



Welcome to the Nine-Month Sales Conference

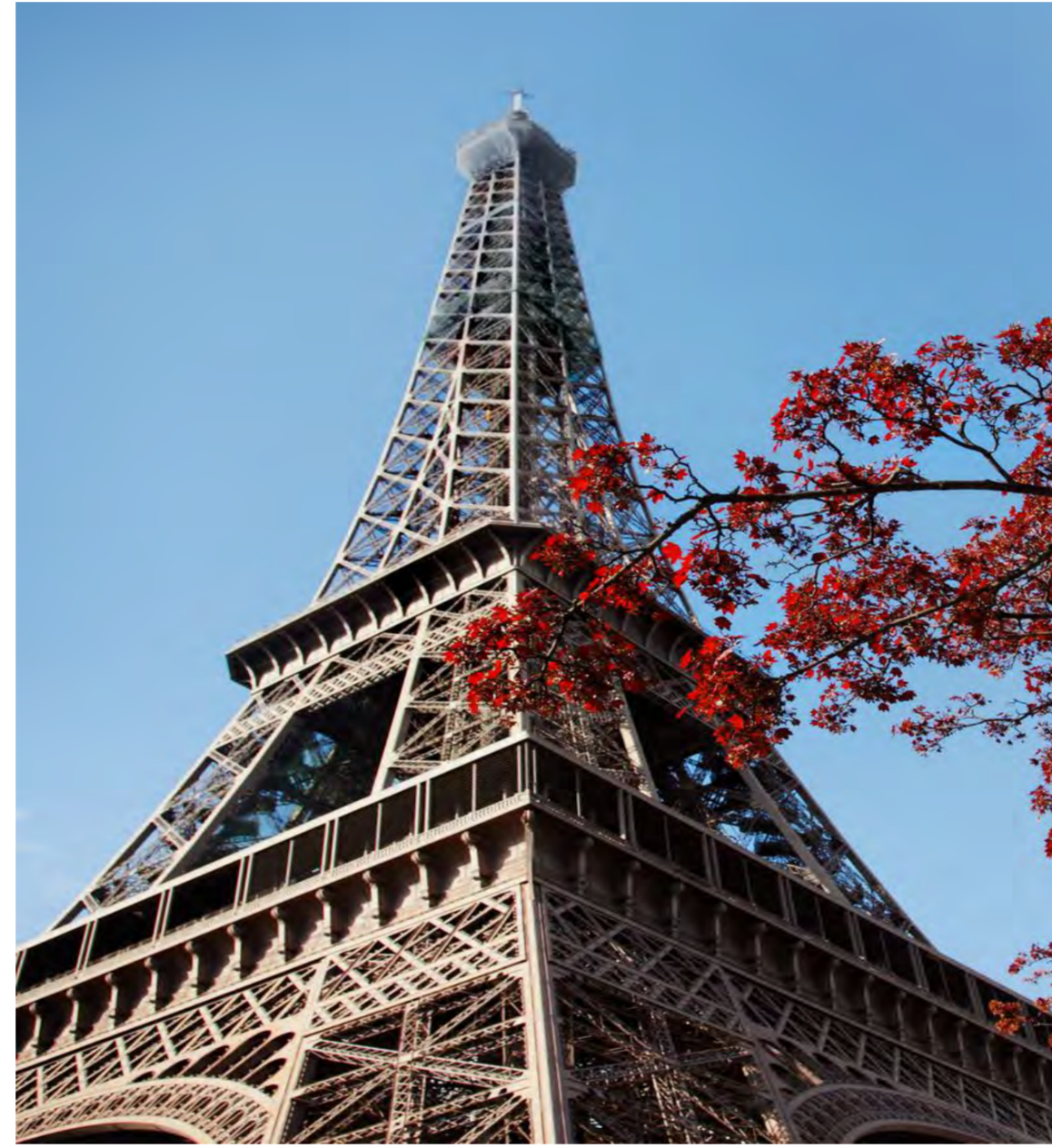


Nine-Month Sales Conference

Paul Bulcke
Nestlé CEO



2010



2011



2012



2013



Nine-Month Sales Conference

Wan Ling Martello
Chief Financial Officer

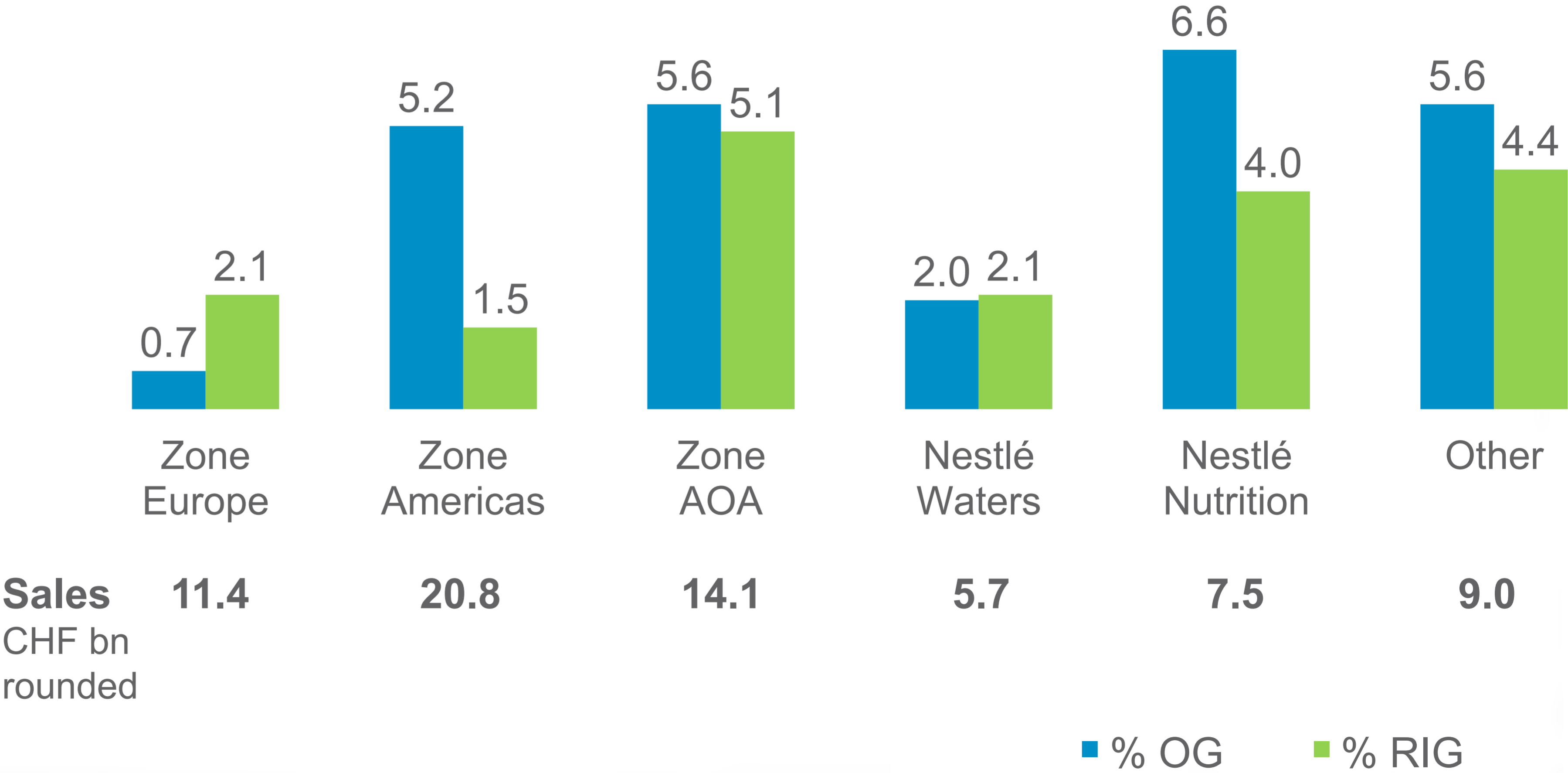
Disclaimer

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.

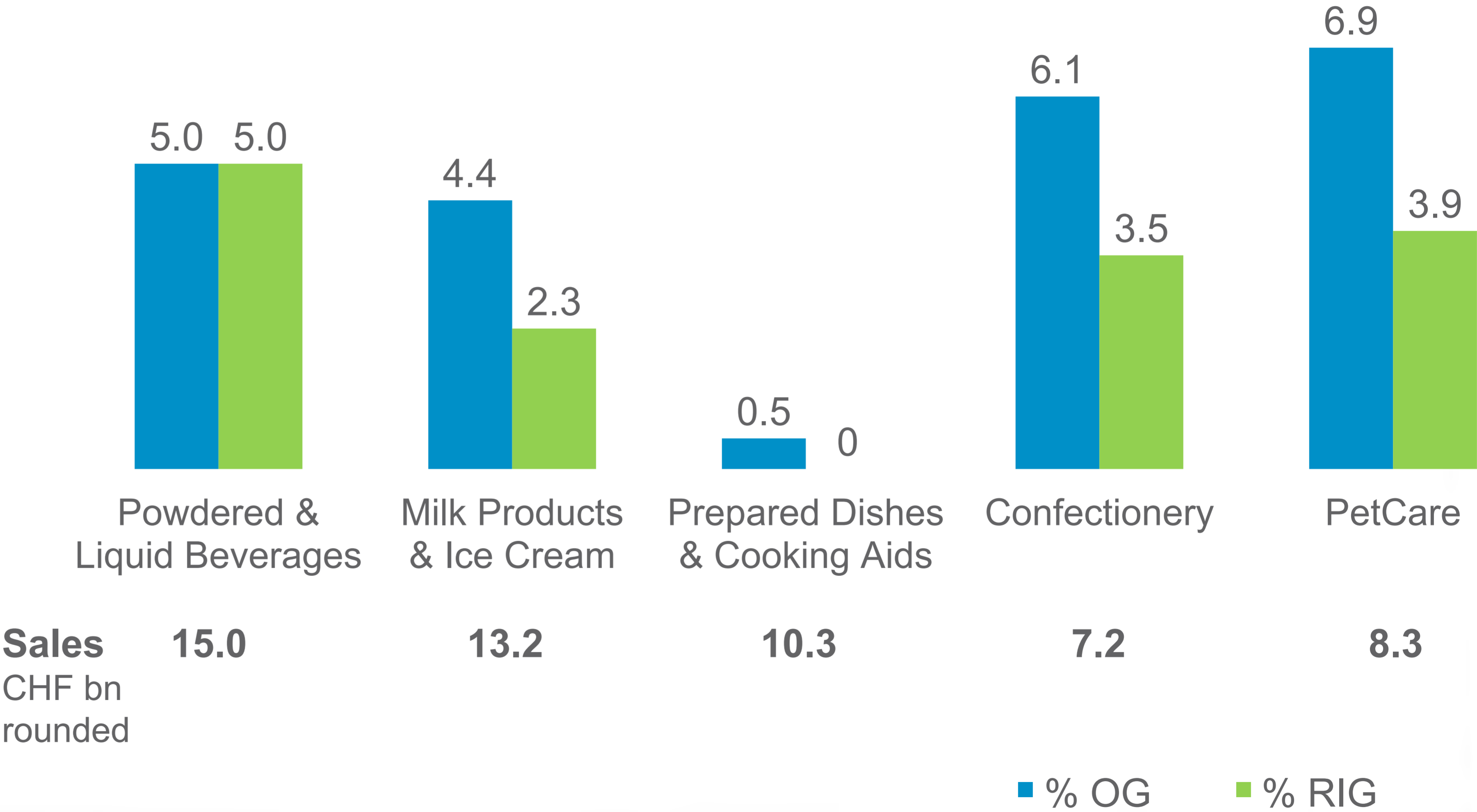
Highlights

- Sales up 4.0% to CHF 68.4 billion
- Organic growth of 4.4%
- Real Internal Growth 3.0%
- All geographies contributing to positive growth
- Outlook confirmed: around 5% organic growth with an improvement in margins and underlying earnings per share in constant currencies

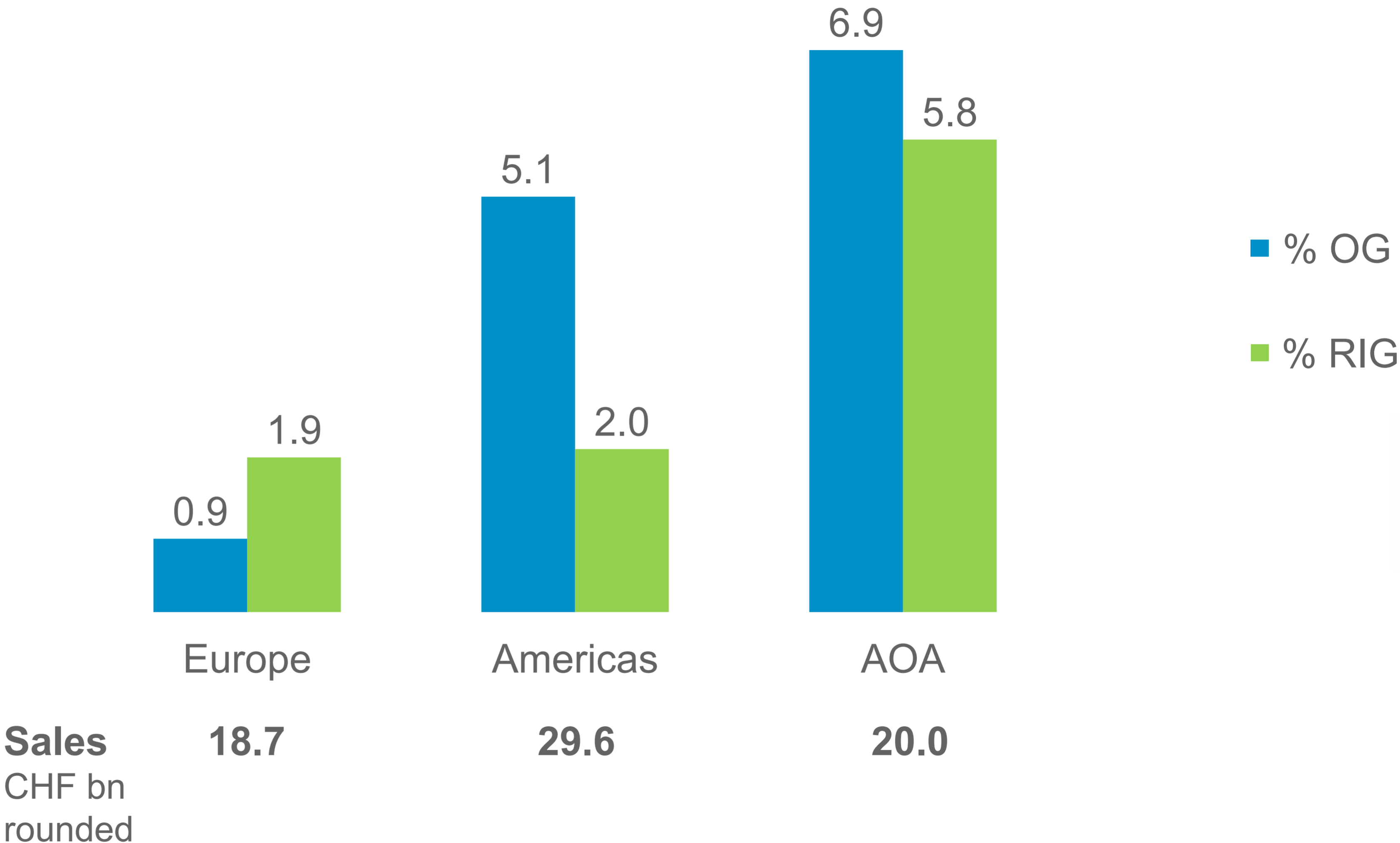
Operating Segments



Product Categories



Regional Performance



Each region includes Zones, Nestlé Waters, Nestlé Nutrition, Nestlé Professional, Nespresso and NHSc,



Europe

Region* Sales CHF 18.7 bn
 OG 0.9%
 RIG 1.9%

Zone Sales CHF 11.4 bn
 OG 0.7%
 RIG 2.1%



*Figures include Zones, Nestlé Waters, Nestlé Nutrition, Nestlé Professional, Nespresso and NHSc

Americas

Region* Sales CHF 29.6 bn
 OG 5.1%
 RIG 2.0%

Zone Sales CHF 20.8 bn
 OG 5.2%
 RIG 1.5%



*Figures include Zones, Nestlé Waters, Nestlé Nutrition, Nestlé Professional, Nespresso and NHSc

Asia, Oceania & Africa

Region* Sales CHF 20.0 bn
 OG 6.9%
 RIG 5.8%

Zone Sales CHF 14.1 bn
 OG 5.6%
 RIG 5.1%



*Figures include Zones, Nestlé Waters, Nestlé Nutrition, Nestlé Professional, Nespresso and NHSc



Summary

- Broad based performance – all regions and categories contributing
- Growth momentum continues
- Outlook confirmed: around 5% organic growth with an improvement in margins and underlying earnings per share in constant currencies

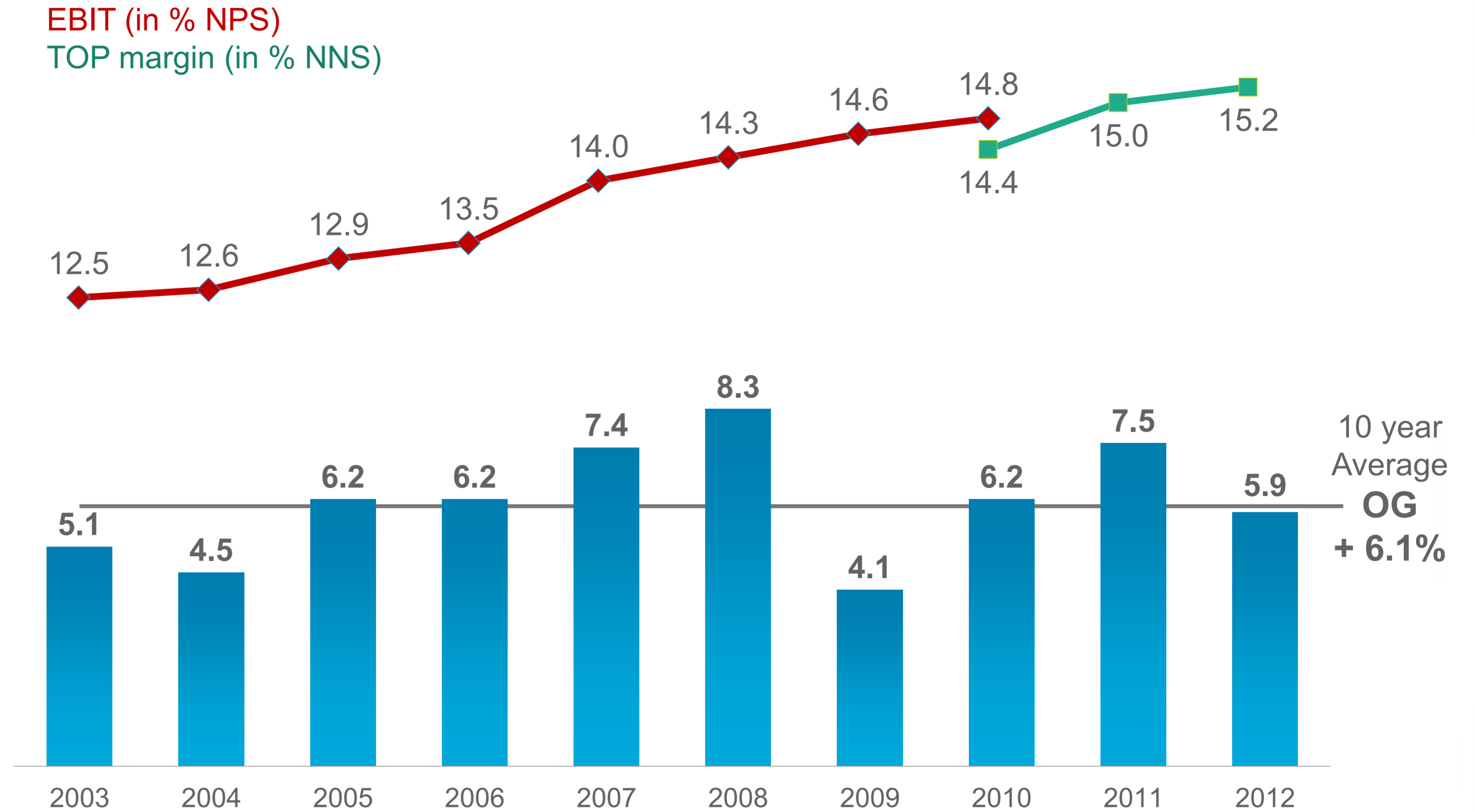


Enhancing our
competitiveness
to drive performance

Paul Bulcke
Nestlé CEO

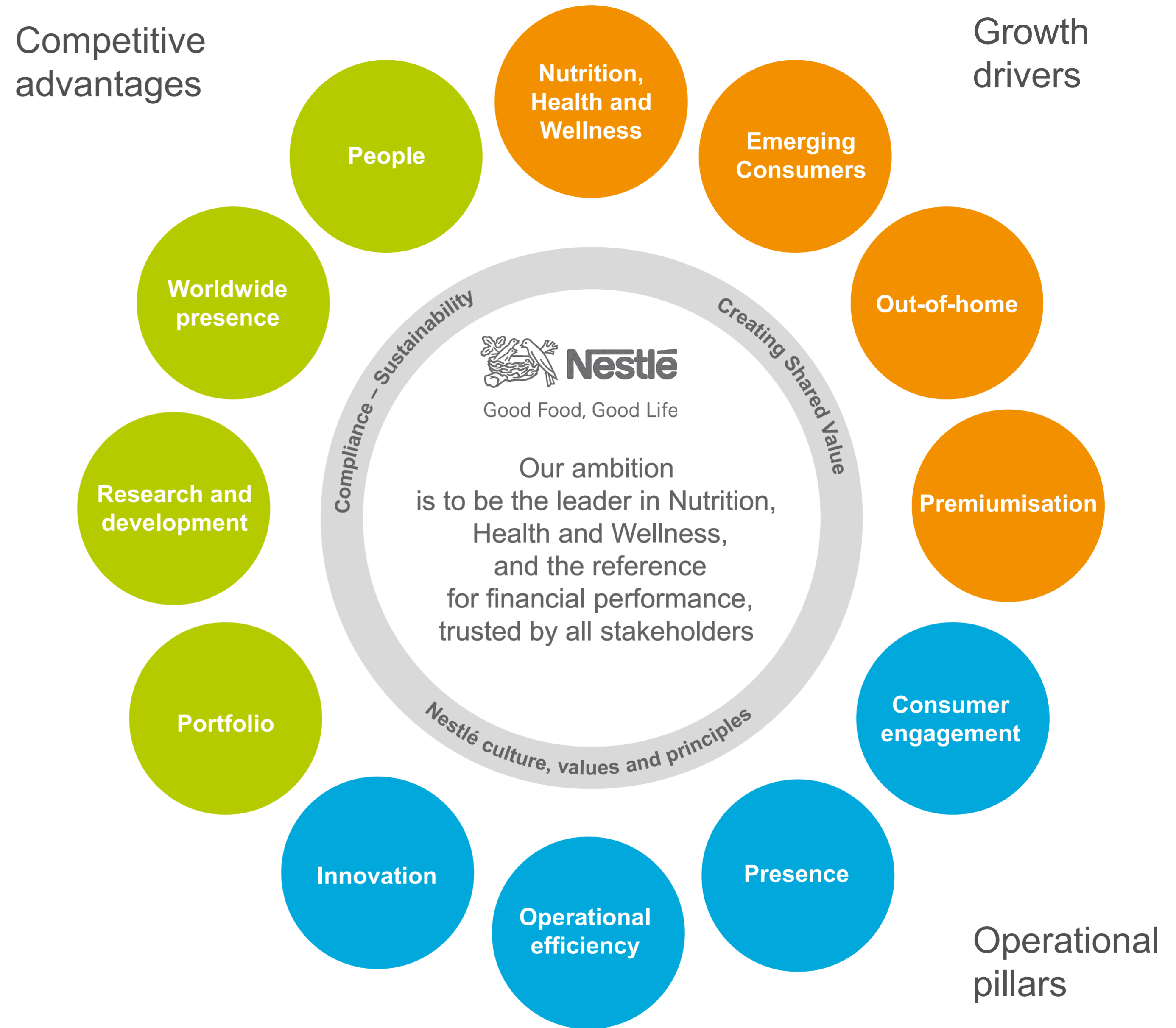
Delivering over time

Nestlé Model



Our Roadmap

Driving performance





New Reality

Many challenges

New Reality



Many opportunities



Our priorities



Make choices



Grasp opportunities



Value what consumers value



Engage with the community and stakeholders



Embrace digital



Have the best people

Expand the boundaries of nutrition



Nestlé Health Science

Focus on...

Strengthening portfolio

Allocating resources

Mastering complexity

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Strengthening portfolio

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Mastering complexity

R&D and Innovation

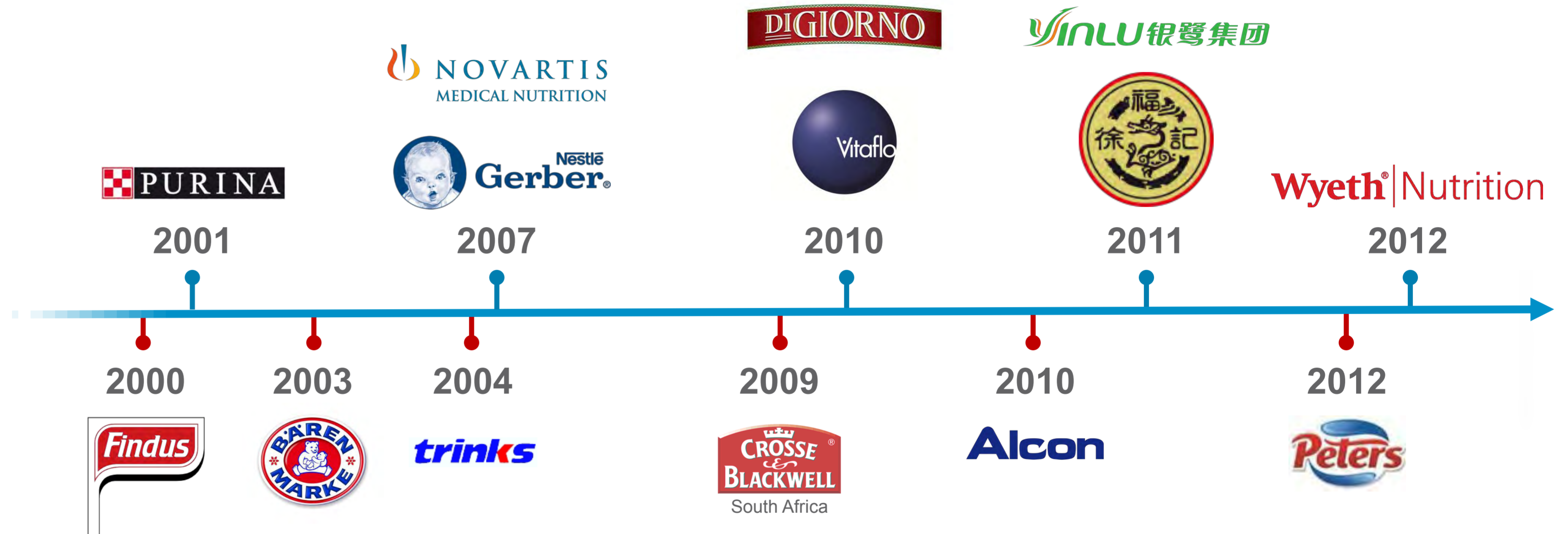


 Nestlé Health Science

60/40 +

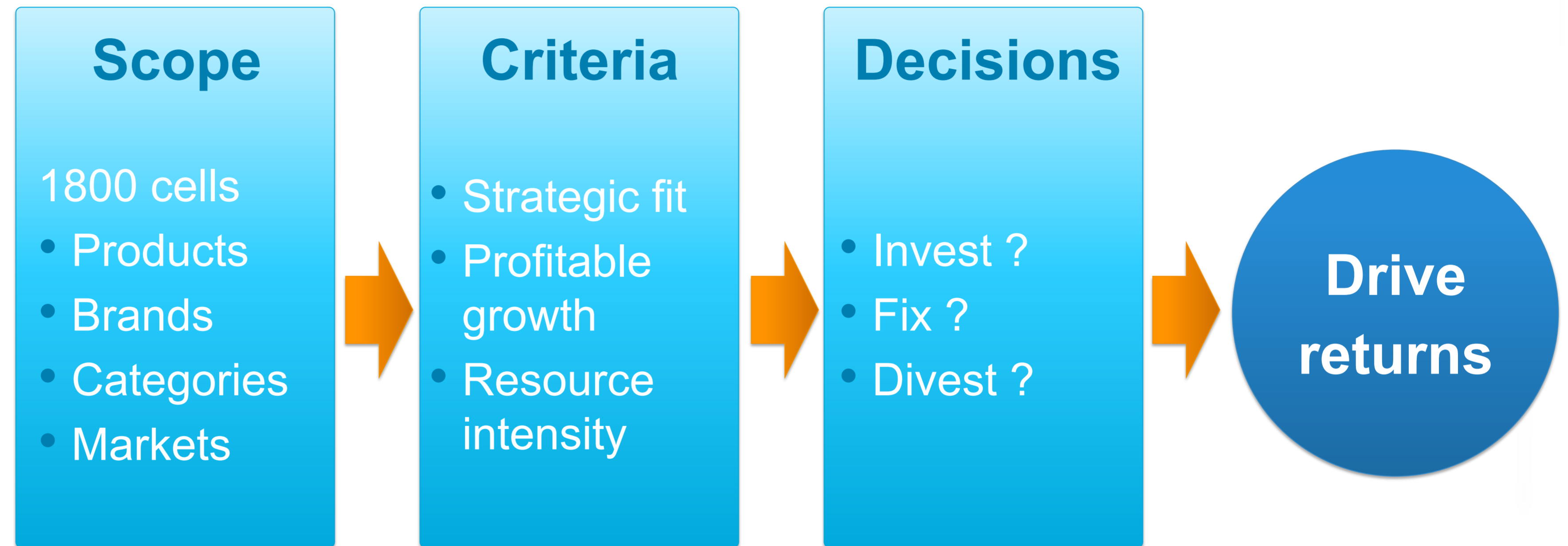
M&A

Acquisitions



Divestitures

Strengthening portfolio



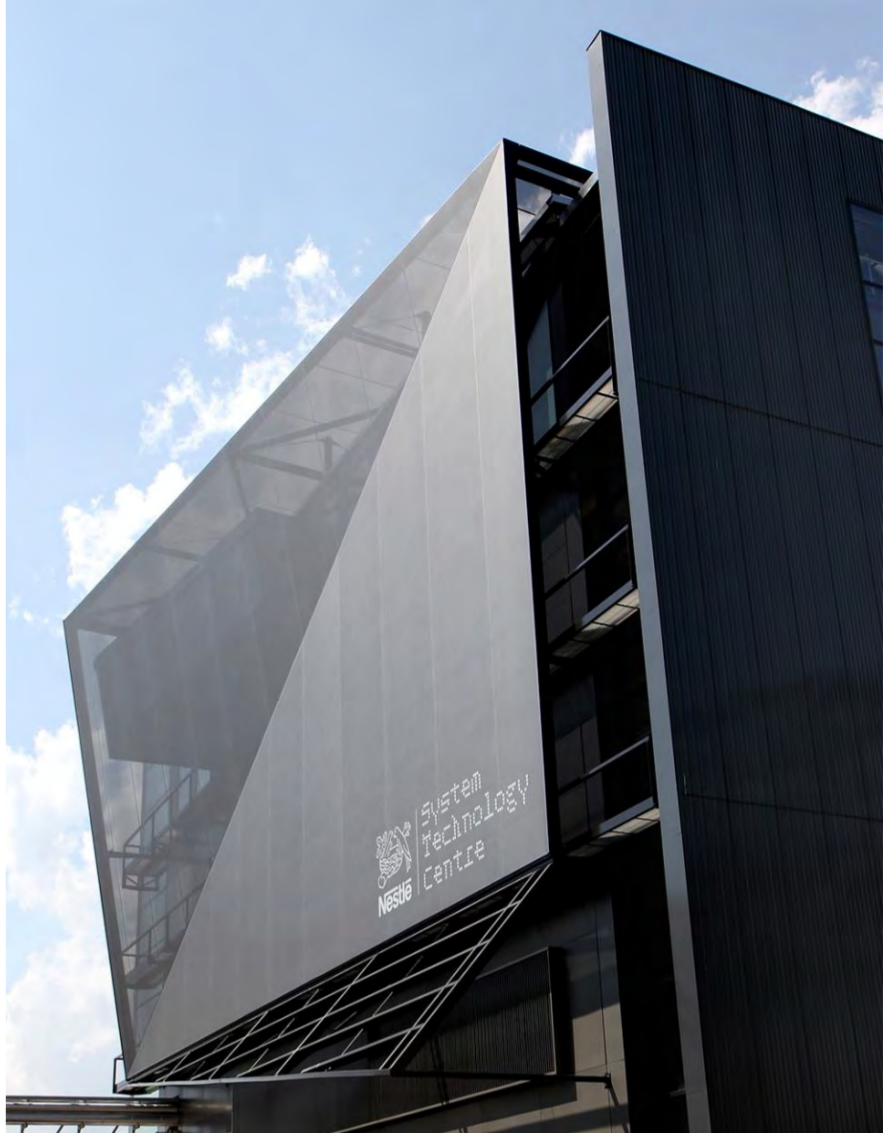
Focus on...

Strengthening portfolio

Allocating resources

Mastering complexity

Investing for growth

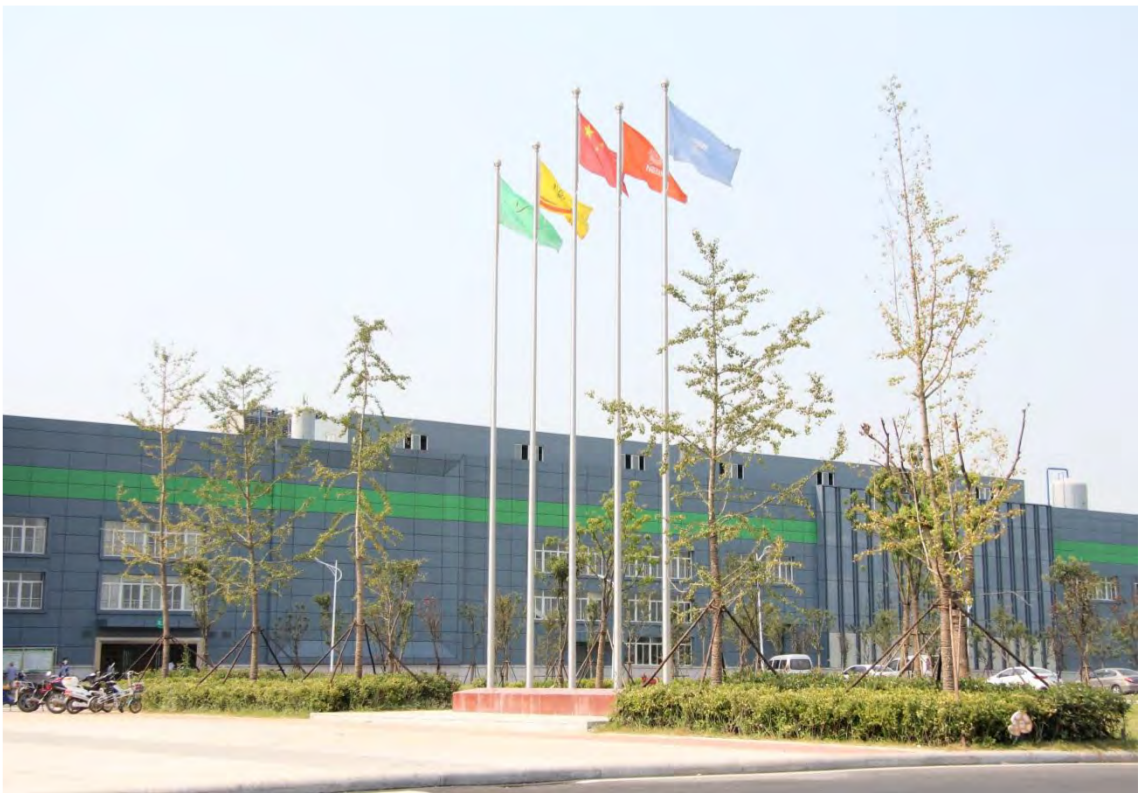


Capabilities

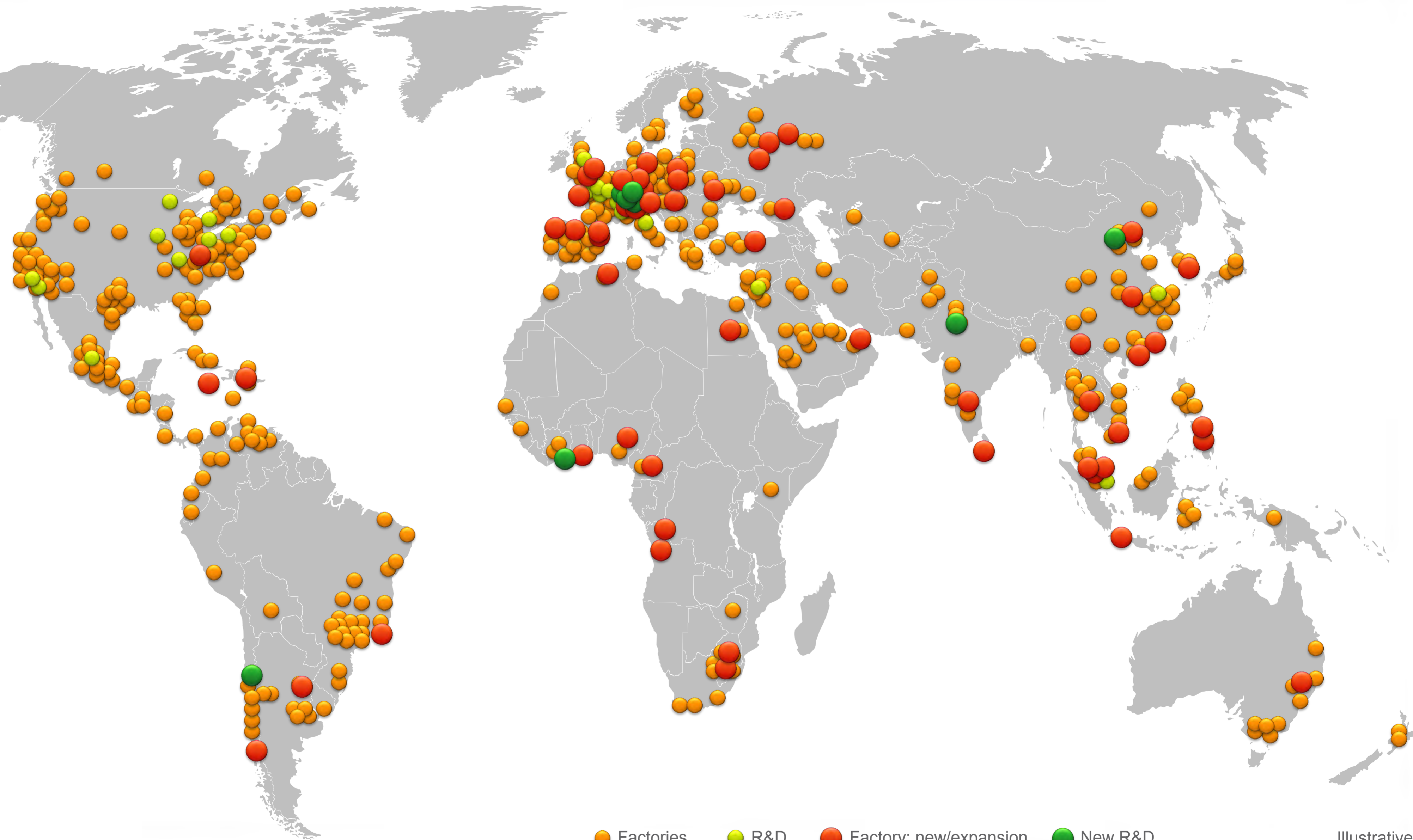


Investing for growth

Capacities



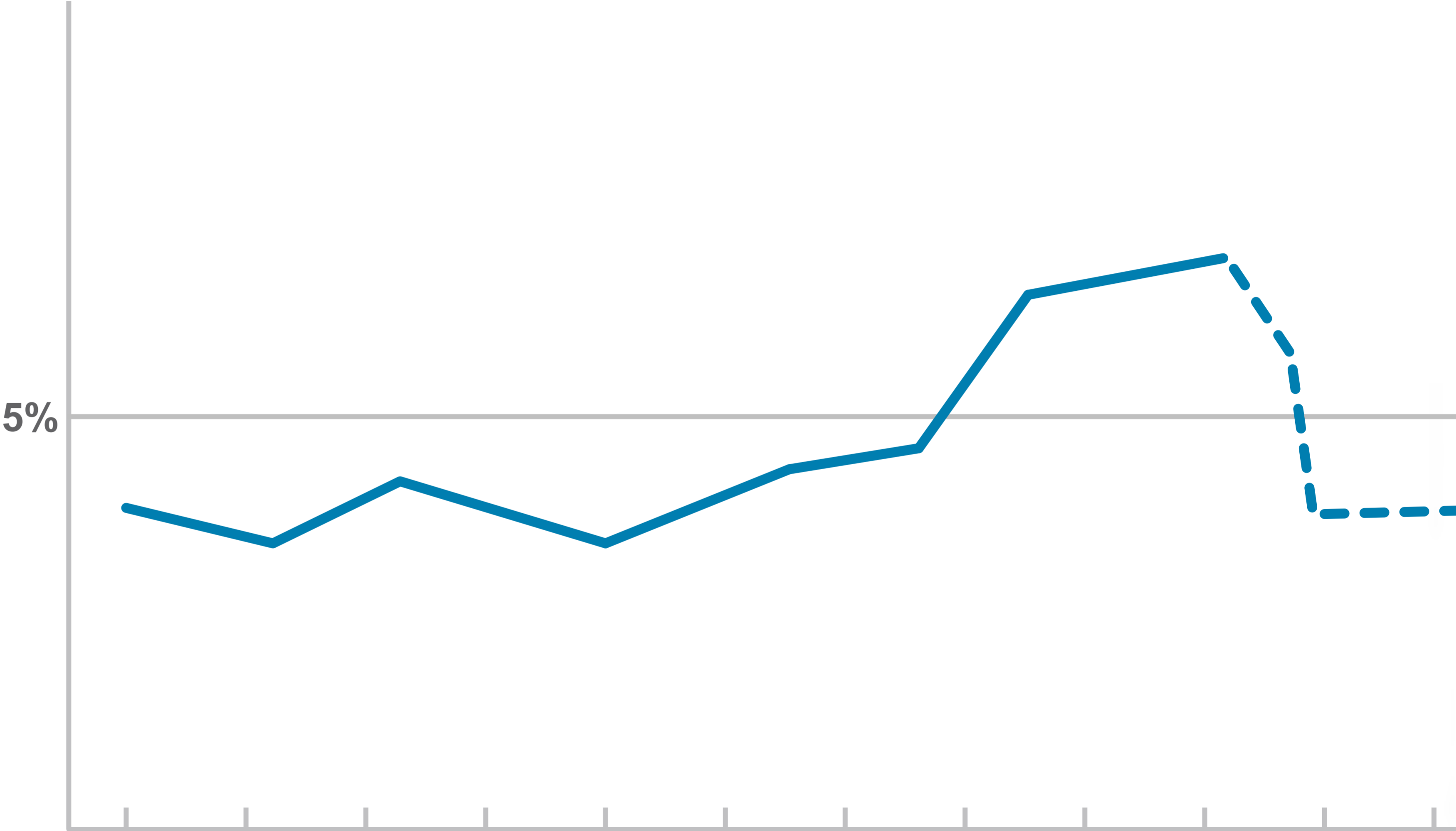
A strong global presence



Illustrative

Capital Expenditure

Return



Focus on...

Strengthening portfolio

Allocating resources

Mastering complexity

Mastering complexity

Category

Powdered and Liquid Beverages

Water

Milk products and Ice cream

Nutrition and HealthCare

Prepared dishes and Cooking aids

Confectionery

PetCare

Geography

Europe

Americas

Asia
Oceania
Africa

Globally Managed
Businesses

Nestlé Waters

Nestlé Nutrition

Nestlé Professional

Nespresso

Separately governed
operations

Nestlé Health Science (NHS)

Joint Ventures F&B: CPW (Cereals), BPW (Beverages)

Joint Ventures Pharma: Galderma, Inneov

GLOBE, NCE, NBS,...

Mastering complexity



From size... to scale... to competitive advantage

Enhancing our competitiveness to drive performance



Strengthening portfolio



Allocating resources



Mastering complexity



Enhancing our competitiveness to drive performance

Appendix

Weighted Average Exchange Rates

CHF per	9m 2012	9m 2013	(%)*
US Dollar (1)	0.94	0.94	-0.5
Euro (1)	1.20	1.23	+2.3
£ Sterling (1)	1.48	1.45	-2.6
Real (100)	49.06	44.29	-9.7
Mex. Peso (100)	7.11	7.38	+3.8
Yen (100)	1.18	0.97	-18.1

* % rounded

FX Impact on All Businesses

(%)	1Q 2013	HY 2013	9m 2013
Zone Americas	-2.6	-2.4	-4.4
Zone Europe	+1.2	+1.3	+0.9
Zone AOA	-1.0	-1.4	-3.7
Nestlé Nutrition	-1.9	-1.8	-3.9
Nestlé Waters	+0.9	+0.8	-0.4
Other	+0.2	+0.3	-1.0
Total	-0.9	-0.9	-2.5