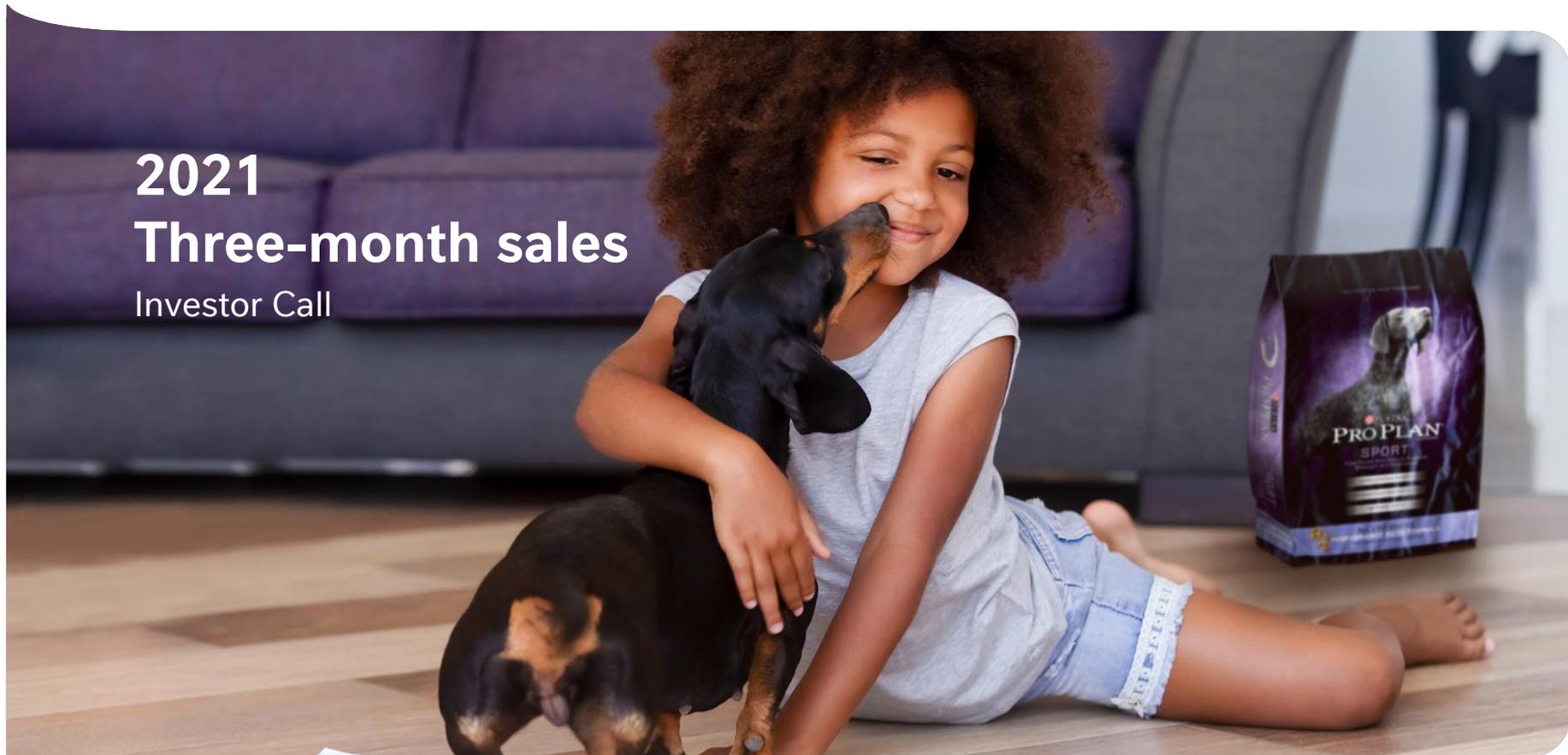




Good food, Good life

2021 Three-month sales

Investor Call



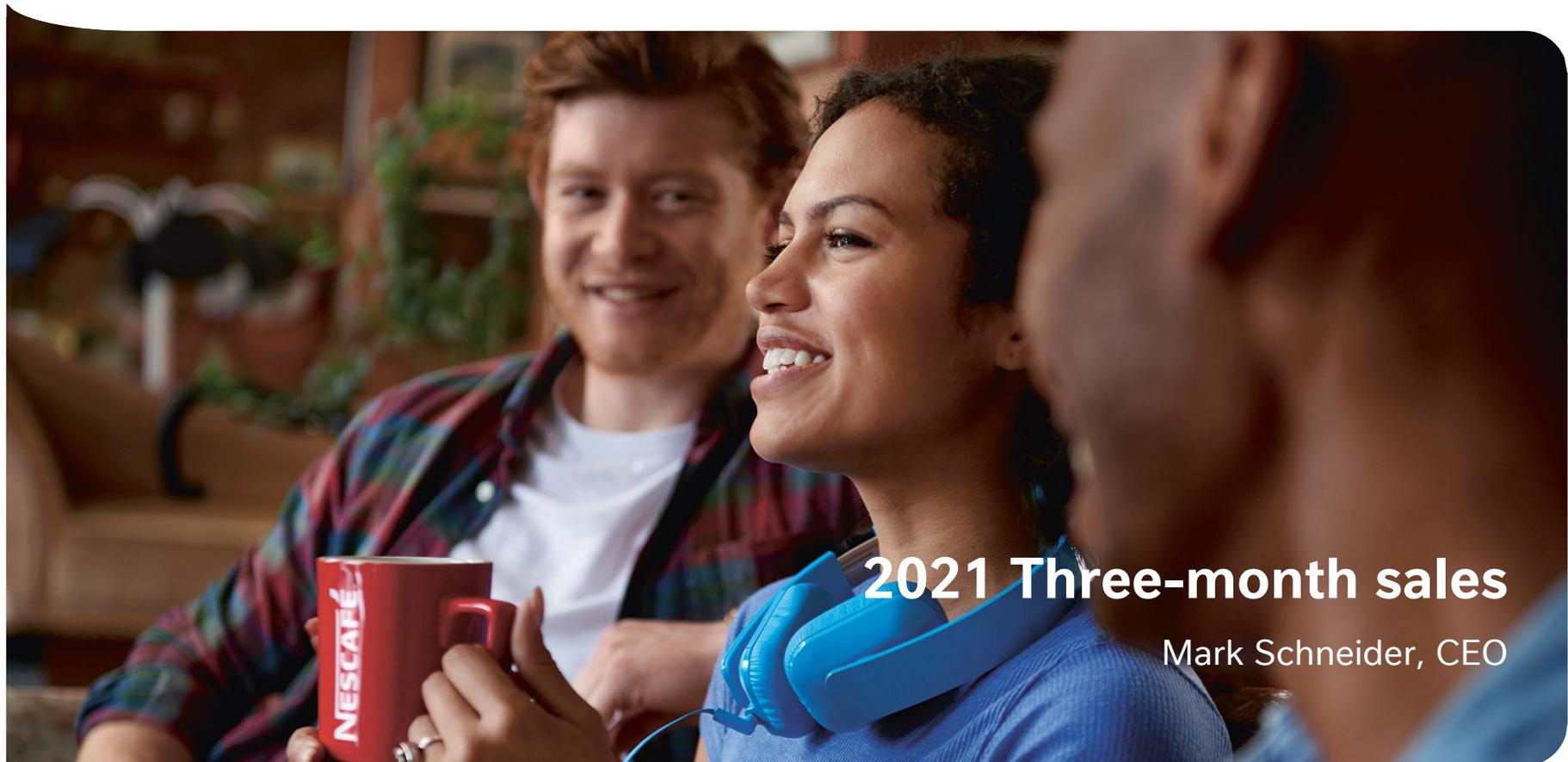
Disclaimer

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.





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2021 Three-month sales

Mark Schneider, CEO

Key messages

- Organic sales growth of 7.7%
 - Strong RIG and increased contribution from pricing
 - Broad-based growth and market share gains across most geographies and categories
 - Solid momentum in retail sales, with a gradual recovery in out-of-home channels
- Further progress on portfolio development
- Guidance for full-year confirmed



Our business as a force for good: COVID-19 vaccination support



Partnering with COVAX, the IFRC and local authorities around the world to support the broad and equitable delivery of COVID-19 vaccines



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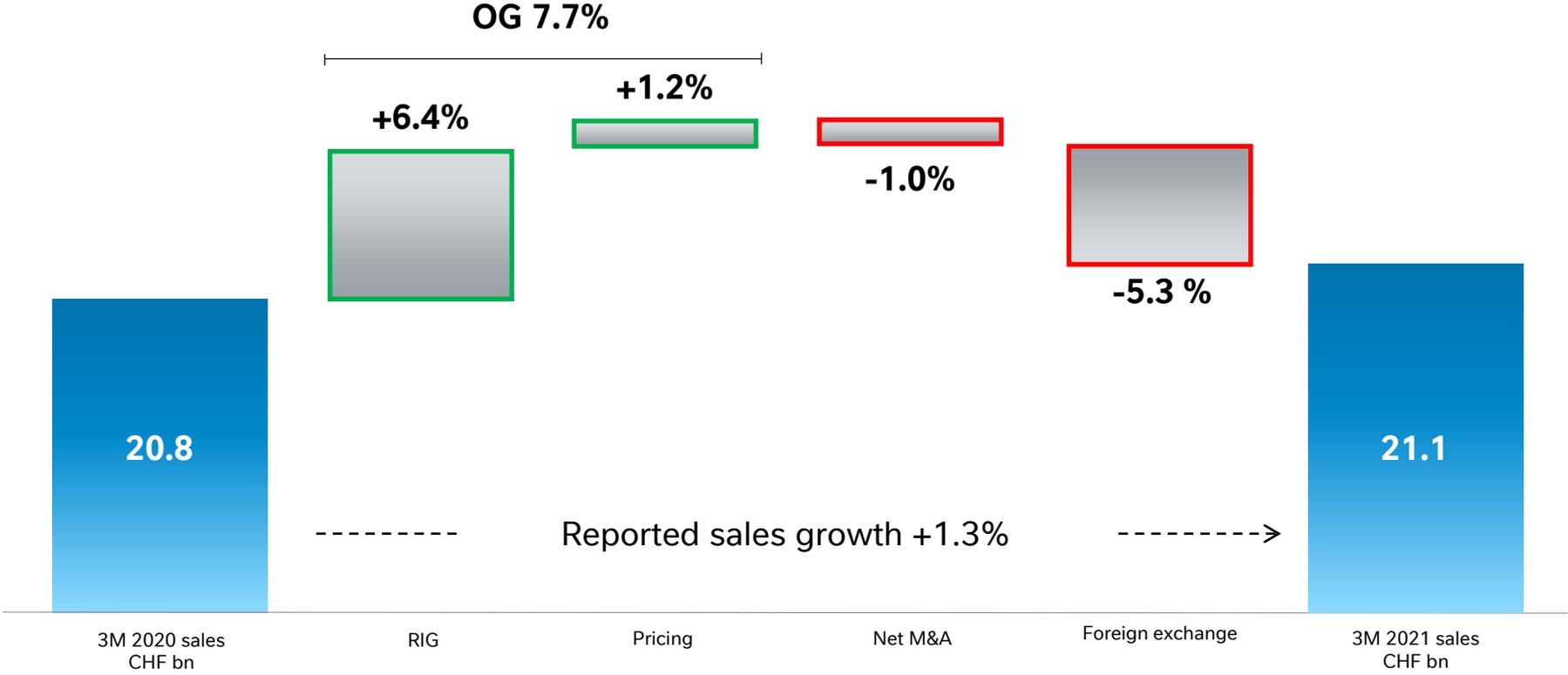
Three-month sales 2021

François-Xavier Roger, CFO

Garden
Gourmet®

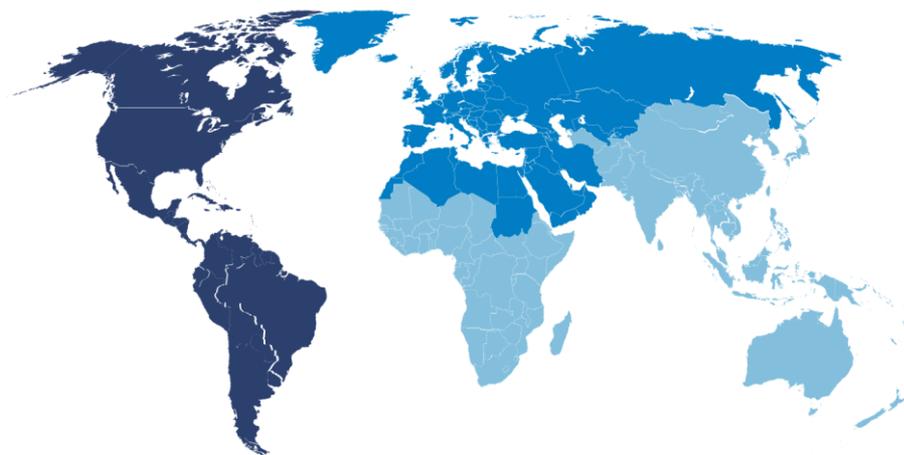


Three-month sales growth



Broad-based growth

	AMS	EMENA	AOA
Sales (in CHF)	9.3 bn	6.4 bn	5.4 bn
RIG	6.4%	4.6%	8.6%
Pricing	2.1%	0.7%	0.3%
OG	8.5%	5.3%	8.9%

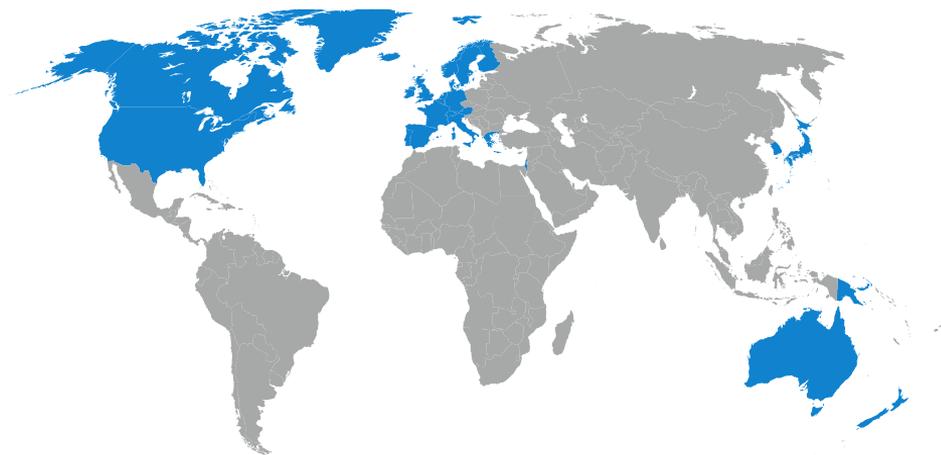


Each geography includes Zones, Nespresso, Nestlé Health Science



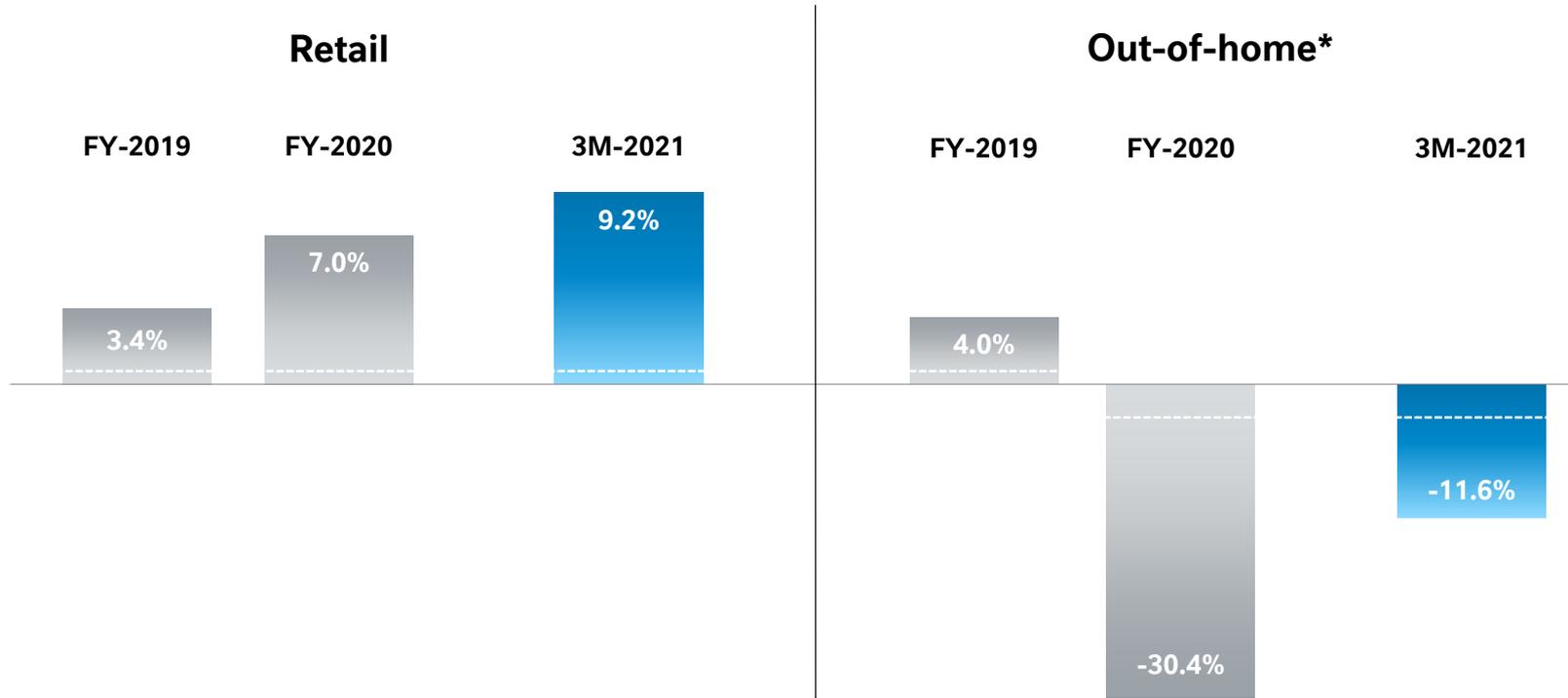
Strong growth across developed and emerging markets

	Developed	Emerging
Sales (in CHF) % of group sales	12.3 bn 58%	8.8 bn 42%
RIG	4.8%	8.7%
Pricing	0.2%	2.7%
OG	5.0%	11.4%



Strong momentum in retail, easier comps in out-of-home

Organic sales growth



* Includes Nestlé Professional, foodservice activities of Nespresso, Starbucks products and water, travel retail and Blue Bottle



Zone AMS

Sales	CHF 8.2 bn
Real internal growth	+4.8%
Pricing	+2.4%
Organic growth	+7.2%

- Strong organic growth based on robust RIG and solid pricing, with broad-based market share gains
- North America posted mid single-digit growth, led by food, coffee and creamers as well as *Purina* PetCare
- Latin America reached double-digit growth, with broad-based contributions across geographies and most product categories



Zone EMENA

Sales	CHF 5.2 bn
Real internal growth	+3.8%
Pricing	+0.6%
Organic growth	+4.4%

- Strong RIG-based organic growth, with continued market share gains
- Most markets saw increased growth supported by e-commerce momentum and product innovation
- Largest growth contributors were coffee, *Purina* PetCare, and culinary products



Zone AOA

Sales	CHF 5.1 bn
Real internal growth	+8.8%
Pricing	+0.3%
Organic growth	+9.1%

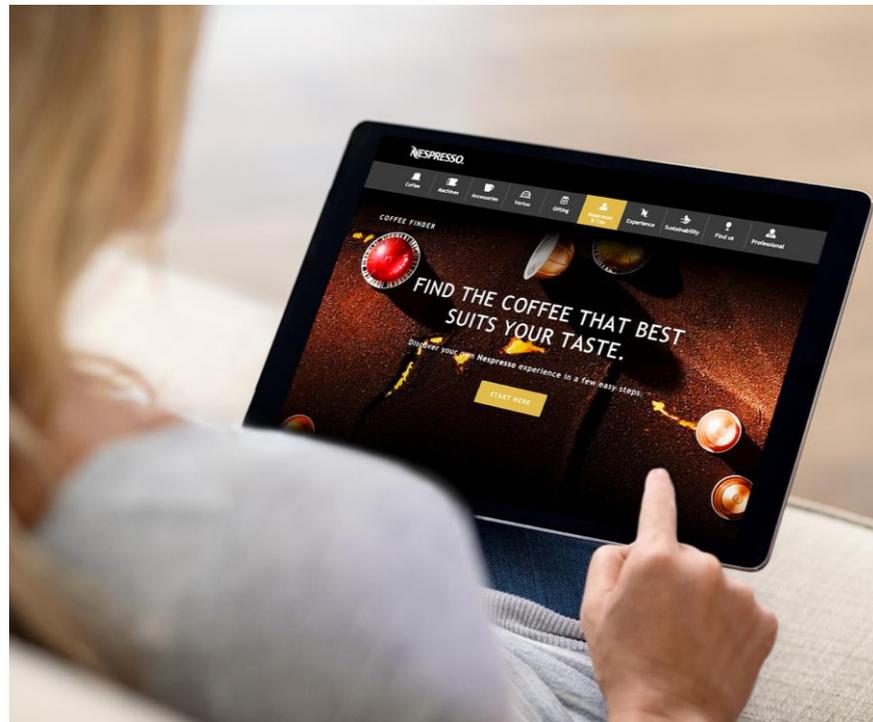
- China posted double-digit organic growth, helped by out-of-home channel recovery and timing of Chinese New Year
- Outside of China, the Zone grew at a mid single-digit rate
- Largest contributors to growth were culinary, dairy and coffee



Nespresso

Sales	CHF 1.6 bn
Real internal growth	+16.3%
Pricing	+0.8%
Organic growth	+17.1%

- Double-digit organic growth, driven by strong momentum in e-commerce and *Vertuo*
- The Americas, EMENA and AOA all posted double-digit growth
- North America was the largest contributor to growth, with continued market share gains



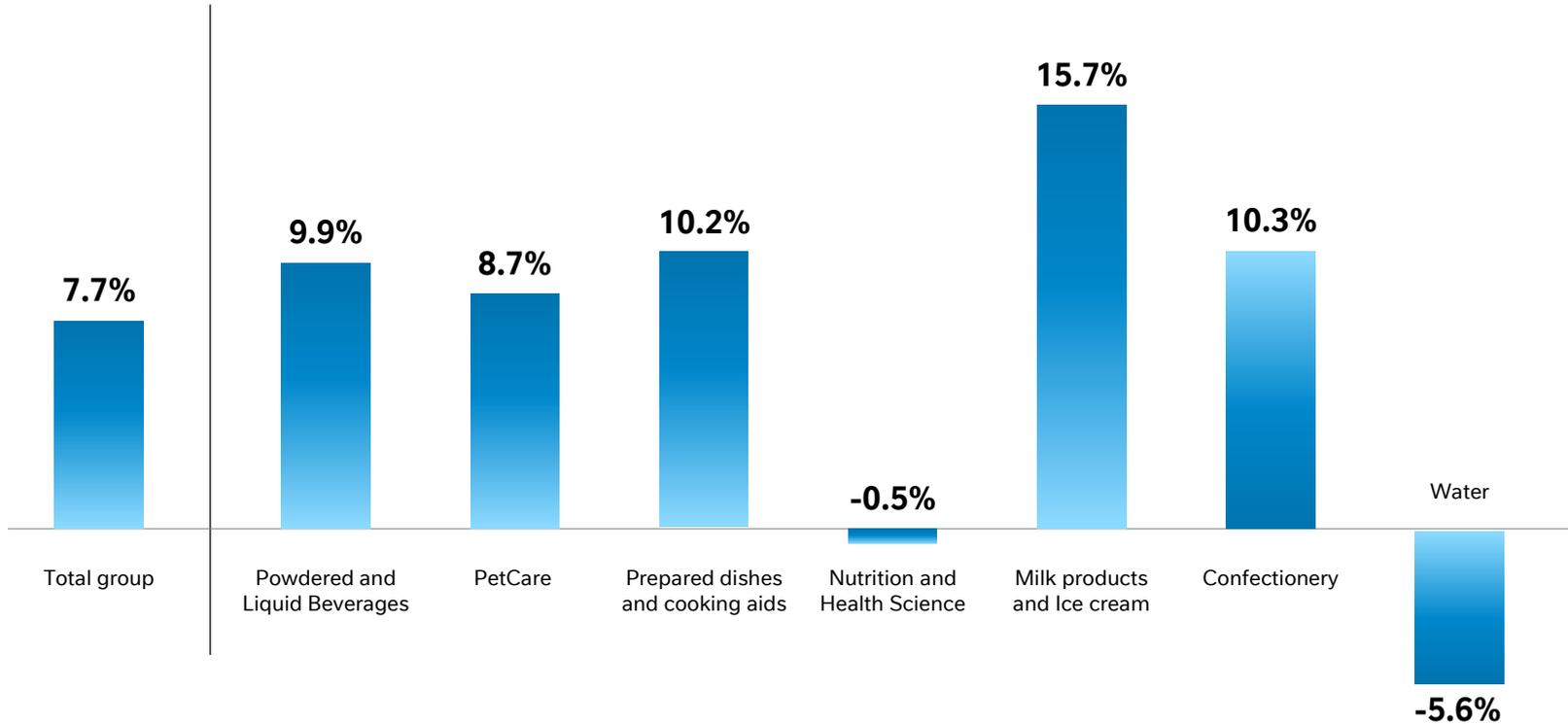
Nestlé Health Science

Sales	CHF 0.9 bn
Real internal growth	+9.4%
Pricing	+0.1%
Organic growth	+9.5%

- Strong organic growth supported by continued momentum in e-commerce and demand for vitamins, minerals and supplements
- Consumer care reported double-digit growth, with particular strength in *Garden of Life*, *Vital Proteins* and *Persona*
- Medical nutrition saw mid single-digit growth



Organic sales growth by category





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Q&A



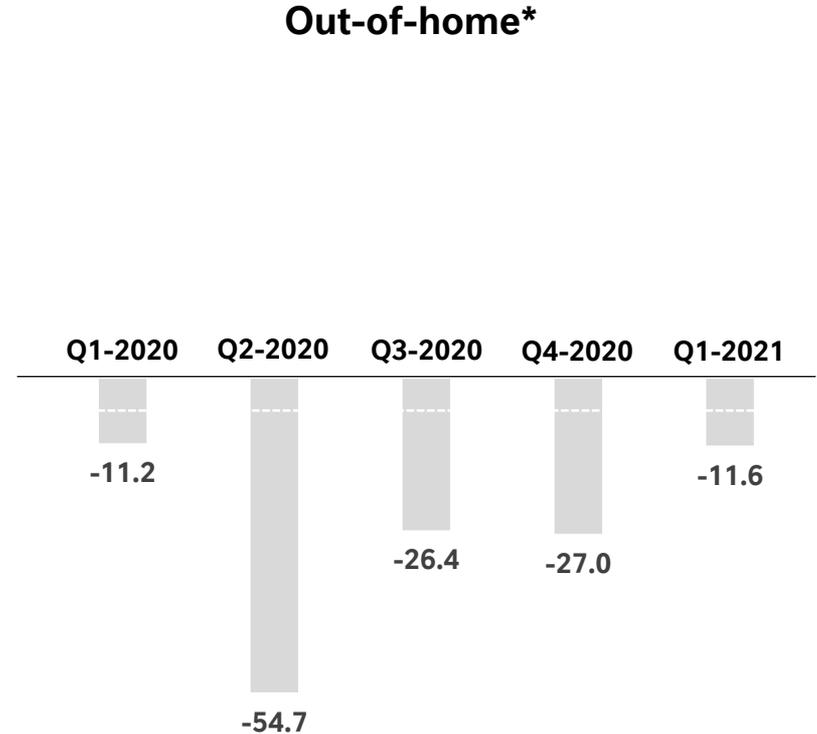
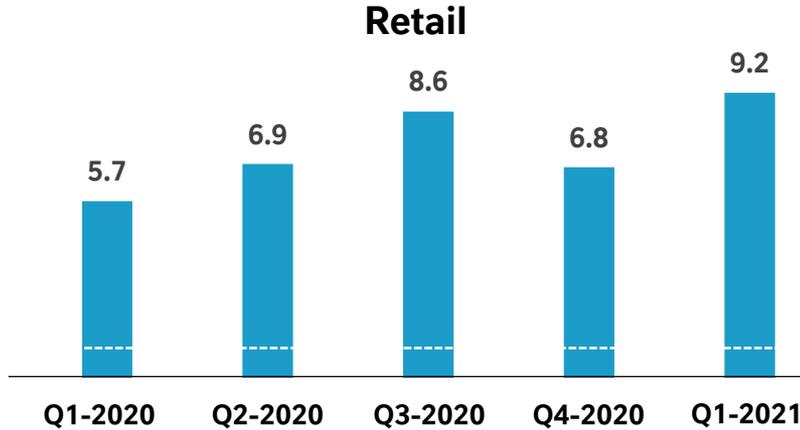


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Quarterly organic sales growth by channel

OG %



* Includes Nestlé Professional, foodservice activities of Nespresso, Starbucks products and water, travel retail and Blue Bottle

3M-2021 Operating segments – topline summary

	3M-2021 sales							Reported sales growth
	Sales (CHF m)	RIG %	Pricing %	OG %	Net M&A %	F/X %	%	
Zone AMS	8 244	4.8	2.4	7.2	0.3	-8.6	-1.2	
Zone EMENA	5 203	3.8	0.6	4.4	-3.7	-2.8	-2.1	
Zone AOA	5 094	8.8	0.3	9.1	-3.4	-3.4	2.3	
Nespresso	1 571	16.3	0.8	17.1	-0.1	-1.4	15.6	
Nestlé Health Science	930	9.4	0.1	9.5	17.3	-5.2	21.6	
Others	47	-11.1	0.3	-10.8	0.0	-2.3	-13.2	
Total Group	21 089	6.4	1.2	7.7	-1.0	-5.3	1.3	



3M-2021 Products – topline summary

	3M-2021 sales			
	Sales (CHF m)	RIG %	Pricing %	OG %
Powdered and liquid beverages	5 771	9.3	0.6	9.9
Water	1 389	-8.1	2.5	-5.6
Milk products and Ice cream	2 598	11.6	4.1	15.7
Nutrition and Health Science	2 995	-1.1	0.7	-0.5
Prepared dishes and cooking aids	3 016	9.9	0.3	10.2
Confectionery	1 700	9.1	1.2	10.3
Petcare	3 620	7.7	1.0	8.7
Total group	21 089	6.4	1.2	7.7



3M-2021 historical eight quarters

Period	RIG %	Pricing %	OG %
Q2-2019	3.0	0.9	3.9
Q3-2019	3.9	-0.2	3.7
Q4-2019	2.5	0.5	3.0
Q1-2020	4.7	-0.4	4.3
Q2-2020	0.5	0.8	1.3
Q3-2020	4.8	0.1	4.9
Q4-2020	3.0	0.9	3.9
Q1-2021	6.4	1.2	7.7



3M-2021 currency overview

			Weighted average rate		
			3M-2020	3M-2021	Variation in %
US Dollar	1	USD	0.967	0.906	-6.4
Euro	1	EUR	1.067	1.091	2.3
Chinese Yuan Renminbi	100	CNY	13.893	13.922	0.2
Brazilian Real	100	BRL	21.52	16.55	-23.1
Philippine Peso	100	PHP	1.903	1.873	-1.6
UK Pound Sterling	1	GBP	1.233	1.249	1.3
Mexican Peso	100	MXN	4.857	4.447	-8.4
Canadian Dollar	1	CAD	0.717	0.715	-0.3
Japanese Yen	100	JPY	0.889	0.854	-3.9
Australian Dollar	1	AUD	0.632	0.7	10.7
Russian Ruble	100	RUB	1.438	1.218	-15.3



Abbreviations

- **OG** Organic growth
- **RIG** Real internal growth
- **AMS** Americas
- **EMENA** Europe, Middle East, and North Africa
- **AOA** Asia, Oceania, and sub-Saharan Africa

