



**Nestlé** Good food, Good life

# Bernstein Strategic Decisions Conference 2021

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# Disclaimer

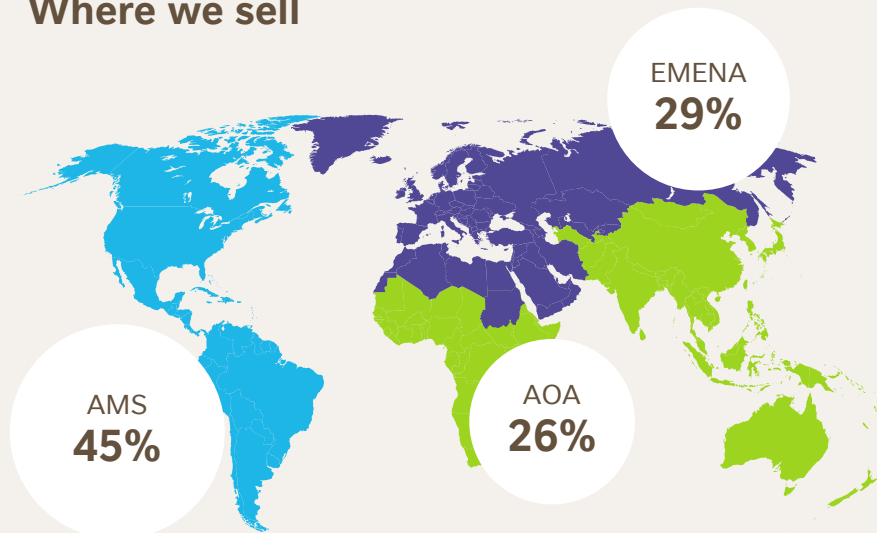
This presentation contains forward looking statements which reflect Management's current views and estimates. The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures and regulatory developments.



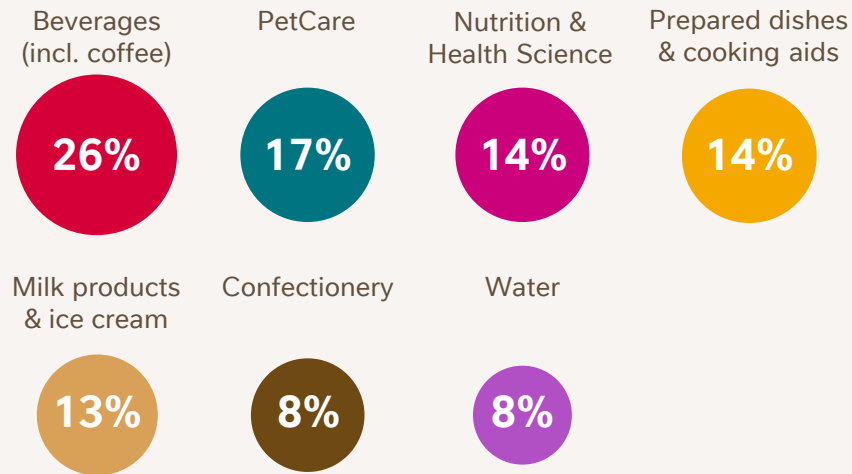
# Our business is global, balanced and diversified

2020 sales: CHF 84.3 bn

## Where we sell



## What we sell



## Resources

Number of employees  
**273 000**

R&D spend  
**CHF 1.6 bn**

Factories  
**376**



# Our mid-term value creation model

**Sustained mid single-digit organic sales growth**

**Continued moderate underlying trading operating profit margin improvements**

**Continued prudent capital allocation and capital efficiency improvements**

**Value creation for both society and our shareholders**



# Growth driven by continuous innovation, agility and purpose



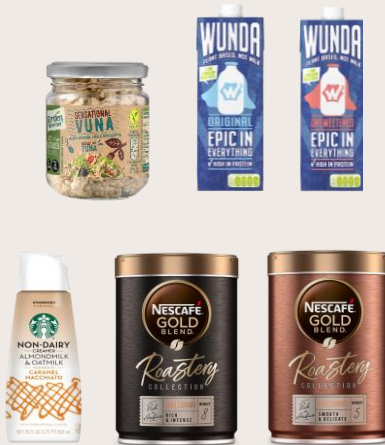
## Deep Science

Focusing on differentiation and functional benefits



## Rapid innovation

Driving faster speed-to-market to meet trends



## Purpose-driven

Advancing our sustainability and UN SDG agenda



# Creating shared value: Living our purpose and values

## Engaging on ESG issues that are material to our business and impactful on society

### Accelerating action on climate



- Achieving net zero greenhouse gas emissions by 2050
- Meeting the United Nations 1.5°C pledge
- Making brands carbon neutral

### Leading the way to a waste-free future



- Making 100% of our packaging reusable or recyclable by 2025
- Reducing virgin plastics use by one third
- Supporting the development of alternative packaging and recycling systems

### Inspiring healthier living



- Launching healthier, more nutritious products
- Reducing sugar, sodium and fat
- Empowering consumers with nutritional guidance

### Building strong supply chains



- Enhancing responsible sourcing for key commodities
- Supporting farmers and their communities
- Respecting and promoting human rights

### Fostering diversity and inclusion



- Increasing the % of female leaders in the top 200 senior executive positions from ~20% to 30% by 2022

# HY 2021 results demonstrate resilience

**Sales** (in CHF)

**41.8 bn**

+1.5% on a reported basis

**Organic  
Growth\***

**+8.1%**

**Underlying  
TOP margin**

**17.4%**

Unchanged vs. H1 2020

**Free cash  
flow**

**2.8 bn**

6.8% of sales



## 2021 guidance

- We expect full-year **organic sales growth** between 5% and 6%
- The **underlying trading operating profit margin** is expected around 17.5%, reflecting initial time delays between input cost inflation and pricing as well as the one-off integration costs related to the acquisition of The Bountiful Company's core brands. Beyond 2021, our mid-term outlook for continued moderate margin improvement remains unchanged
- **Underlying earnings per share** in constant currency and capital efficiency are expected to increase





Thank you!

