



Welcome to the Full-Year Results Press Conference

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.



Full-Year Results Press Conference

Paul Bulcke
Nestlé CEO

Executive Board



Paul Bulcke



Werner Bauer



Luis Cantarell



José Lopez



John J. Harris



Laurent Freixe



Chris Johnson



Patrice Bula



Nandu Nandkishore



Wan Ling Martello



Marc Caira



Jean-Marc Duvoisin



David Frick

Agenda

Good performance across the board

Embracing Nutrition, Health and Wellness

Investing for the future

Q&A

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Q&A

Full-Year Results Press Conference

Wan Ling Martello
Chief Financial Officer



2012 Commitments

Financial

**Delivered the
Nestlé Model**

**Sustainable
dividend policy**

Efficiencies

**CHF 1.5 bn+
SKUs -14%**

**Capital
efficiencies**

Strategic

 **InLU** 银鹭集团



Wyeth® | Nutrition

Delivering in 2012; investing for the future

2012 Results Overview

Sales	Trading Operating Profit	Cash Flow
CHF 92.2 bn	CHF 14.0 bn	CHF 15.8 bn
+CHF 8.6 bn +5.9% OG +3.1% RIG	+CHF 1.5 bn 15.2% +20 bps	+CHF 5.6 bn +55%

Delivering the Nestlé Model

Americas

Europe

Asia, Oceania & Africa

Sales
(CHF)

41 bn

26 bn

25 bn

OG

+5.9%

+2.4%

+10.3%

RIG

+1.8%

+1.5%

+7.5%



* Each region includes Zones, Nestlé Waters, Nestlé Nutrition, Nestlé Professional, Nespresso, NHSc and JVs; OG = Organic Growth, RIG = Real Internal growth



Marketing Spend
+30 bps

Billionaire Brands
+7% OG



OG figure excludes Yinlu, Hsu Fu Chi and Wyeth Nutrition

Delivered in 2012; well set for '13 & beyond

- Delivered Organic growth *and* TOP margin improvement
- Increased EPS *and* Cash flow
- Grew in Emerging *and* Developed markets
- Grew in PPPs *and* Premium
- Investing in our brands *and* routes to market
- Creating value for society *and* shareholders

Nestlé Model reconfirmed for 2013



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Paul Bulcke
Nestlé CEO

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Good performance across the board

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Good Food, Good Life

Our ambition

- The world's leading **nutrition, health and wellness** company
- A reference for **financial performance**
- **Trusted** by all stakeholders



Our Nutrition, Health & Wellness strategy

Enhancing the quality of life...

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



Nestlé

Good Food, Good Life

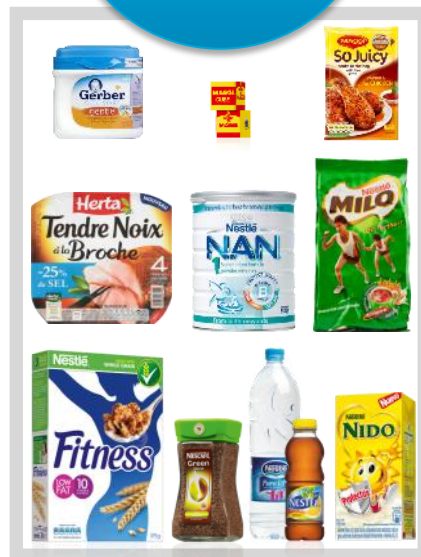
... with personalised nutrition
for medical conditions



NestléHealthScience

Nutrition, Health and Wellness is all about

Products



Communication



Linking
up with
society



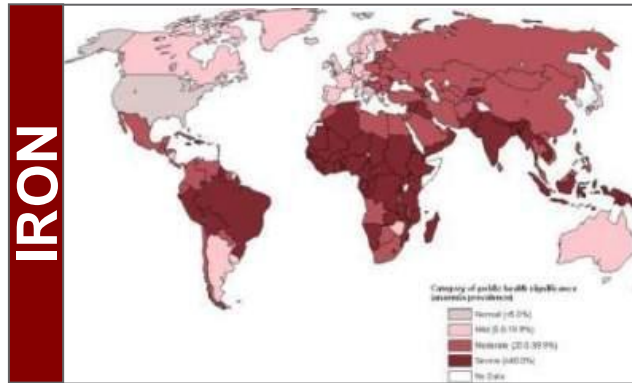
Innovating and renovating our portfolio year on year

1/3 of portfolio per year

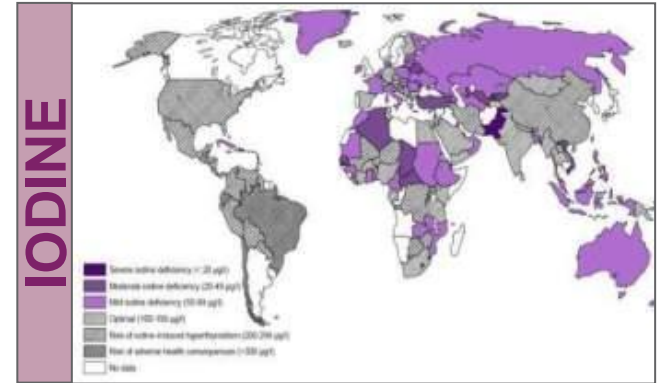
CHF 32 billion sales in 2012



Fortifying our products with micro-nutrients



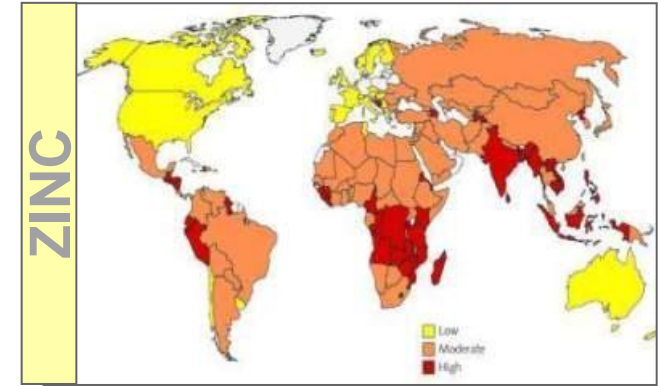
Iron deficient anemia in pre-school children



Iodine deficiency in school children



Vitamin A deficiency in pre-school children



Risk of **zinc** deficiency in population

Fortifying our products with micro-nutrients

160 billion servings
per year



Reducing the levels of public health-sensitive nutrients



Helping our consumers make informed choices

Good Food, Good Life®

NUTRITIONAL INFORMATION	Per 100g product	Per serving (20g)	% GDA* (per serving 60g)
Energy	429 kcal	154	11%
Protein	20g	6	21%
Carbohydrates	52g	19	
Fat	18.7g	5.7	20%
Fibre	7 mg	2.5	
Calcium	1302 mg	501	91%

* GDA (Guideline Daily Amounts) are guidelines. Personal requirements vary for different age groups. This figure is a % for the target group.

Good to remember
Clinical studies conducted by Nestlé Research clearly demonstrate that bone density is better maintained with Calci-N than other calcium salts.

Good to talk
www.nestle.com - 0800 456 457

Good question
How can I give my child the right nutrition for healthy growth?

Good to know
Nido 5+ has been enriched with vitamins and minerals for healthy growth. Nido 5+ is formulated with Calci-N, a natural calcium derived from milk, which helps to build and maintain strong bones.

Calci-N



Pour un poulet tendre et juteux
Sans ajouter de matières grasses

Per portion 300g with chicken

Energy	Fat	Saturates	Sugars	Salt
989kJ 235kcal	8.5 g	2.5 g	0.8 g	1.6 g
12%	12%	13%	1%	27%

adult's GDA*
Per 100g recipe mix: 1128kJ/267kcal

SANS CONSERVATEUR

Maggi

REZEPTE PRODUKTE GENUSS BEWUSST TIPPS & TRICKS MAGGI KOCHSTUDIUM MEIN KOCHSTUDIUM

Besser Kochen Wochen

Über 7.000 kostenloser Rezepte - von uns entwickelt und getestet. Erfahren Sie mehr über das MAGGI KOCHSTUDIUM!

MAGGI Aktuell

Rezept des Tages

Unsere Empfehlungen

Ihre liebsten Rezepte

Linking
up with
society

Being part of the solution



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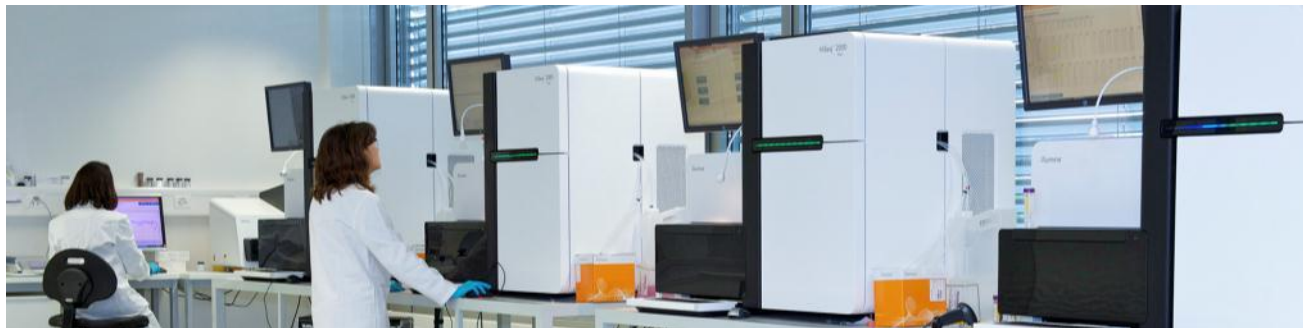
R&D

Strengthening our R&D capabilities

34 Nestlé R&D Centres

*Over 5,000 people directly
involved in R&D*





Enhancing our global infant nutrition business

Wyeth® | Nutrition



Nestlé:
uniquely
positioned for
profitable
growth



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Nestlé Good Food, Good Life

