Chris Johnson

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.

Why GLOBE?

To unlock Nestlé's potential by:

> ➢ Leveraging our size as a strength in a rapidly changing environment

> ➢ Uniting and aligning us on the inside to be more globally competitive on the outside

> ➢ Enabling Nestlé to manage *complexity* with *operational efficiency*

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GLOBE - Program Objectives

1 Implementation of harmonized Nestlé Business Excellence Best Practices

2 Implementation of Data Standards and Data Management-"Managing Data as a Corporate Asset"

3 Implementation of standardized information systems and technology

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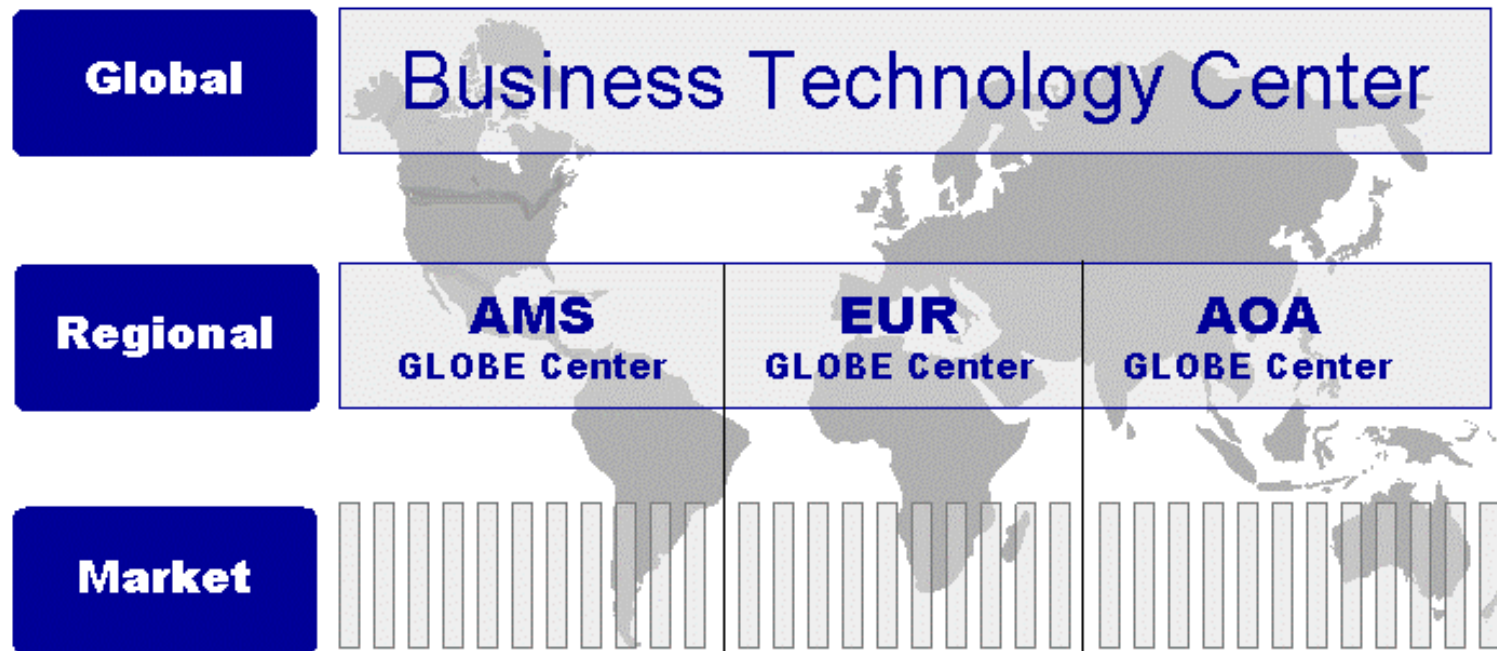3 Implementation of standardized information systems and technology

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Current GLOBE Support Organization

Global — Business Technology Center

Regional — AMS GLOBE Center | EUR GLOBE Center | AOA GLOBE Center

Market

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GLOBE Status - as of June 2006

Over one-half of Nestlé's Food and Beverage Business is operating with GLOBE's processes data <u>and</u> systems

- Over 90,000 users of the system

- Over 300 factories

- Over 350 distribution centers

- Over 250 sales offices

GLOBE Implementation Plan

2002	2003	2004	2005	2006	2007

Business Excellence/ Best Practice Implementation

Data Standards/Data Management Implementation

GLOBE System Implementation

Version 1.0 Pilots
- Switzerland
- Chile/Peru/Bolivia
- Malaysia/Singapore

Version 1.0 Roll-Out
- Poland
- Thailand
- Indonesia

Version 1.5 Pilots
- Nestlé Purina UK
- Philippines
- Canada

Version 1.5 Roll-Out, incl.
- South Africa
- Austria
- Pakistan
- Russia
- Germany
- UK (incl. NW HOD)
- India
- Mexico
- Oceania
- Brazil
- Central Europe

Version 1.5 Roll-Out, incl.
- Hungary
- Turkey
- USA*
- Baltics
- France
- Caribbean*
- CenAmerica*
- Bolivarian*
- Netherlands
- Hong Kong
- Former Plata*
- Belgium
- Iberia*
- Italy*
- Japan
- NWNA
- Ukraine

Version 1.5 Roll-Out, incl.
- Nordic
- China
- Korea
- Middle East
- Greece

- NPP North America (2008)

90% +

Approx. 80%

30%+

Approx. Cumulative % F&B Sales with GLOBE processes, data and systems

* Back Office Operations: F&C, HR, P2P

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GLOBE - Program Objectives - Future

1 Leverage business benefits through Business Excellence **Best Practices**

2 Leverage **Decision Support** as a competitive advantage

3 Leverage **Organizational Transformation** to manage complexity with efficiency

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Case Study: Leveraging Best Practices

Osem Israel - NESCAFÉ
'Commercial Planning'

Implementation of Commercial Planning has enabled:

- Market share increase from 37% to 41% (since Q1 2005)

- Total Trade Spend (TTS) reduced by 4%

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Case Study: Leveraging Best Practices

Nestlé Canada Ice Cream
'Customer Service'

Implementation of Consensus Demand Planning and APO has enabled:

- Improved demand plan accuracy with over 300 SKU's (40% of which changing)

- A solid record of high service levels of 97%+ with over 30,000 customers

Case Study: Leveraging Decision Support

Nestlé Germany - MAGGI
'Traceability'

Implementation of the Batch Management Cockpit has enabled:

- To trace back materials within minutes compared to hours (or more) before GLOBE

- To avoid public recall (protecting safety and image)

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Case Study: Leveraging Decision Support

Nestlé Purina Petcare UK
'Trade Spending'

Implementation of CRM has enabled:

- Improved trade promotion management and demand planning

- Improved category advisor role with the retailer

- Tighter control of retailer investment buy

Case Study: Leveraging Decision Support

Zone Europe
'Income Statement Optimization'

Implementation of one single European Income Statement has enabled:

- Drill down functionality by all the different dimensions

- Decreased complexity and increased visibility of profitability

- Benchmarking cross Market/Business

Case Study: Leveraging Organizational Transformation

Nestlé Chile
'Front Line Transformation'

Sales Force Reorganization has enabled:

- Improvement of RIG performance from -1.3% in 2003 to +4.8% in 2005

- Better information and visibility for better decision-making: better service levels. **"Not possible without GLOBE"**

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Case Study: Leveraging Organizational Transformation

NBS LATAM - Ribeirão Preto, Brazil
'Back Line Transformation'

Back Line Reorganization has enabled:

- More time to focus on the business

- Business flexibility

- Process streamline and specialization

Case Study: People

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Nestlé's Future with GLOBE

➤ Speed to share and implement new best practices

➤ Provide better information for better decisions

➤ Facilitate organizational change

➤ Allows for focus on generating demand activities

GLOBE enables the Nestlé Model

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