



Nestlé

Investor Seminar 2014

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Nestlé Professional

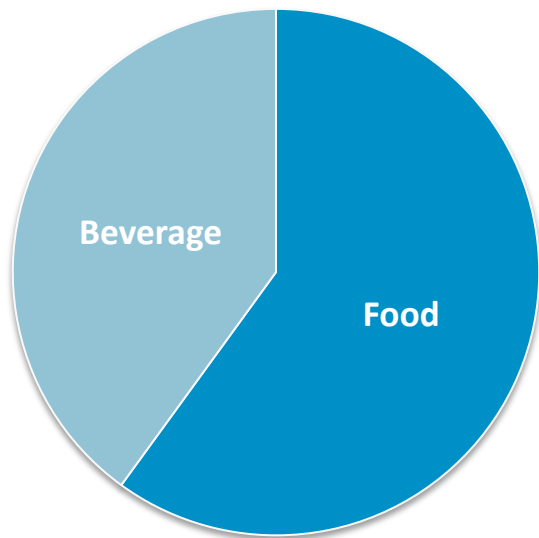
June 3rd & 4th, Liberty Hotel, Boston, USA



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.

Nestlé Professional portfolio in the US



900+ Employees

3 Dedicated
manufacturing
facilities

Sales in \$: + 4.8% CAGR 2011 - 2013

Agenda



The out-of-home environment

Simplexity – solving the operator's dilemma

Focus areas – how we will win



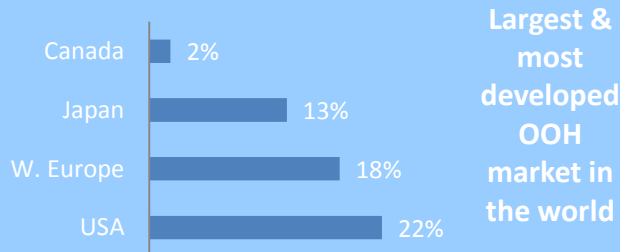
Out-of-home in the US

**\$683
billion**

2014 forecasted sales

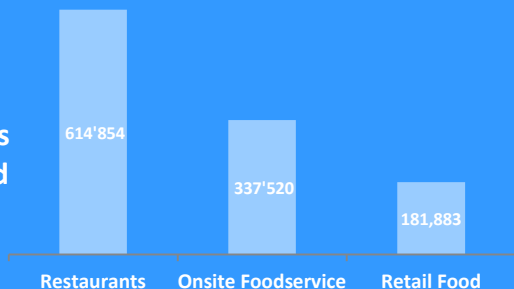
47%
share of
consumer
food spend

% OOH Worldwide



Restaurants represent 58% dollar share with 60% of sales represented by top 500 chains

OOH Units by Channel



Economic conditions have contributed to declining traffic

Home of global restaurant chains



Low traffic levels continue to challenge the industry

Foodservice Industry Traffic



Driven by:

- High unemployment
- Low disposable income
- Economic uncertainty
- Consumer changes in behavior

Understanding the out-of-home environment

Consumer



- Lacking long-term financial confidence but still allowing for small indulgences



- Searching for value & convenience to help manage busy lives



- Looking to control health & nutrition away from home with focus on ingredient transparency & sourcing

Marketplace



- Managing food costs & retaining customers are of top importance



- Looking for help to shake things up on menus & gain traction



- Not sure how to manage NHW today – proceeding with extreme caution

Nestlé Professional: Our mission



Nestlé Professional inspires partners' growth by providing branded, creative, profitable solutions that are *Making More Possible* for our customers.



We are driving our performance...



Solving the operator's dilemma



**From products
to solutions**

**Customer Value
Creativity
Expertise
Excellence**

**Focus on Branded
and Custom Food &
Beverage solutions**



Solutions that simplify ...



NESCAFÉ Milano



NESCAFÉ Milano's unique technology delivers the ease of creating black and specialty coffee beverages at the push of a button.

- **30% faster** than competition
- **Zero waste**
- **No refrigeration**
- **Self cleaning**
- **Food safe**



Minor's Natural Gluten Free Bases



KEEP IT REAL.
WITH UNMATCHED FLAVORS
THAT SET YOUR CUISINE APART.
MINOR'S NATURAL BASES CERTIFIED GLUTEN FREE.

...taste and consistency aren't being compromised and your customers' dietary concerns are being met.



- **Tested** gluten free
- **No Big 8 allergen** Ingredients
- **Made with** natural ingredients
- **Clean Label**
- **25% Less Sodium** than a traditional base
- **0g Trans Fat & Sat Fat** per serving

Beverages & Food focus in the US

Branded Beverages Solutions

4 Growth Platforms



Branded and Custom Food Solutions

3 Growth Platforms

Savory Solutions



Dessert Solutions



Meal Solutions



Reducing complexity and building synergies



Mastering complexity

Streamlining the
portfolio

- 42%

SKU count
2013 vs. 2011

Cost & consolidation
savings

\$30⁺_m

Cost savings

Operate as

ONE

Nestlé

Grasping opportunities with simple solutions



NHW in everything we do

People



- NHW accountability for all employees
- Nutrition Quotient (NQ) training - beyond basic nutrition
- Creating NHW ambassadors

Solutions



- Leverage NutriPro Toolkit
- Make NHW achievable for customers
- Interactive & customizable information
- Recipes for balanced nutrition

Products



- Responsible nutrition through Nutrition Foundation and Nutrition Policies
- Commitment to NHW innovation & renovation

Communication



- Communicate credible science-based nutrition
- NHW integrated throughout
- Leading with NHW at key industry events

Engaging & winning with customer intimacy



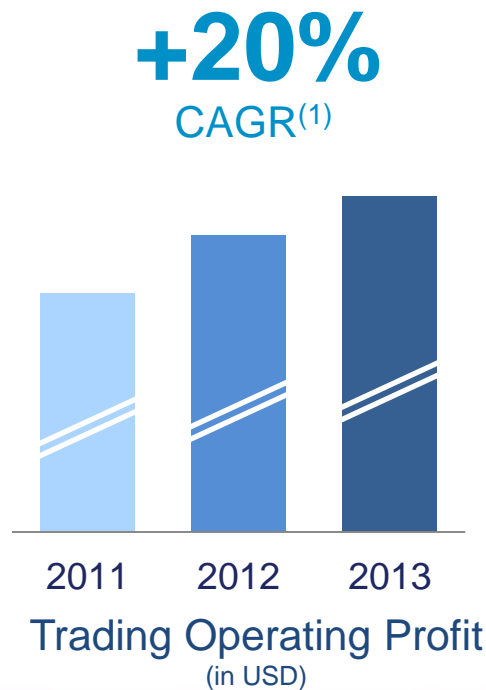
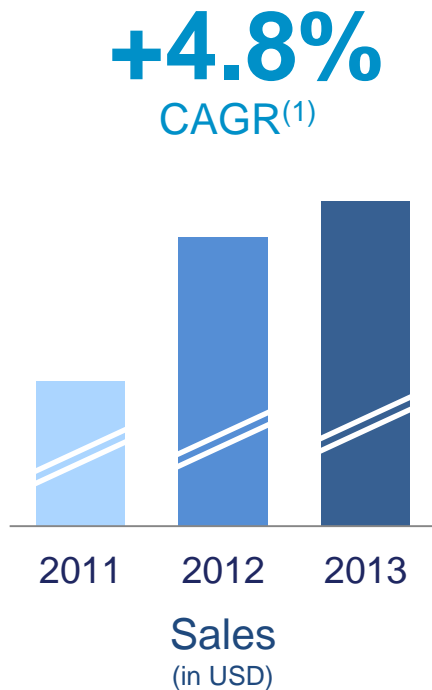
Nestlé Professional Customer
Innovation Campus

Solon, OH

	\$ CAGR 2011-2013
Nestlé Professional Food & Beverage	+4.8%
Foodservice Industry	+1.5%

100+ Customer visits/yr
Industry events
Nutrition seminars

A winning strategy to drive growth and improve profit for Nestlé Professional in the US



In Summary...

- ✓ **Reducing the complexity** in our business and our marketplace
- ✓ We are **solving the operator's dilemma**
- ✓ Nestlé Professional is **taking a leadership position in NHW**
- ✓ We are **driving our performance** with solutions that simplify