



2011 Nine Months Sales

Continued Global Growth

Roddy Child-Villiers
Head of Investor Relations

Disclaimer

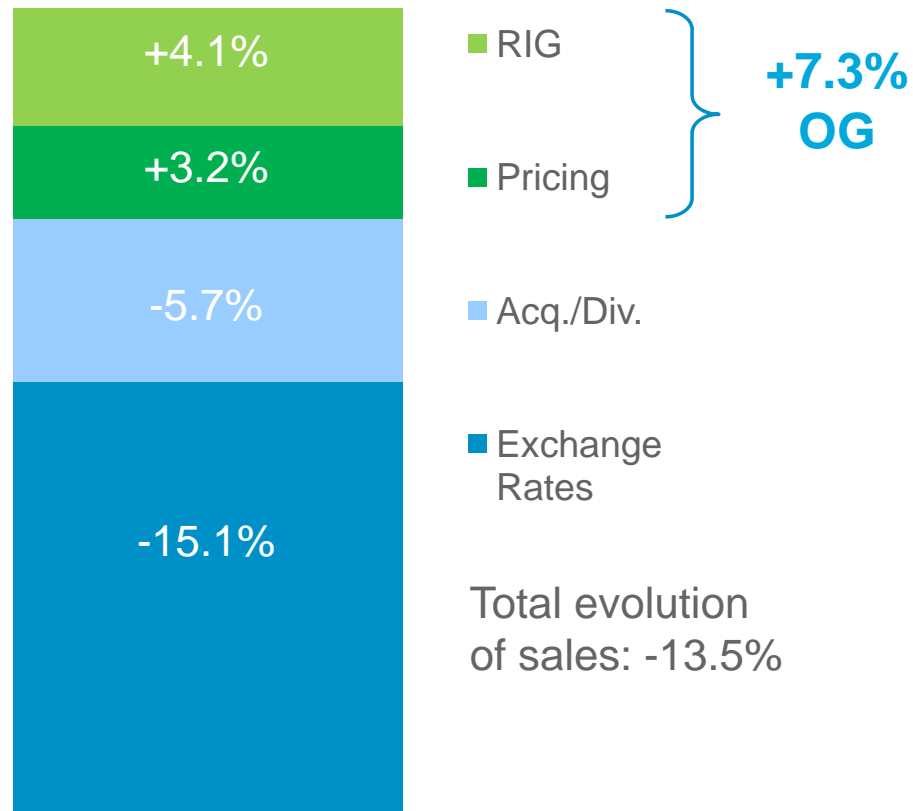
This presentation contains forward looking statements which reflect Management's current views and estimates. The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward looking statements. Potential risks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

Performance Highlights: 9 Months

- **7.3% Organic growth**
- **Pricing up to 3.2%; 4.1% RIG**
- **All operating segments and product groups growing**
- **FX a significant impact in translation**
- **Outlook:**
Slight over-performance against our 5-6% long-term organic growth range
Striving for margin improvement in constant currencies

Key Elements of Sales

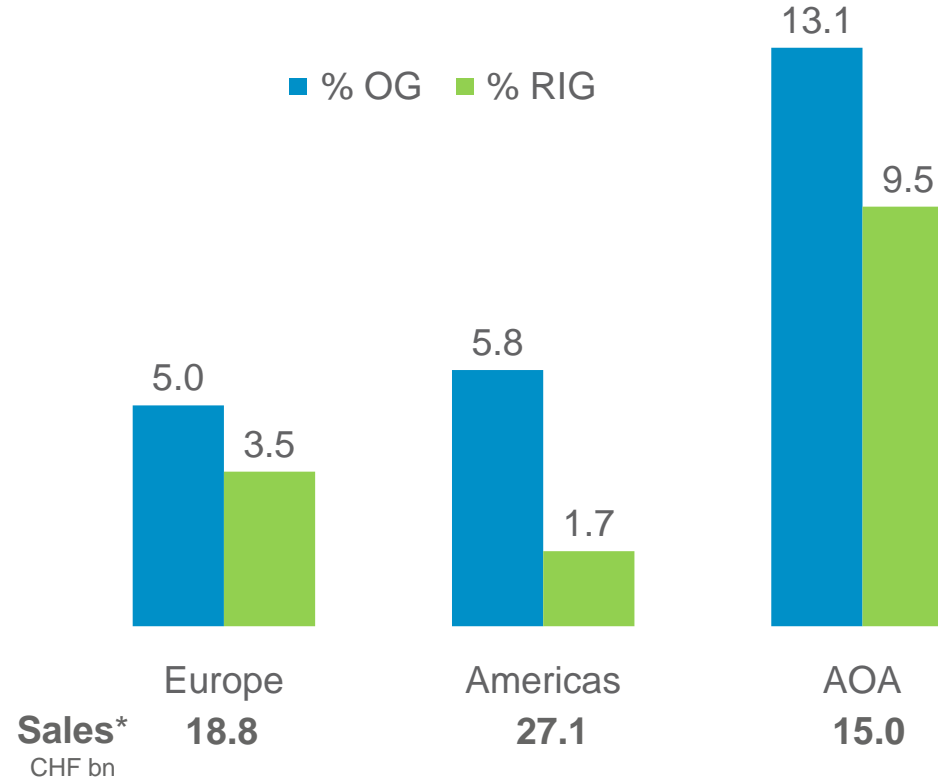
Maintaining Organic Growth Momentum



OG = Organic Growth
RIG = Real Internal Growth

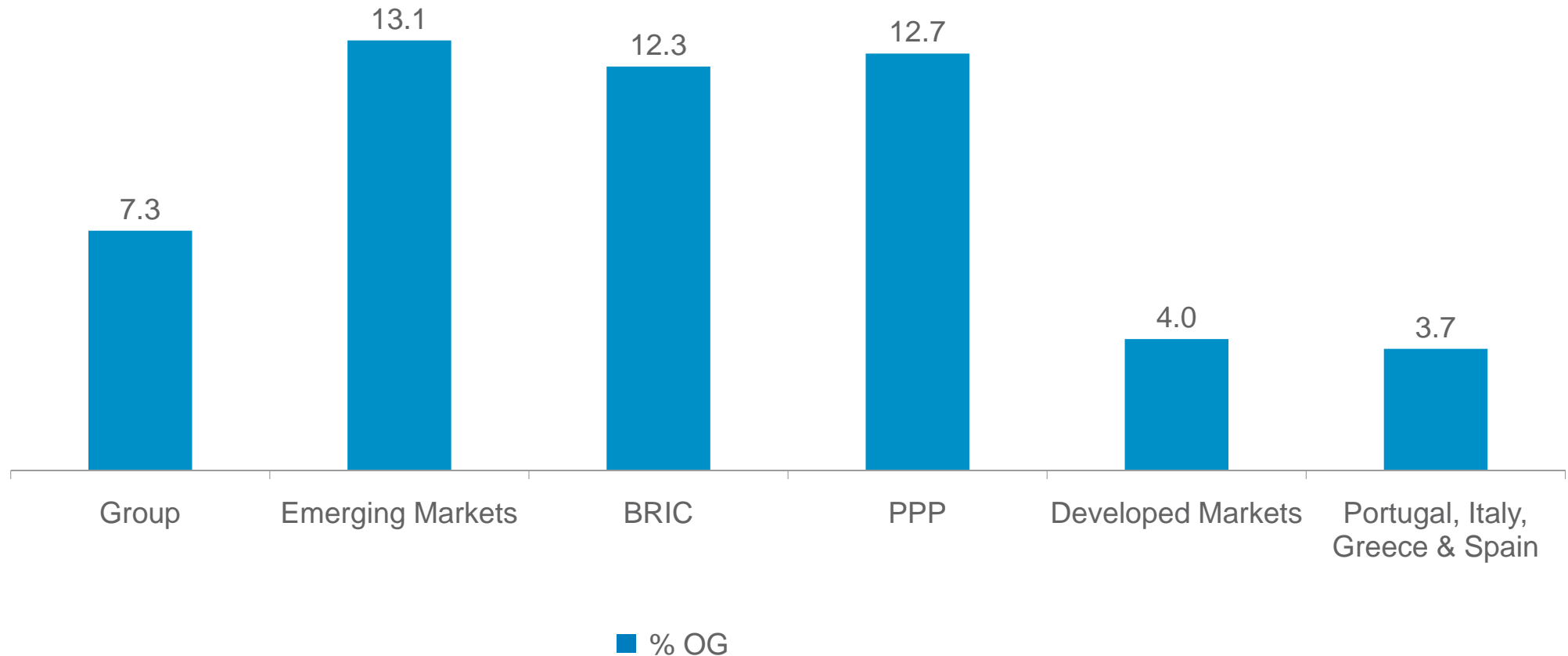
Regional Performance: Growth Everywhere

- Good growth in all regions
- Growth in all categories

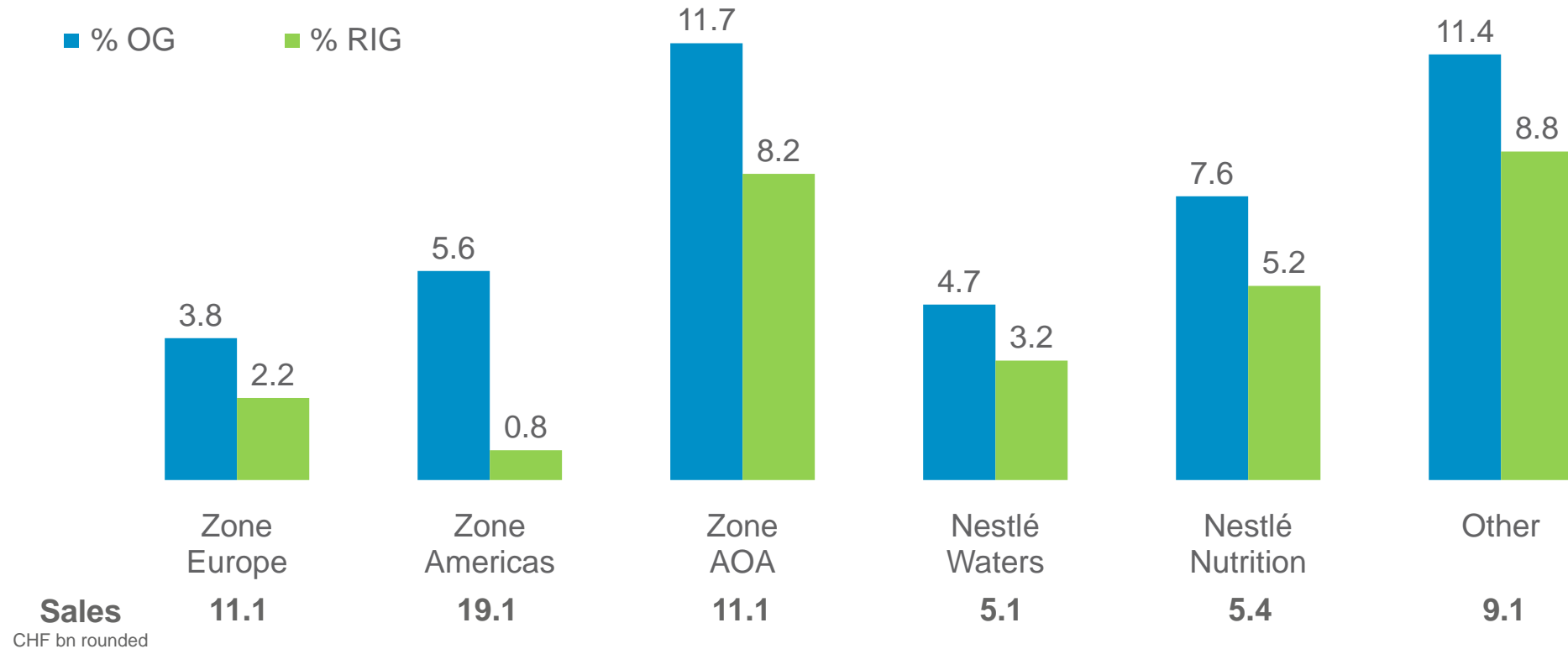


* Each region includes Zones, Nestlé Waters, Nestlé Nutrition, Nestlé Professional, Nespresso, NHSc, and JVs

Growth in all Environments

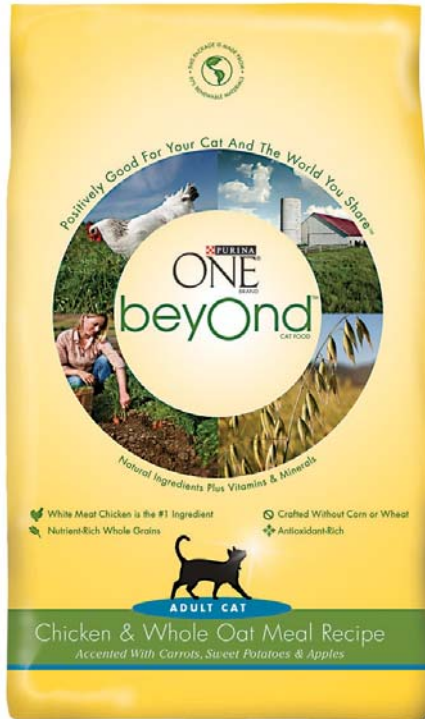


Operating Segments: All Growing



Zone Americas: Growth in North & South

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



North America: organic growth increases

- 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: Growth in East & West

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 & Africa: Emerging & Developed Growth

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: Growth in all Zones

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: Growth in all Zones

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: Growth in all Constituents

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

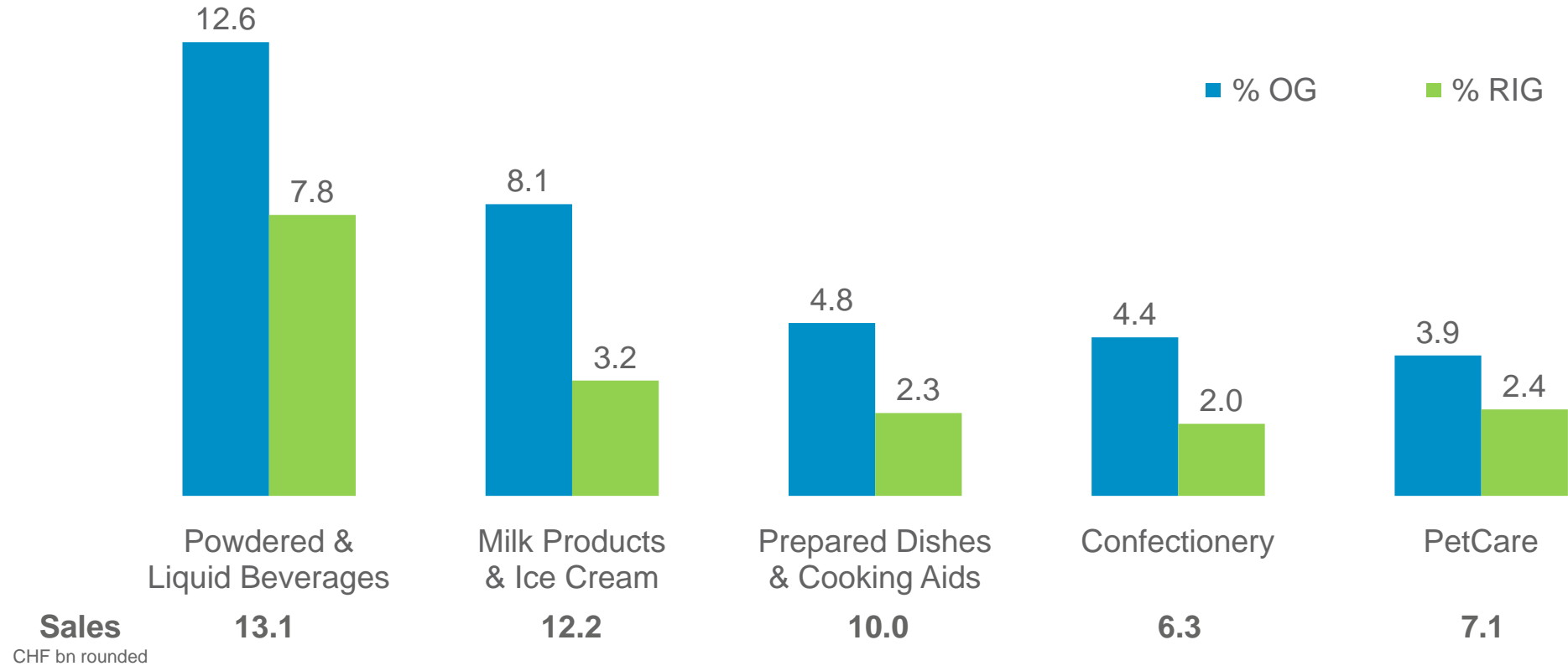
- Good growth & share gains
- Acquisitions being integrated, new platforms for growth

Joint Ventures

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



Product categories: All Growing



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



2011 Nine Months Sales

Discussion

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

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