

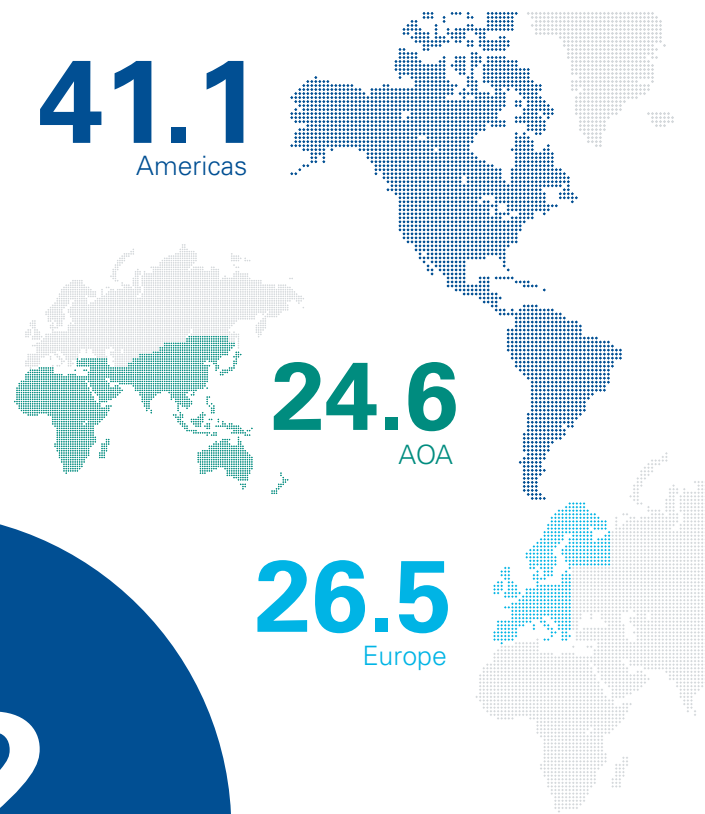
SALES BY CATEGORY

(CHF bn)



SALES BY GEOGRAPHY

(CHF bn)



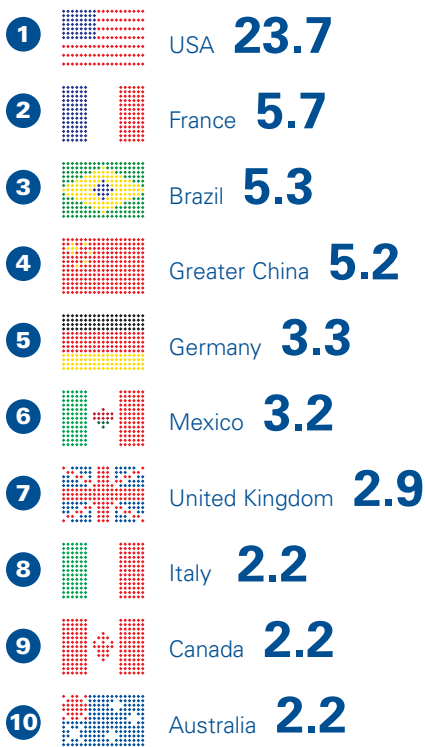
Group sales

92.2 CHF bn



TOP 10 MARKETS

(CHF bn)



THE NESTLÉ MODEL

Achieved in 2012

5.9%
Organic growth

15.2%
Trading operating profit margin

+7.5%
increase underlying EPS
in constant currencies

43%
of group sales

EMERGING MARKETS