

# Nutrition, Health & Wellness The Nestlé Perspective



**Paul Bulcke**  
Chief Executive

# 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.

# Infant Formula



The leader in Nutrition, Health & Wellness?

# Baby Food



The leader in Nutrition, Health & Wellness?

# Healthcare Nutrition



The leader in Nutrition, Health & Wellness?

# Performance Nutrition



The leader in Nutrition, Health & Wellness?

# Jenny Craig



The leader in Nutrition, Health & Wellness?

# Nestlé Nutrition: CHF 10 Bn of Sales

The leader in Nutrition, Health & Wellness?



# Nestlé Nutrition: CHF 10 Bn of Sales



The leader in Nutrition, Health & Wellness?

No.



Its range is specialised and so does not touch enough consumers with sufficient frequency.

# Nestlé Nutrition: CHF 10 Bn of Sales

The largest specialised Nutrition company in the world.

The leader in addressing specific nutritional needs.



# Nestlé Waters: CHF 9 Bn of Sales



**The leader in Nutrition, Health & Wellness?**

# Nestlé Waters: CHF 9 Bn of Sales



**The leader in Nutrition, Health & Wellness?**

**No.**

**Water is extremely important, but it is not all.**

# Nestlé Waters: CHF 9 Bn of Sales



**The largest water company  
in the world.**

**The leader in healthy hydration.**

# Nestlé Growing-Up Milks



The leader in Nutrition, Health & Wellness?

# Nestlé Benefit-Specific Milks



The leader in Nutrition, Health & Wellness?

# Nestlé PPP Milks



The leader in Nutrition, Health & Wellness?

# Nestlé Dairy Business: CHF 12 Bn of Sales



The leader in Nutrition, Health & Wellness?

# Nestlé Dairy Business: CHF 12 Bn of Sales



The leader in Nutrition, Health & Wellness?

No.

Its products touch consumers in many ways. Milk is important especially for kids, but it is not enough.

# Nestlé Dairy Business: CHF 12 Bn of Sales



The largest dairy business in the world.

The leader in age-specific & benefit-specific milk products.

# A combination of Nutrition + Waters + Dairy

Sales: CHF 31 Billion  
The leader in Nutrition, Health & Wellness?



# A combination of Nutrition + Waters + Dairy

Sales: CHF 31 Billion  
The leader in Nutrition, Health & Wellness?



Even together, do they touch enough people's diets deeply and regularly enough to claim leadership? No.

**But it's a great start !!**

# What does 'Leadership' actually require?

- Know-how - to continue to advance nutritional science
- Scale - to touch people all over the world
- Diversity - at as many eating occasions as possible
- Intimacy - with what they want to eat
- Ubiquity - whenever & wherever they want to eat it
- Presence - throughout their lives

Only Nestlé is bringing and doing this



# Nestlé

## Good Food, Good Life

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



# Nutrition is about pleasure



# Nutrition is about balance



# Nutrition is about understanding



# Nutrition: three dimensions

Pleasure



Balance

Understanding

# Leadership: Scale – all over the world



# Leadership: Scale – for all consumers



PPP

Mainstream

Premium

S-Premium

# Diversity: as many occasions as possible

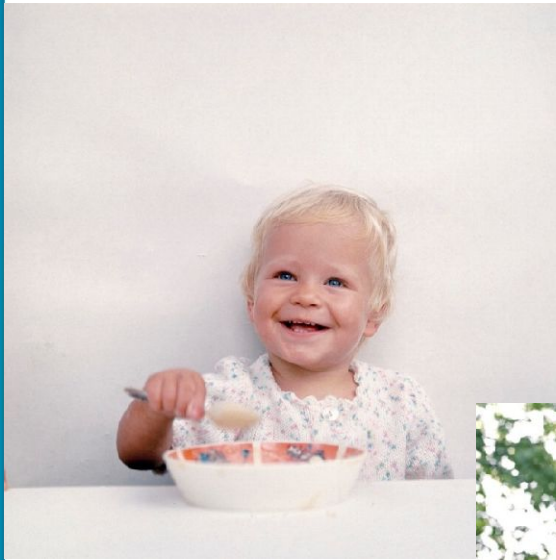


Morning

Noon

Evening

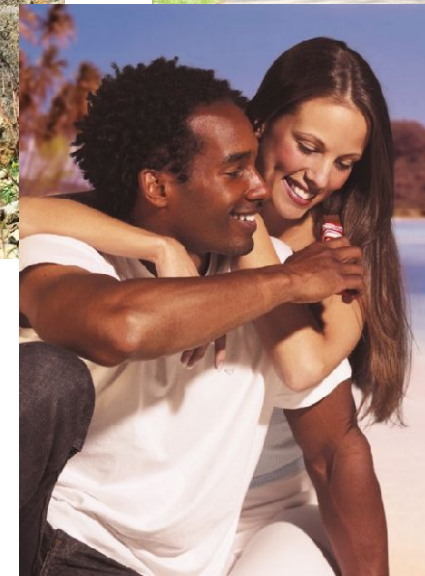
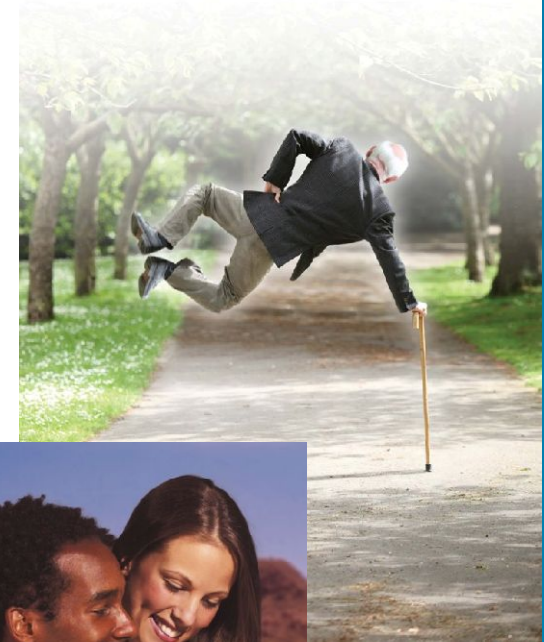
# Presence: throughout people's lives



**New Born**



**The Prime of Life**



**Elderly**

# Leadership in Nutrition, Health & Wellness

**280 000** people in...

over **140** countries contributing to...

over **1** billion consumer touch-points a day...

supported by **28** R&D centres and continuous innovation...

realising over **CHF 100** billion in sales

# Leadership in Nutrition, Health & Wellness

**Only Nestlé has the ability to make a meaningful difference to consumers' lives throughout their lives.**

**But leadership is also about...**

- being humble, and
- understanding limits, but
- always pushing those limits

# Consumers want to make healthier choices...

71%



**Always/Usually  
select food for  
health reasons**

Source: Health Focus International study, 2008. 10,480 main grocery buyers in 18 countries, roughly 80/20 female/male

# Consumers want to make healthier choices...

...but are pretty unwilling to sacrifice taste and pleasure to do so



Source: Health Focus International study, 2008. 10,480 main grocery buyers in 18 countries, roughly 80/20 female/male

# Leadership in Nutrition, Health & Wellness

**We are unlikely to significantly change consumers' behaviour...**

**But we can take them on a pleasurable journey by enabling healthier choices in all our categories.**

# What do healthier choices require?

**R&D-led science-based Innovation & Renovation.**

**Great tasting products consumers want to eat.**

**It's all about**

**Science & Know-How...**

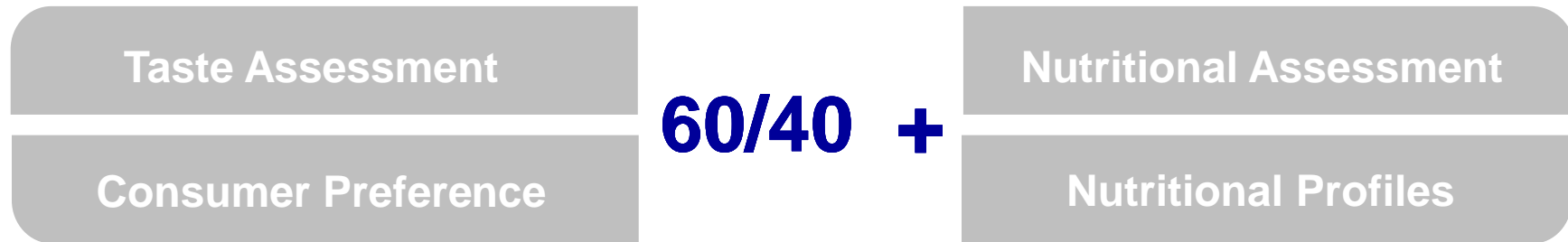
**...with Best Taste**

# How is Nestlé responding?

# Through an unmatched innovation capability and a global R&D network



# By combining best taste with best health: 60/40+



An on-going process: 60/40+ tests in last 3 years screened products with sales of CHF 45 billion



# Consumers want to make healthier choices...

71%



Always/Usually  
select food for  
health reasons

Our ability to meet this desire  
will be a catalyst for growth  
for years to come

Source: Health Focus International study, 2008. 10,480 main grocery buyers in 18 countries, roughly 80/20 female/male

# Nestlé has a unique capability to deliver Leadership in Nutrition, Health & Wellness

We always strive to:

- Be relevant to people's lives
- Be authentic in what we offer
- Be honest and open in our communication
- Provide great taste and pleasure

To allow for healthy choices we have:

- A broad product offering
- Global scale & scale in each category
- The leading R&D capability
- An appropriate structure
- An aligned set of values and principles

# Nutrition: three dimensions

Pleasure



Nestlé

Good Food, Good Life

Balance

Understanding



**Nestlé**

Good Food, Good Life