



**Nestlé** Good Food, Good Life

## Translating Nestlé Roadmap into Executional Excellence

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# 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.

# Executing the Roadmap



# Priorities



Make choices



Grasp opportunities



Value what consumers value



Engage with the community and stakeholders



Embrace digital



Win through people and teams



NestléHealthScience

Nestlé Skin Health

Expanding the boundaries of NHW



# Focus Areas



Strengthening portfolio



Allocating resources



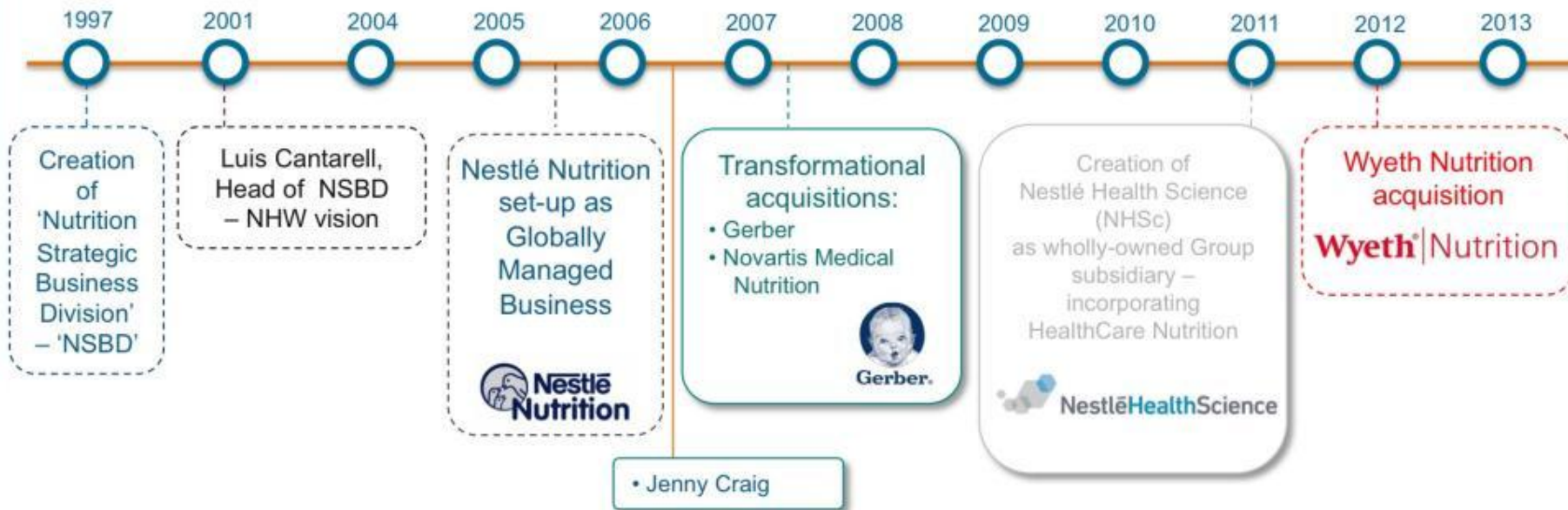
Mastering complexity

# Our Approach

-  Anticipation and Consistency
-  Geography and Category
-  Short Term and Long Term
-  People and Teams
-  Inclusive Approach of Society



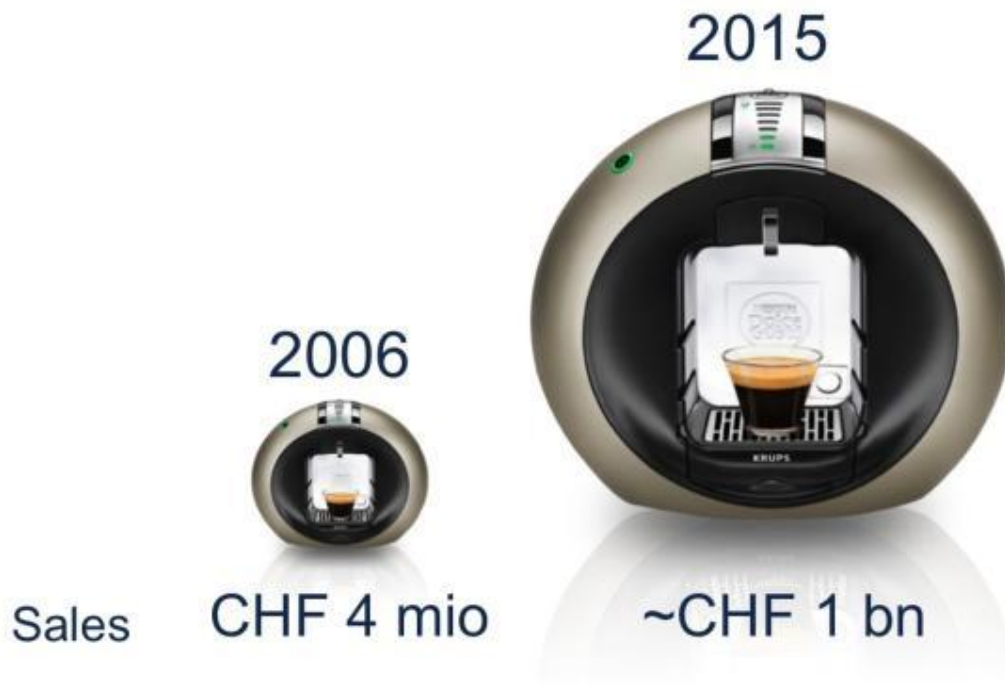
# Anticipation and Consistency



## The Nestlé Nutrition journey



# Category and Geography



#1  
in retail

42  
countries\*

\* Zone Europe as of end 2014





# Short Term and Long Term

Enhancing the quality of life...

... with good food  
and beverages everywhere...



**Nestlé**

Good Food, Good Life

... with personalised nutrition  
for medical conditions



**NestléHealthScience**



**NestléHealthScience**



**Nestlé**

# Building a Transformational Business

**2 years**

**to build leading  
organisation**

Innovation  
network

Portfolio  
investments

HealthCare  
Nutrition



**5 years**

**to build product  
portfolio & pipeline**

In-house  
new products

Acquired  
products

Portfolio  
investments

HealthCare  
Nutrition



**10 years**

**to become leader**



# Nestlé Health Science

## Consumer Care



### Healthy Ageing

- Physical and cognitive autonomy: mobility, energy, body & mind, cognitive capacity



## Medical Nutrition



- Inborn errors of metabolism
- Paediatric care & allergy
- Acute care
- Metabolic & obesity care
- US medical nutrition specialties
- Devices



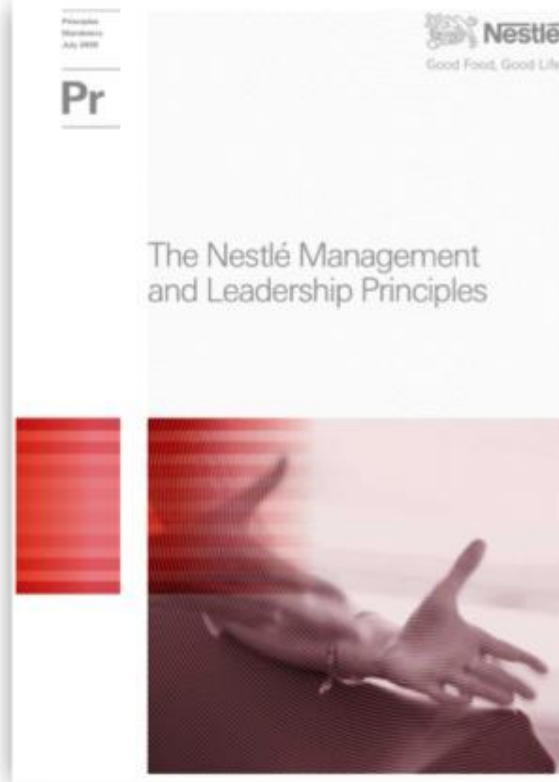
## Novel Therapeutic Nutrition



- Brain health
- Gastrointestinal health
- Diagnostics
- Nutrient-based technology platforms



# People and Teams





# Inclusive Approach of Society





# Nestlé 10-year Performance: a History of Success

Organic Growth

**6.1%**

Operating Profit  
Improvement

**~30**bps

Market Capitalization  
Multiplied by

**1.5**

Since 2005

Dividend Increase

**~10%**

# The *and* Company

Delivery of Top Line *and* Bottom Line

Growth in Emerging *and* Developed Markets

Improved Operational *and* Capital Efficiency

Making Choices to Divest, Fix *and* Accelerate

Delivering in Short Term *and* Investing in Long Term

