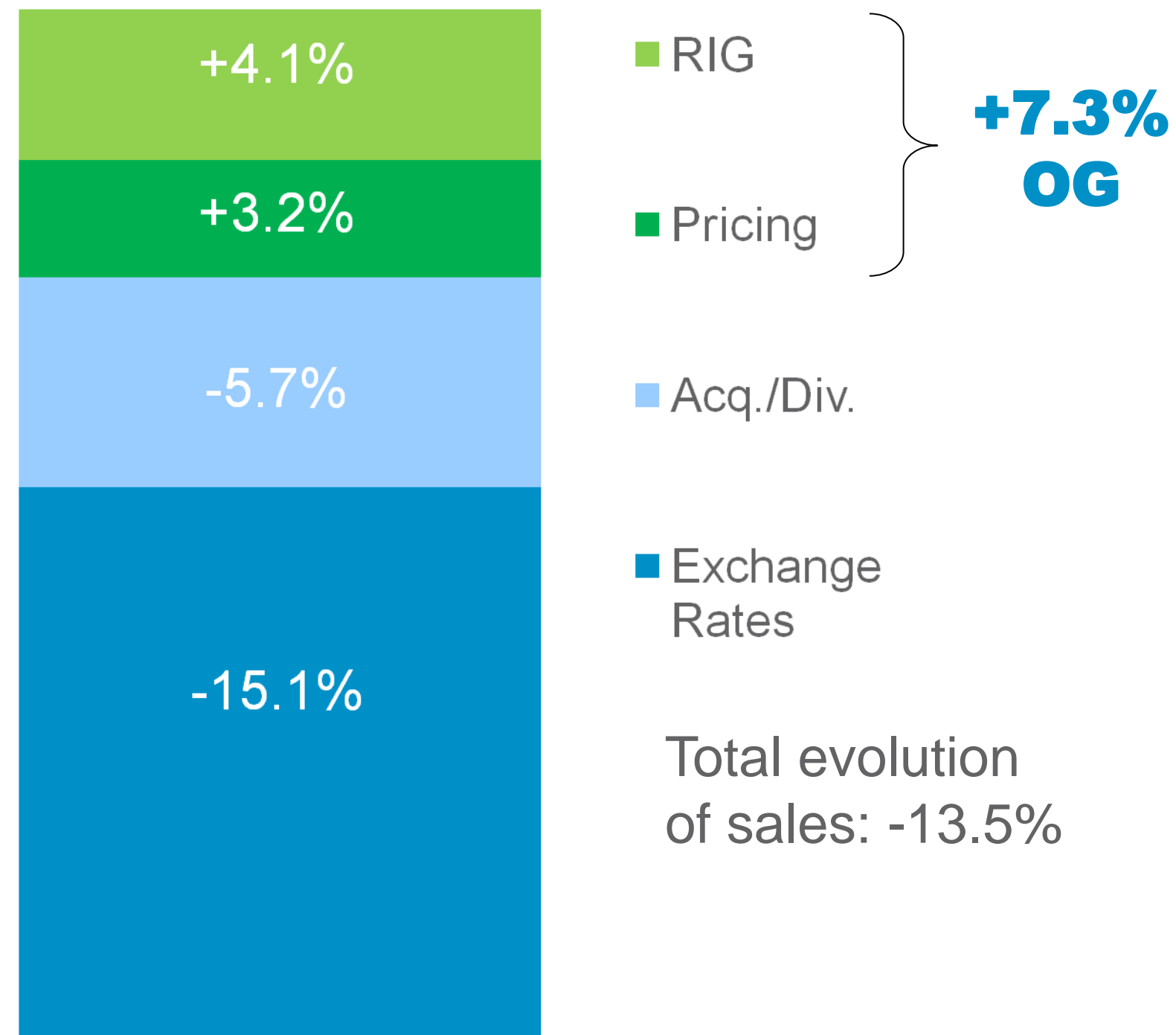
Jim Singh
Chief Financial Officer

Key Messages: 9 Months

- Maintain solid growth momentum while investing for the long-term
- Investment in brands driving sustainable growth. Billionaire brands growing faster than Group.
- Making progress in a challenging operating environment, and eking out growth even in the most difficult markets
- Organic growth guidance improved upon from August while we strive to improve margin in constant currency

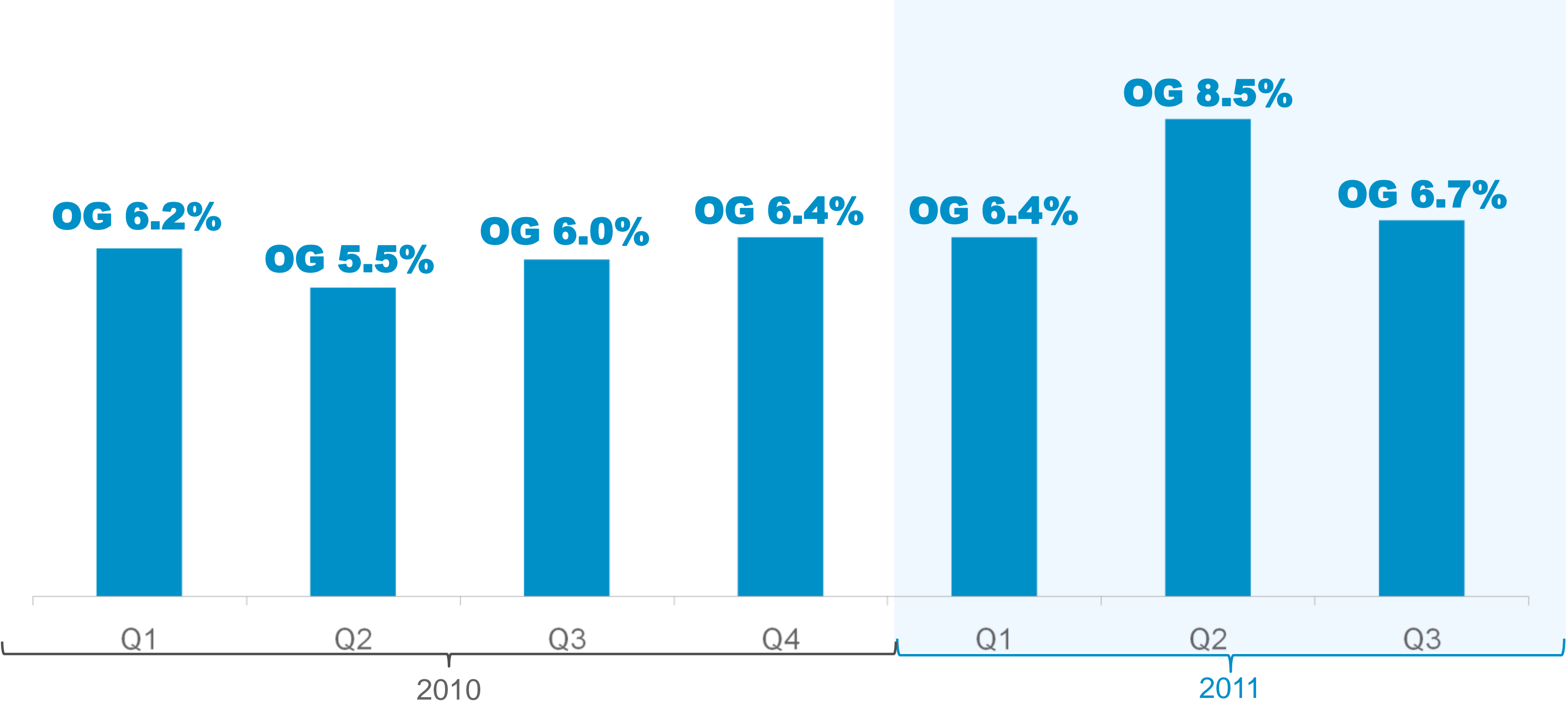
Key Elements of Sales

Maintaining Organic Growth Momentum



OG = Organic Growth
RIG = Real Internal Growth

Strong and Sustainable Growth

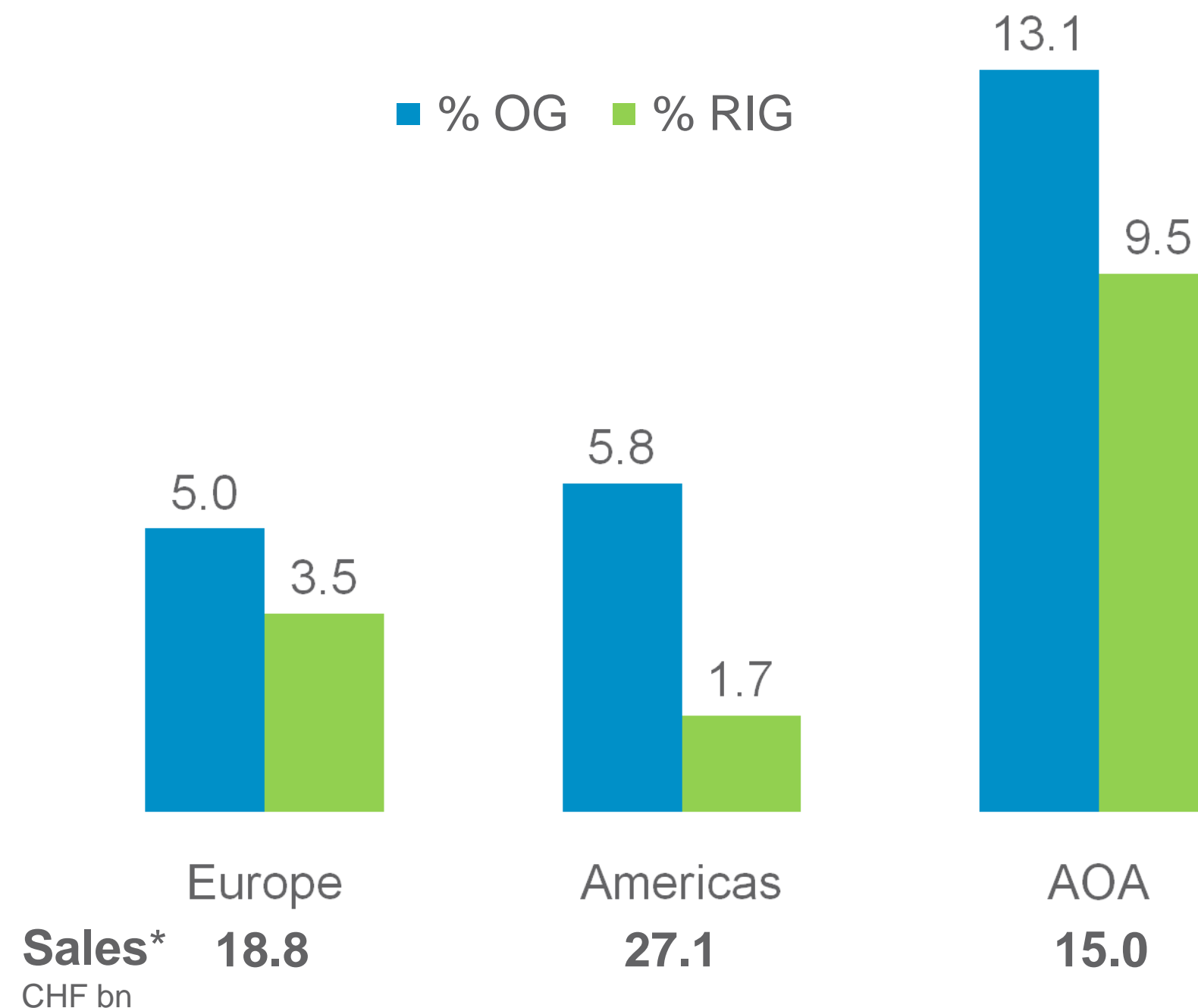


OG = Organic Growth



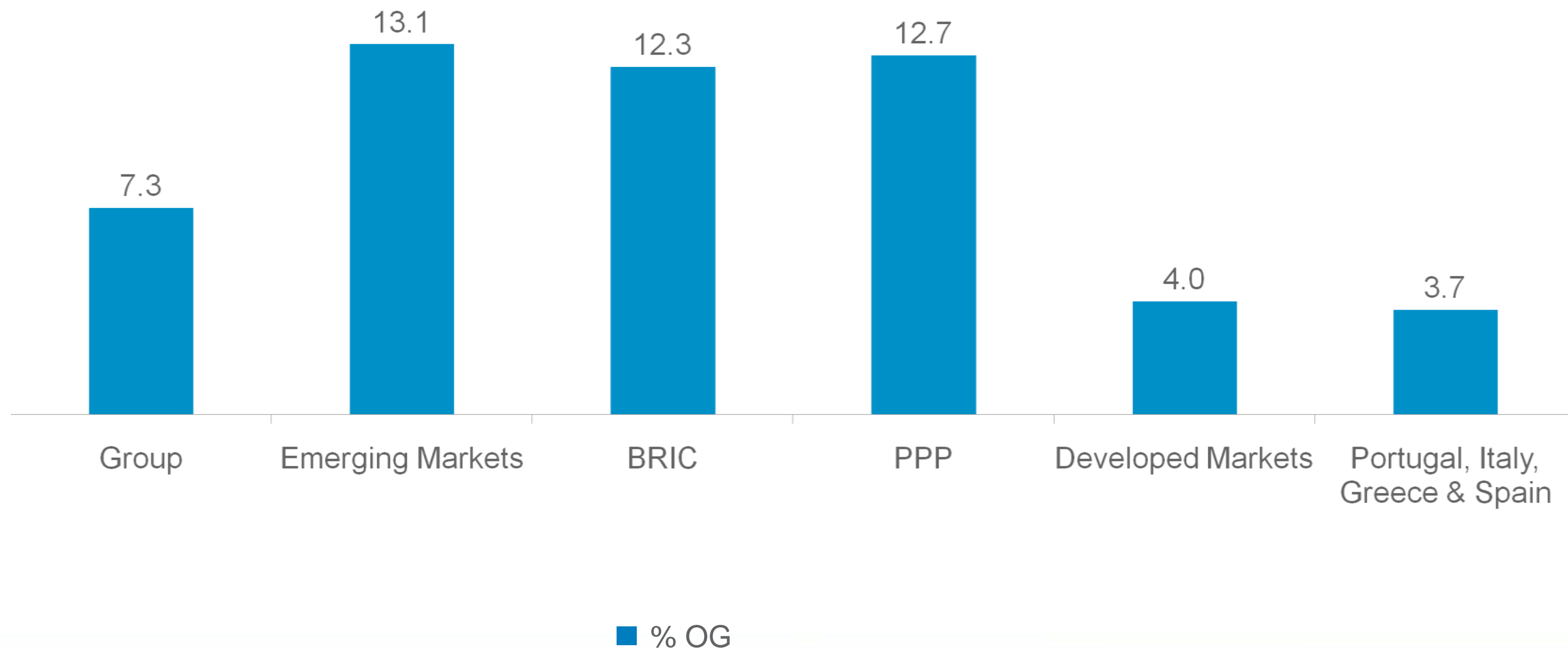
Regional Performance

- Good growth in all regions
- Growth in all categories



* Each region includes Zones, Nestlé Waters, Nestlé Nutrition, Nestlé Professional, Nespresso, NHSc, and JVs

Achieving Growth Even in the More Challenged Environments



M&A Activity Announced in 2011: Building Growth Platforms on a Global Basis

USA



Scandinavia



Adriatic



China



New Zealand



FX Impact on All Businesses

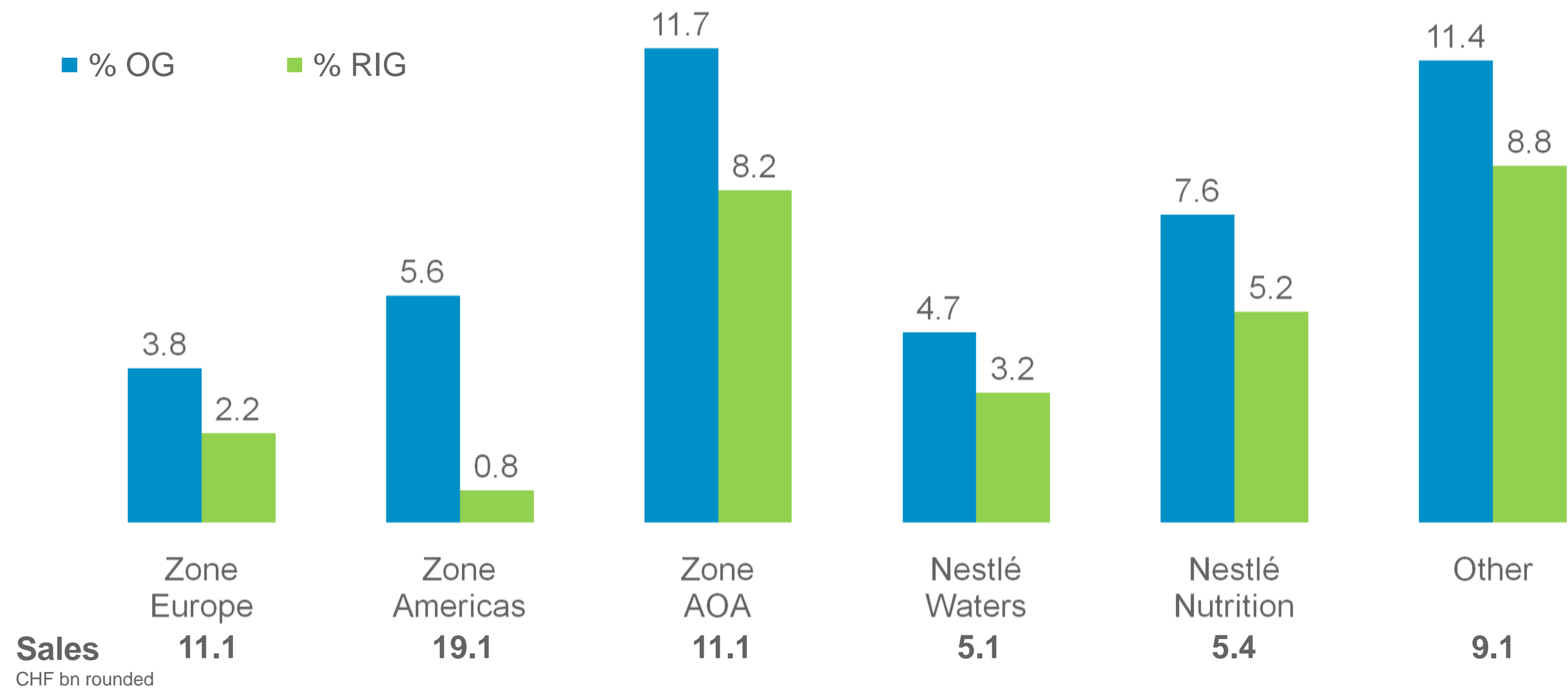
(%)	1Q 2011	HY 2011	9m 2011
Nestlé Waters	-11.5	-15.8	-16.7
Zone Americas	-9.4	-15.1	-16.6
Nestlé Nutrition	-10.5	-15.0	-16.1
Zone AOA	-8.1	-13.4	-15.0
Other	-9.9	-12.7	-13.6
Zone Europe	-10.8	-11.5	-12.2
Total	-9.8	-13.8	-15.1

Weighted Average Exchange Rates

CHF per	9m 2010	9m 2011	(%)*
US Dollar (1)	1.07	0.88	-18
Euro (1)	1.40	1.23	-12
£ Sterling (1)	1.63	1.42	-13
Real (100)	59.85	53.80	-10
Mex. Peso (100)	8.39	7.30	-13
Yen (100)	1.19	1.09	-8

* % rounded

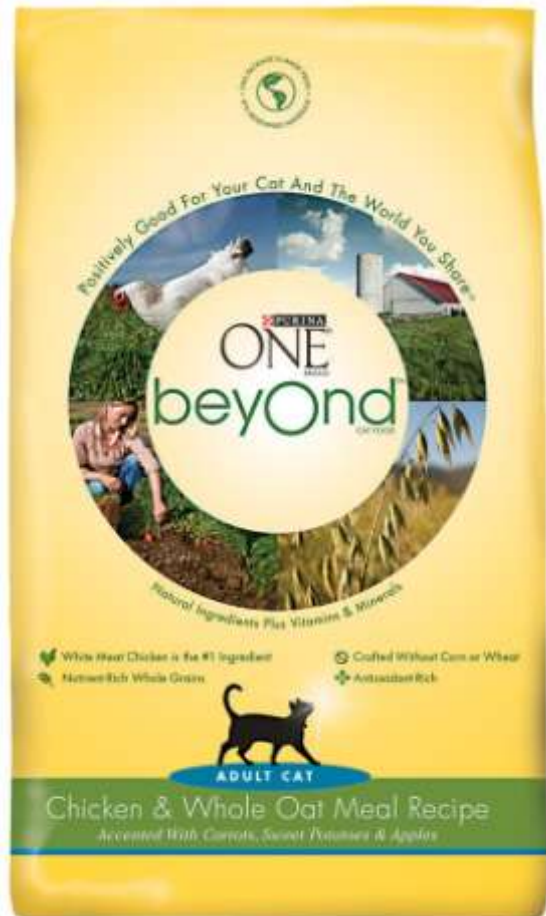
Operating Segments – all growing



Zone Americas

Sales CHF 19.1 bn **OG** 5.6% **RIG** 0.8%

- North America: organic growth higher
- PetCare accelerates; shares improve
- Ice cream improves: snacks & super-premium
- Frozen unchanged; innovations resonate. Pizza growing & gaining share
- *CoffeeMate* enters dairy creaming market



- Latin America: double-digit organic growth
- *Nescafé*, *Chocolate*, *Maggi*, *PetCare*, *Powdered* highlights

Zone Europe

Sales CHF 11.1 bn OG 3.8% RIG 2.2%

- Strong, sustainable growth in the Zone
- Worst July weather for 30 years: Ice cream impact
- Innovation key growth driver: multi-categories



- France strong in nearly all categories
- Eastern Europe a mixed picture
- Zone highlights: Soluble coffee, Culinary, PetCare, Frozen Pizza, Culinary chilled

Zone Asia, Oceania and Africa

Sales CHF 11.1 bn OG 11.7% RIG 8.2%



- Japan & Oceania region continues to grow
- Most emerging markets double-digit
- Biggest categories growing double-digit
- Highlights: Dairy, Soluble coffee, Culinary
- Smaller categories performing well: RTD beverages, Ice cream



Nestlé Nutrition

Sales CHF 5.4 bn OG 7.6% RIG 5.2%

- Infant nutrition growing high single-digit driven by innovations
- All three Zones growing; emerging markets double-digit
- Highlights: Russia, China, South Asia, Africa, Latin America
- US environment impacts Jenny Craig & Performance nutrition



Nestlé Waters

Sales CHF 5.1 bn **OG** 4.7% **RIG** 3.2%



- North America pricing impacts RIG, but growth positive
- Europe performs well in weak season: share gains
- Emerging markets continue double-digit
- Highlights: *Nestlé Pure Life, S. Pellegrino, Perrier, Acqua Panna, Vittel*

Other

Sales CHF 9.1 bn **OG** 11.4% **RIG** 8.8%

Nestlé Professional

- Good growth, double-digit in emerging markets
- *Nescafé Milano* and *Viaggi* systems well-received

Nespresso

- Momentum continues
- On track for 250 boutiques by year end



Nestlé Health Science

- Good growth & share gains
- Acquisitions being integrated, new platforms for growth

Joint Ventures

- Cereal Partners Worldwide and Beverage Partners Worldwide deliver mid-single digit organic growth



Conclusion

- A solid nine months with organic growth above the long-term 5-6% range
- Organic growth contribution more weighted to pricing as year progresses
- Environment challenging, especially in developed markets
- Full-year outlook: slight over-performance against our 5-6% long-term organic growth range and we continue to strive for a margin improvement in constant currencies





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Growing in Europe

Laurent Freixe
Executive Vice-President
Zone Europe

Nestlé
in Europe
is outgrowing
the market

OG*

5.0%

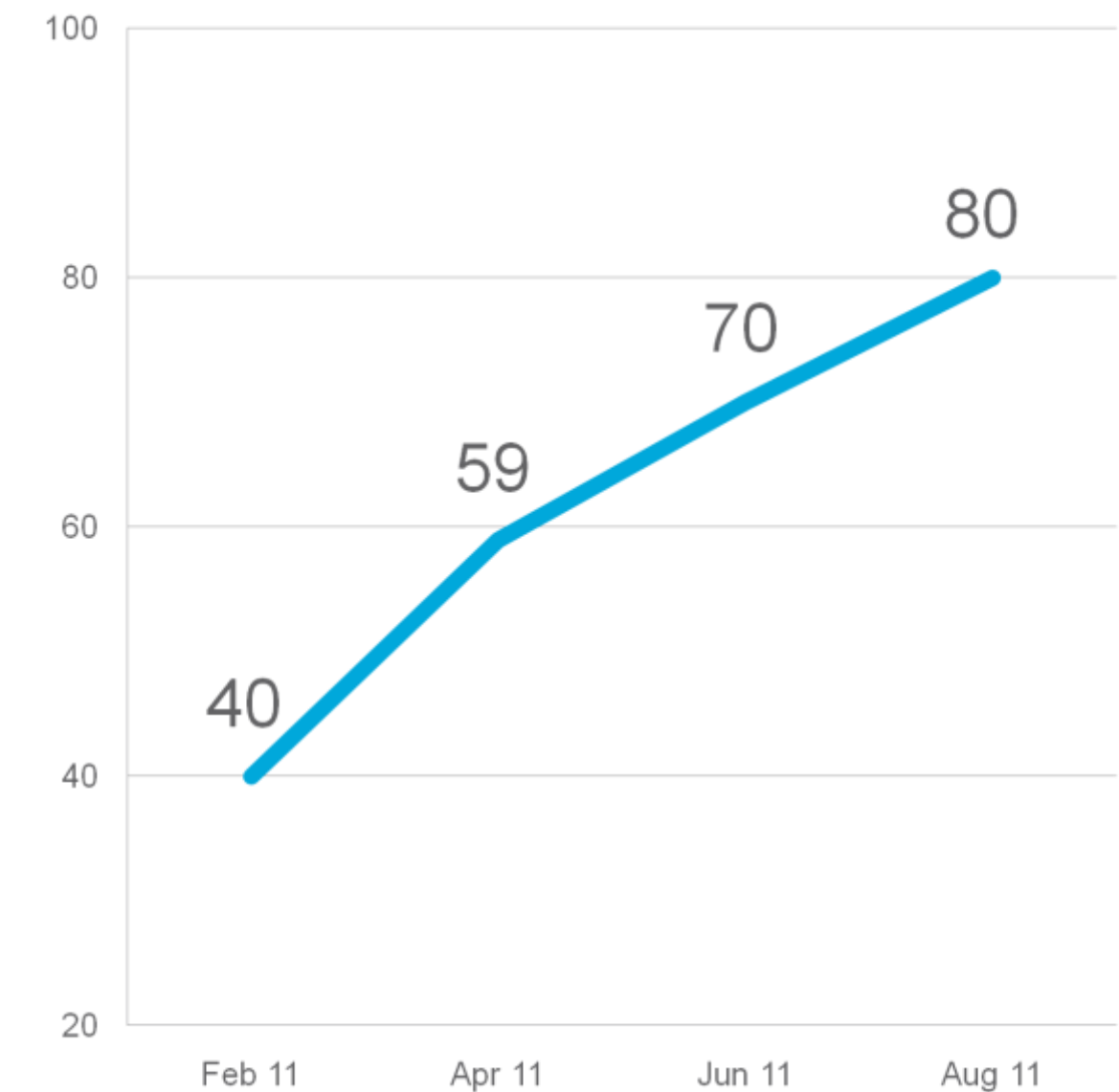
RIG*

3.5%

Market Share Growth**

In over 66%
of the business cells
80bps over market

Nestlé Growth
over Category Growth



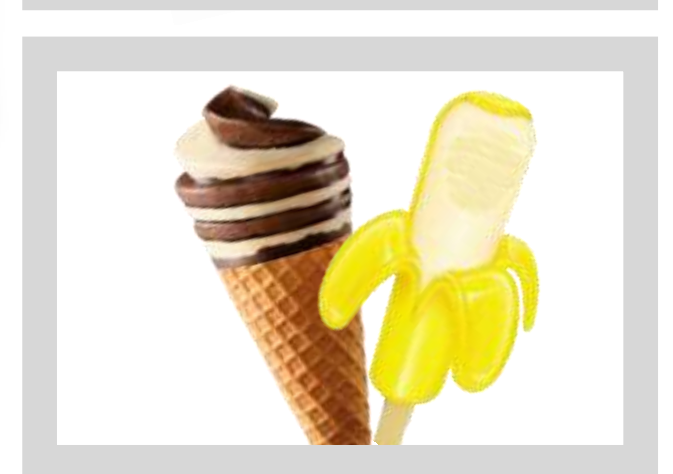
*Nestlé in Europe, January-September, 2011

**AC Nielsen, Top 6 markets, August 2011

Driven by
competitive edge
and
transformational
Innovation



Nestlé is shaping multiple categories



Transforming the tea market



Infant nutrition



1. Evolving nutrition
2. Optimum Hygiene & Safety
3. Ultimate Convenience
4. Personalized services

Les 1^{ers} signes de reconnaissance



Les 1^{ers} sourires



Les 1^{ers} rires



Les 1^{ers} mots



Les 1^{ers} pas



Les 1^{ers} amis



Transforming the coffee market

At Home

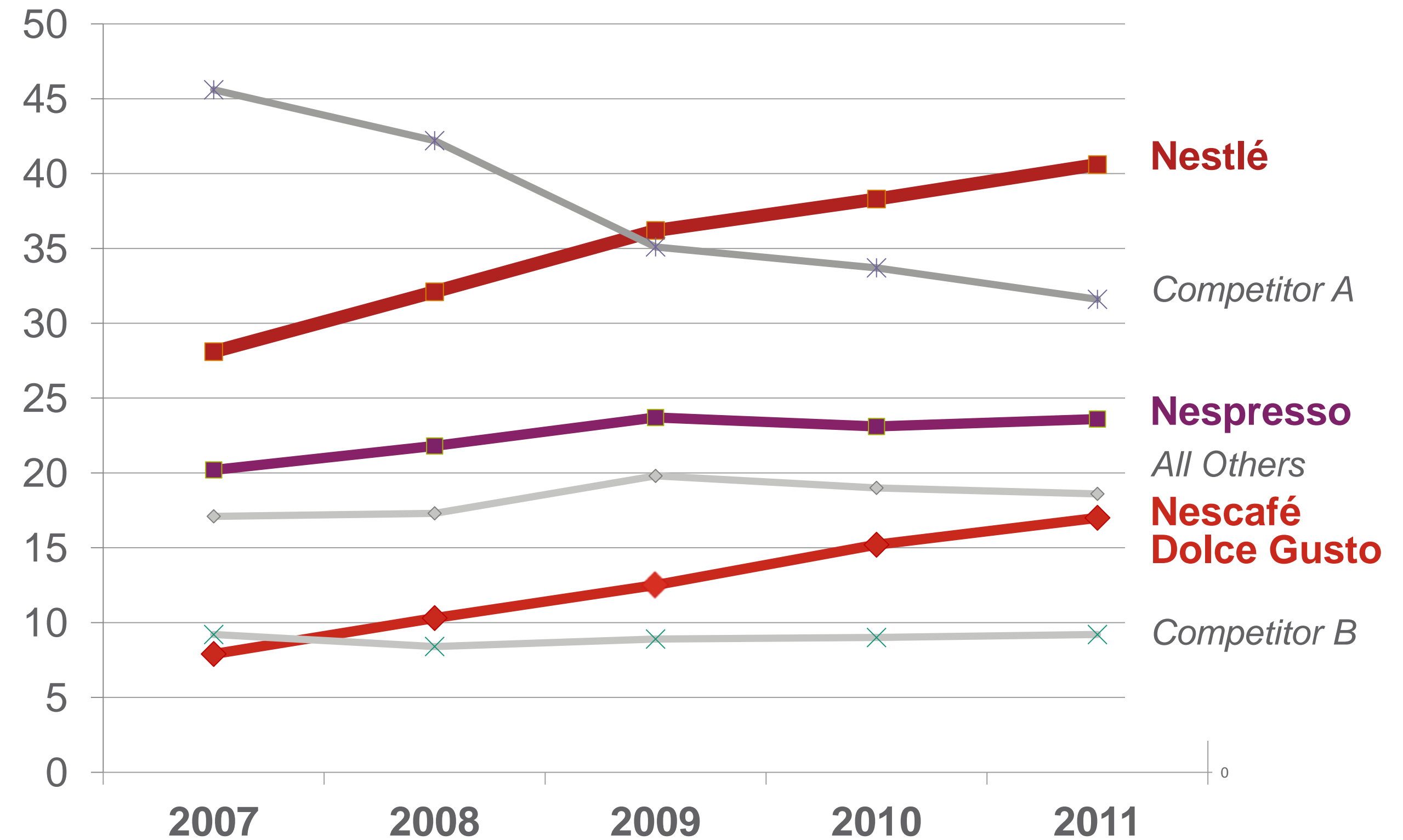


Out of Home



Nestlé
is winning
in coffee
systems

Machine Market Shares GFK 17 Countries*



*2011 Sept. YTD GER, CH, UK, FR, SP, PT, IT, A, CZ, SK, NL, PL, HU, B, DK, SW, GR

Nespresso
continues
to innovate
and sets the
benchmark

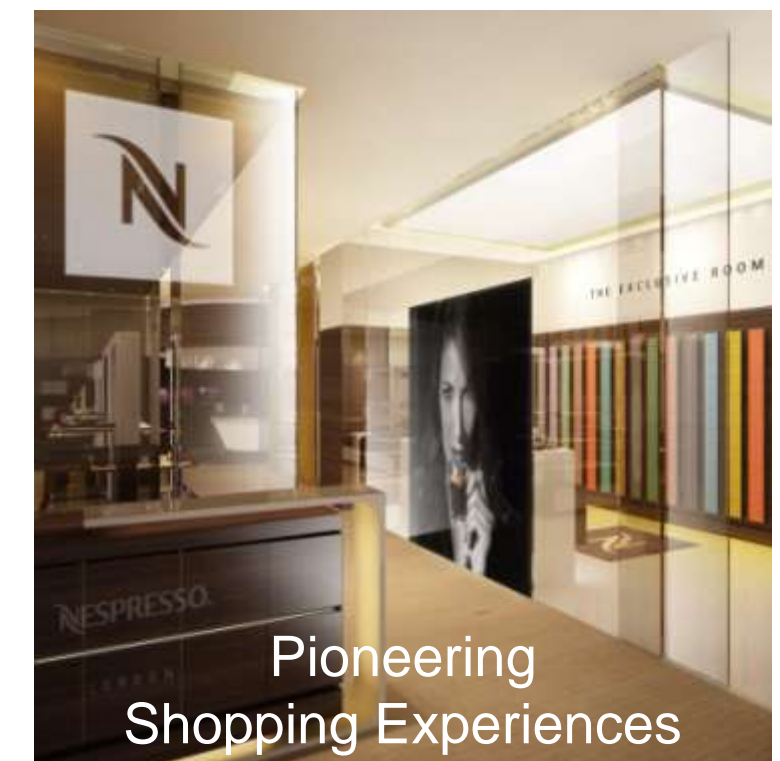
Coffee



Machines



Services



Growth is accelerating with Nescafé Dolce Gusto...



The Coffee Shop at Home

- Future Billionaire Brand
- Continuous rollout in Europe: 41 countries
- >50% Organic Growth in 2011
- Market leader in 20 countries
- Over 4 Billion capsules since launch



... with cutting
edge design
and
technology ...



...and superior product offering

Black Coffee



Morning



Indulgent



Cold



Excellence at point of sale

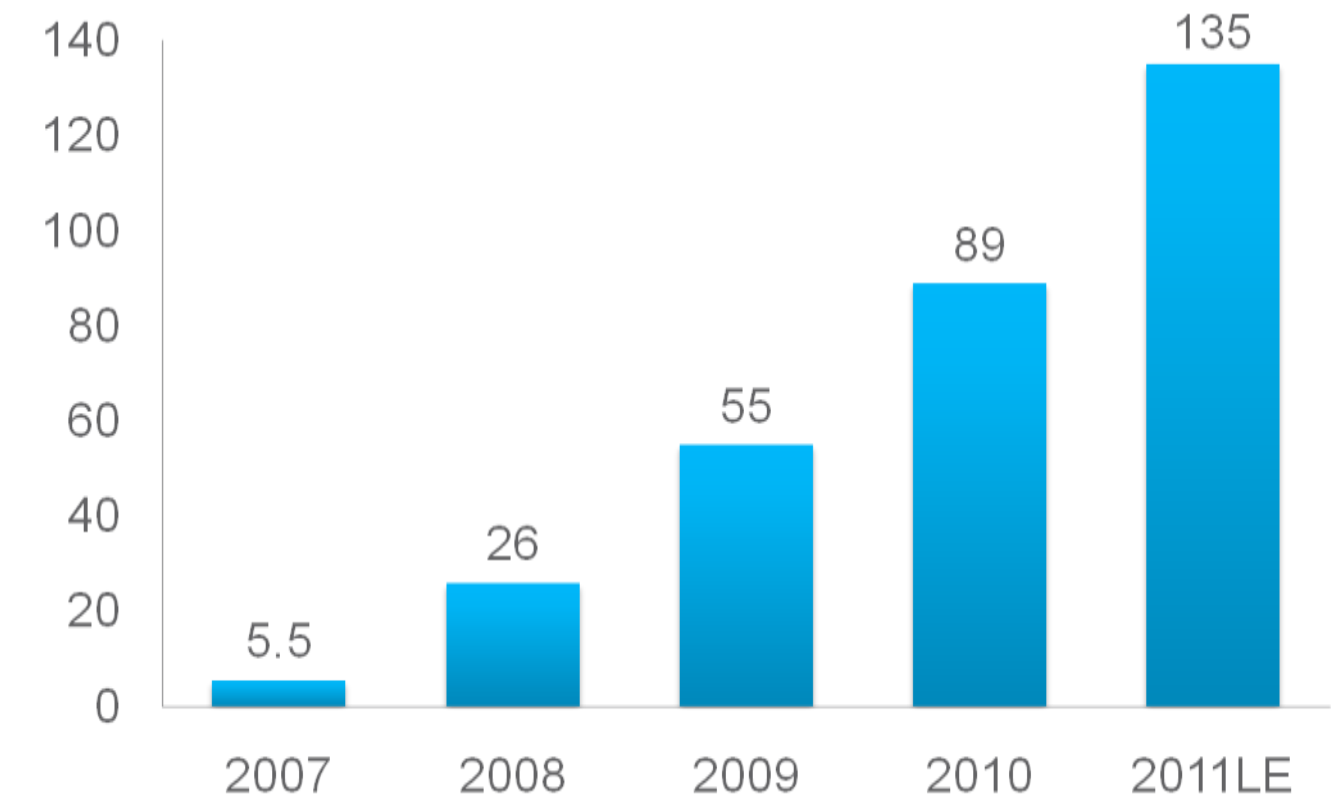


Maggi is transforming cooking



- >50% Organic Growth, targeting 135 Mio CHF in 2011
- Established in 34 Markets, with Leadership positions in 32
- Success in white spots: UK, Nordic

Nestlé JUICY sales, Mio CHF



Transformation
is fuelled
by a strong
pipeline

Oven Cooking



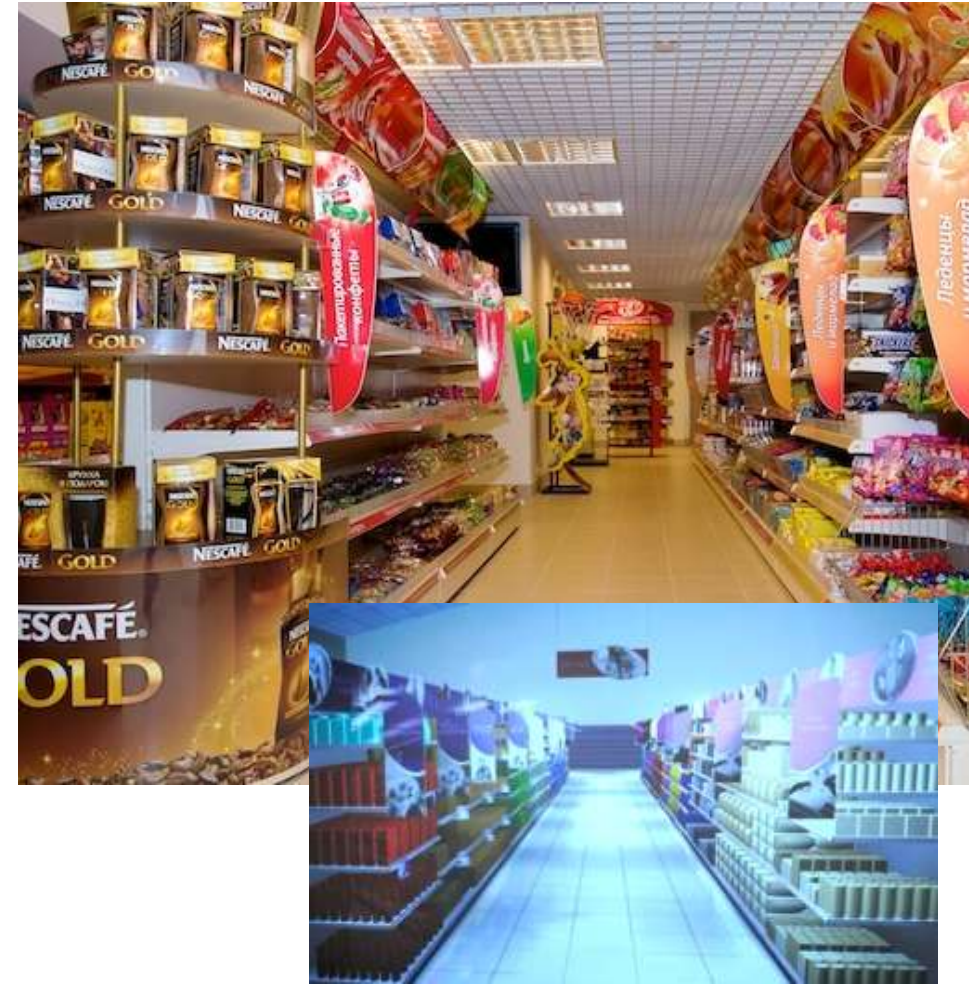
Pan Cooking



Winning with consumers, shoppers and customers is at the core



Intimate consumer & shopper **knowledge**



Joint business planning with retailers

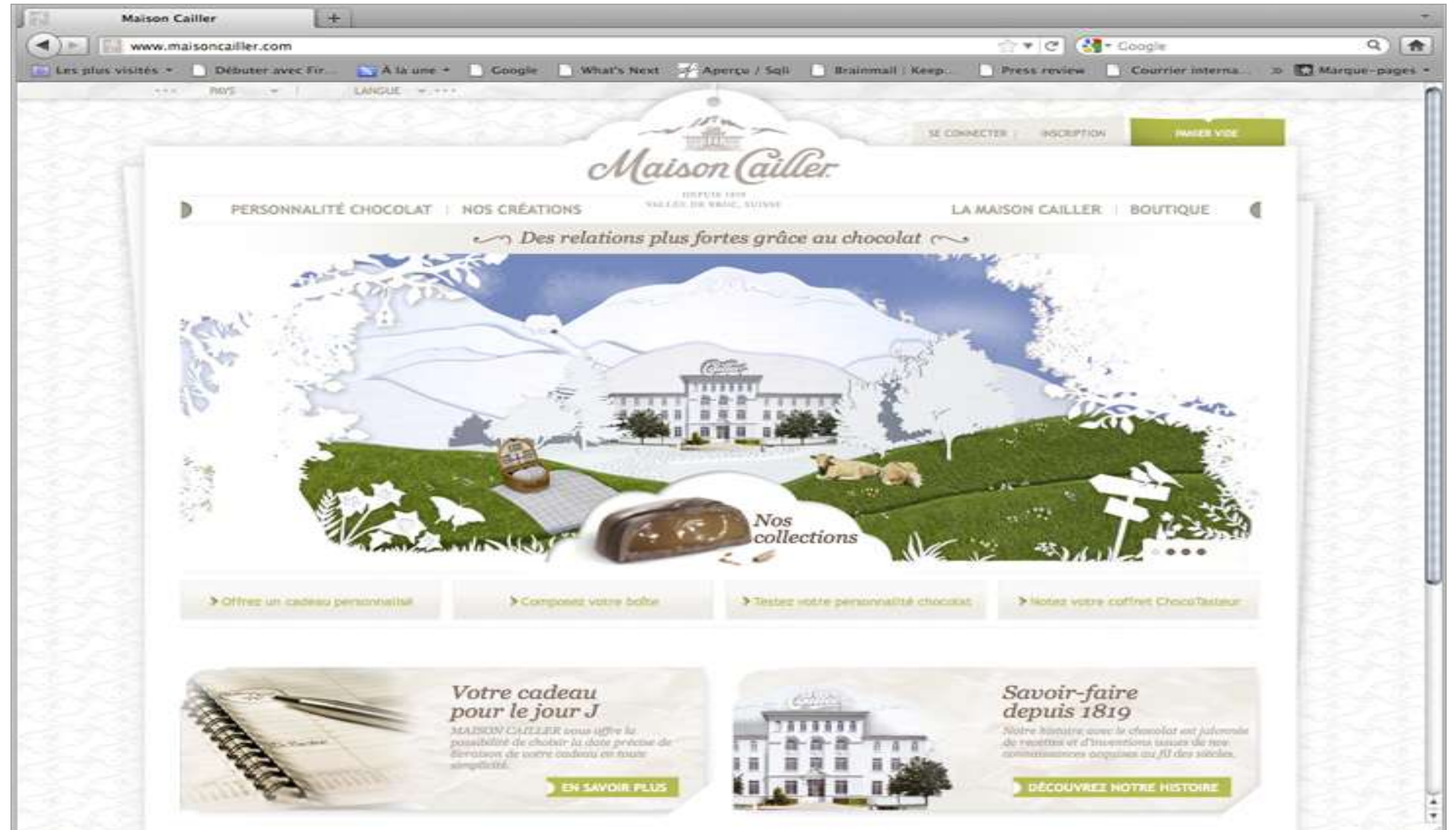


Excellence in **in store execution**

7 Shopper Centers in Europe



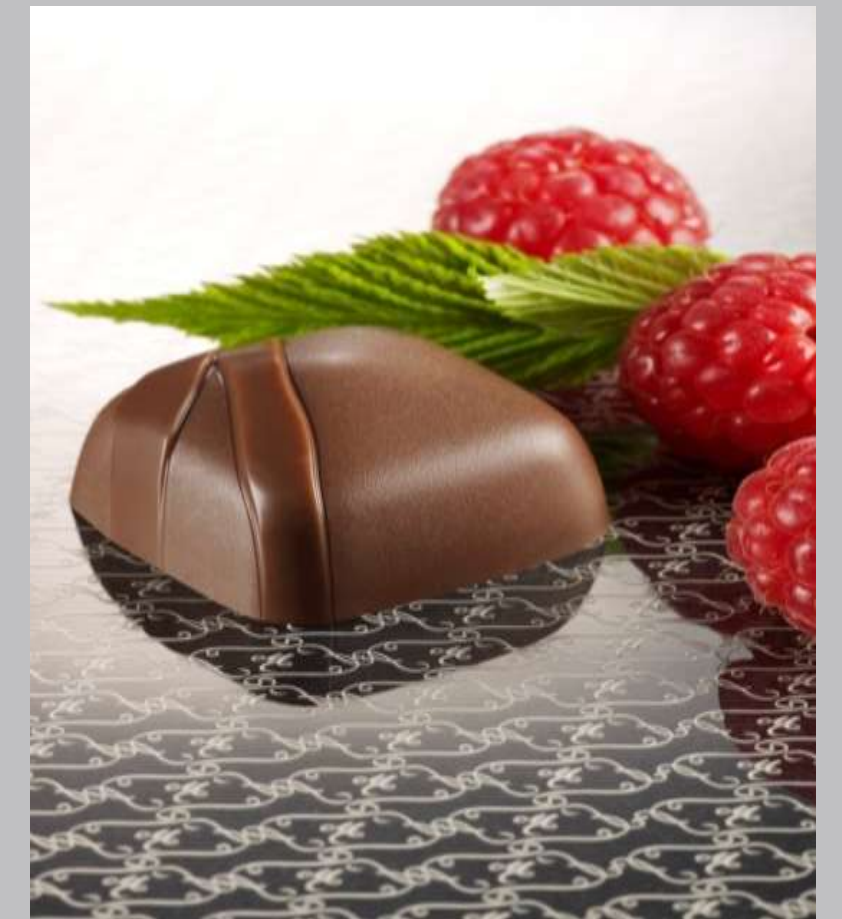
Maison Cailler: Transforming the Luxury Chocolate Experience



Fresh,
high quality
chocolates,
adapted
to your taste



Reflecting chocolate personalities



Delivered in
a personalised
way



Our Way Forward on Innovation





9 Months Sales Press Conference

Paul Bulcke
Nestlé CEO



Good Food, Good Life

Our vision

... captures the very essence
of Nestlé and the promise
we commit ourselves
to everyday, everywhere
as the leading Nutrition, Health
and Wellness Company



Our roadmap

Competitive advantages

Operational pillars

Growth drivers





Good Food, Good Life

Our promise

We enhance lives by offering
tastier and healthier food and
beverage choices

at all stages of life and
at any time of the day,
helping consumers care for
themselves and their families.



Nutrition,
health and
wellness



our products



Nutrition, health and wellness

our communication

C'EST BON DE SAVOIR

Valeurs nutritionnelles moyennes	Pour 100 g	Par portion de 300g	RNJ* pour 300g
Energie	317 kJ / 76 kcal	951 kJ / 228 kcal	11%
Protéines	4,2 g	12,6 g	25%
Glucides	5,5 g	16,5 g	6%
Dont sucres	2,7 g	8,1 g	9%
Lipides	4,1 g	12,3 g	18%
Dont saturés	1 g	3 g	15%
Fibres	0,7 g	2,1 g	8%
Sodium	0,2 g	0,6 g	25%

* RNJ: Recommandations Nutritionnelles Journalières calculées selon les besoins d'une femme adulte (énergie : 2000 kcal/jour). Les besoins nutritionnels varient selon le sexe, l'âge, l'activité physique et autres facteurs.

de bouche à oreille...
Une question ? Un conseil ?
0 811 800 2 3 4
(coût d'un appel local depuis un poste fixe)
Service consommateur Maggi,
BP 900 Noisiel, 77446 Marne la Vallée cedex 2
www.maggi.fr

Reg. Trademark of Société des produits Nestlé S.A.
NUTRITIONAL COMPASS

Riches en légumes :
par assiette 1 des 5 portions journalières de fruits et légumes recommandées par les nutritionnistes.

Garanti sans conservateur ajouté



Produktinformationen | Broschüren | Newsletter | Kontakt | Suchbegriff eingeben

Nestlé ERNÄHRUNGSSTUDIO
IHR REZEPTE FÜR GESUNDE ERNÄHRUNG

Startseite | Kind & Familie | Wohlbefinden | Ernährung & Wissen | Rezepte | Fitness | Tools & Community | Mein Coach | Fachkräfte

Gewinnspiel
Starke Abwehrkräfte
Irrglaube oder Wahrheit
Bioalter-Rechner
Nestlé Marktplatz

So beugen Sie einer Erkältung vor
Wir geben Tipps

Community Login
Name:
Passwort:
Passwort vergessen?
jetzt registrieren

Ernährung & Wissen
Die zehn DGE-Regeln
Auf einen Blick

Top-Themen
Traditionelle Hausmannskost
Ernährungspyramide
Light oder Diet?
Keine Chance dem Winterblues
Heiße Wohlfühlgetränke

Nestlé Studie 2011
Schon über 120.000
75% der Deutschen

Nutrition,
health and
wellness

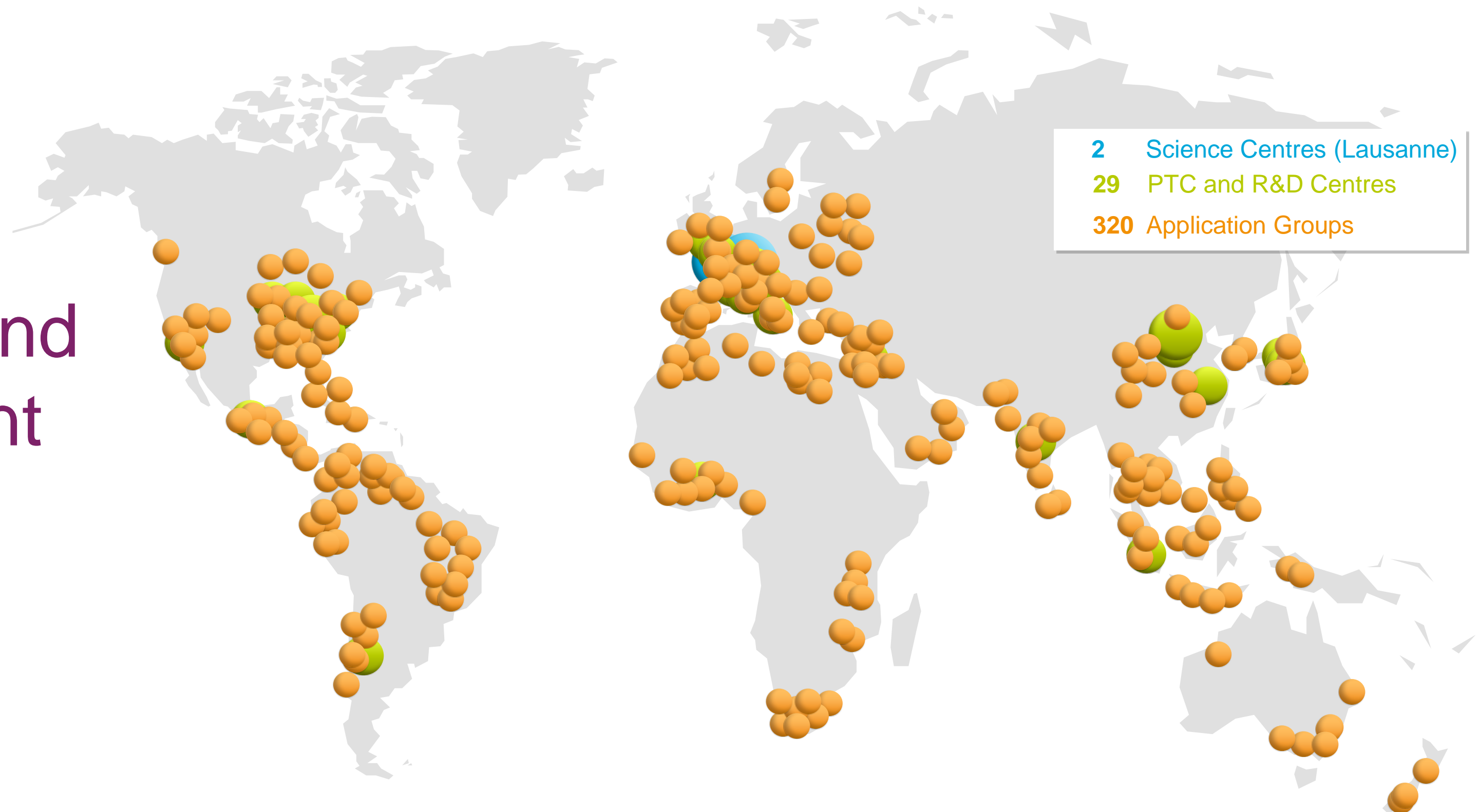
how we
connect with
society



Industry leading R&D capabilities



Research and development in the world



Research and development in France



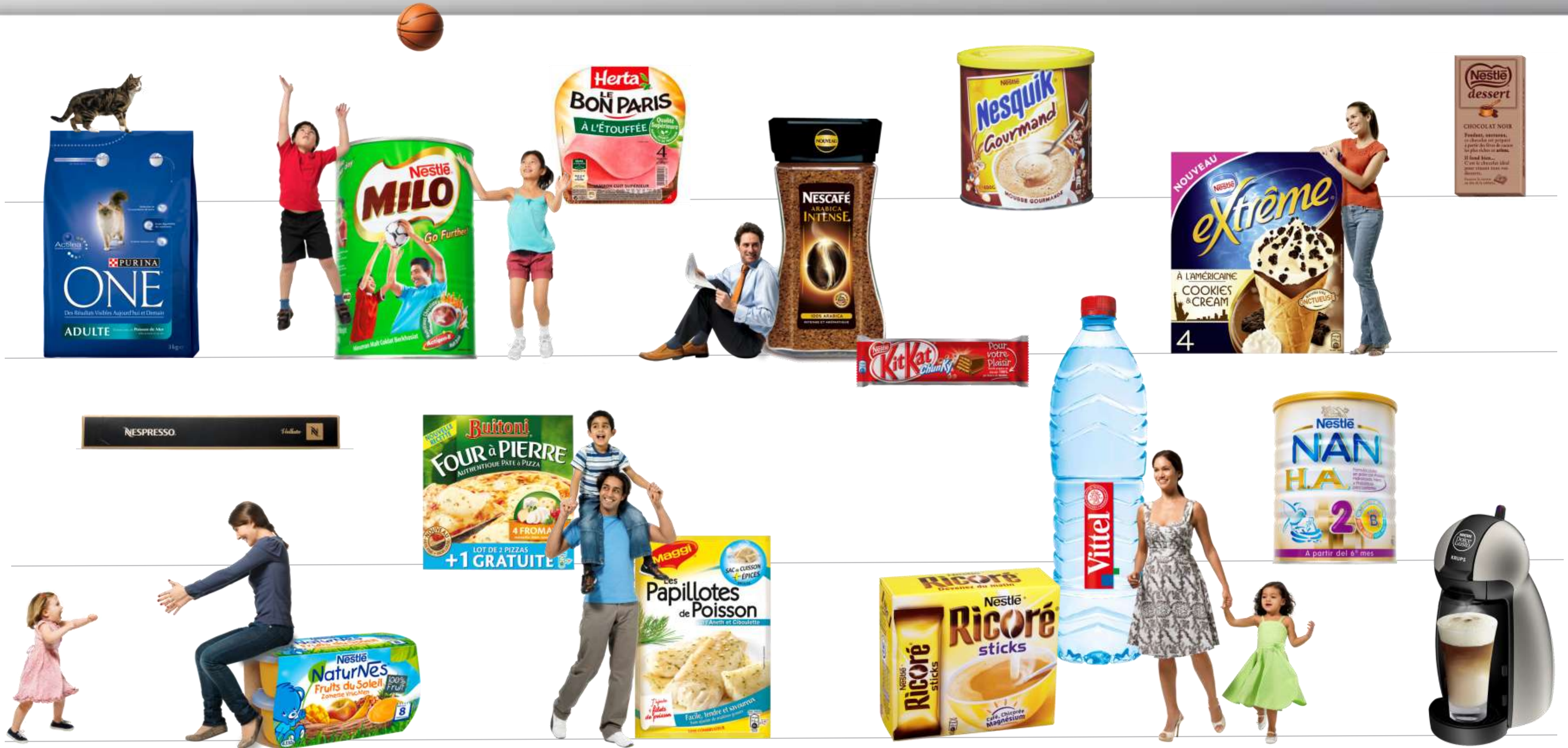


NestléHealthScience

Pioneering science-based nutritional solutions to deliver improved personalised health care for medical conditions

Nestlé Health
Science
vision and
ambition







Questions and Answers