



Nestlé Good food, Good life

2022 Nine-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.



Nestlé Good food, Good life



2022 Nine-month sales

Mark Schneider, CEO

Key messages

- Strong organic sales growth of 8.5%
 - Responsible pricing to reflect significant cost inflation
 - Resilient RIG following a high base of comparison and in light of supply chain constraints
 - Limited demand elasticity
- Portfolio management on track
- Launched *Nescafé* plan 2030 to help make coffee farming more sustainable
- Raised organic sales growth guidance to be around 8% for the full year

Business as a force for good: Nescafé plan 2030



- Reducing greenhouse gas emissions and improving coffee farmers' livelihoods
- Working with farmers to make the transition to regenerative agriculture by providing:
 - training
 - financial support
 - high-yielding coffee plantlets
- Prioritizing Brazil, Vietnam, Mexico, Colombia, Côte d'Ivoire, Indonesia and Honduras

2022 guidance updated

- Organic sales growth now around 8%
- Underlying trading operating profit margin around 17.0%
- Underlying earnings per share in constant currency and capital efficiency expected to increase



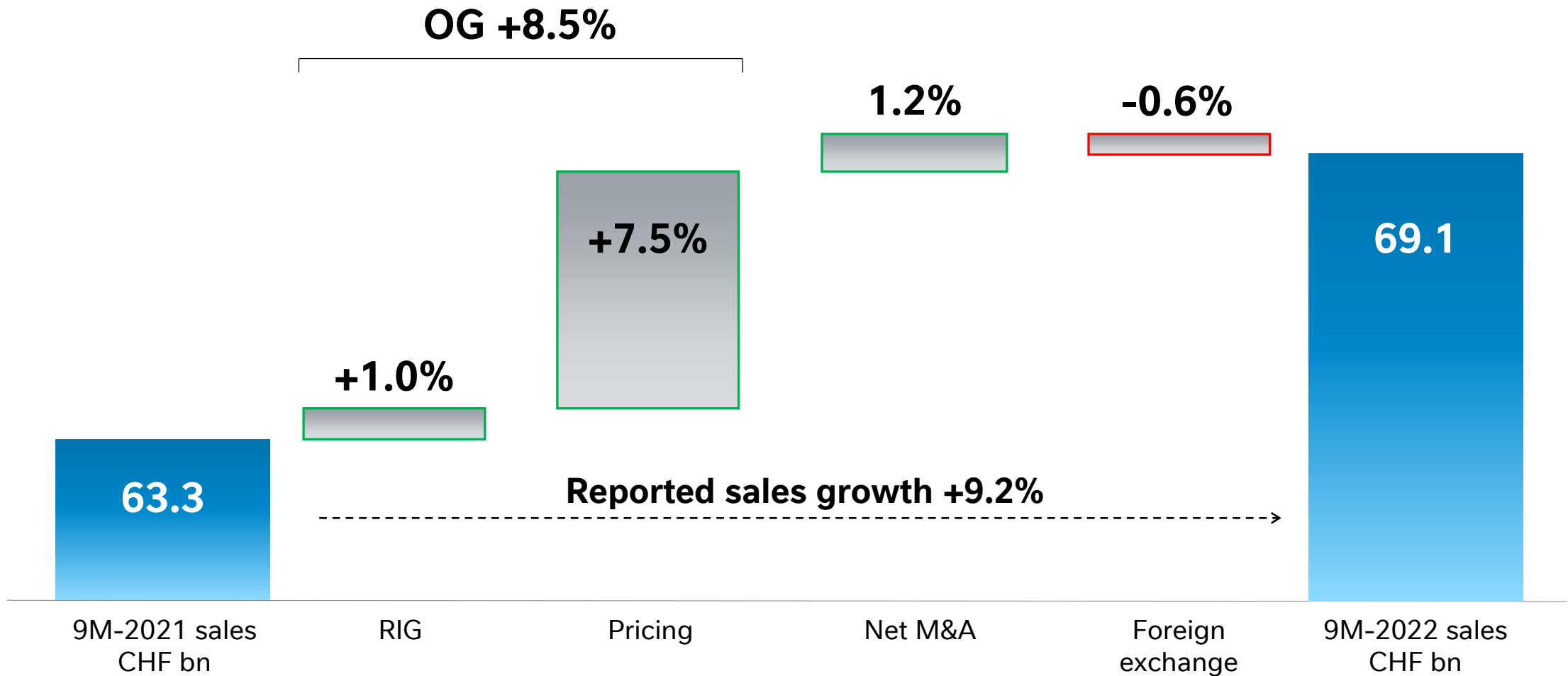
Nestlé Good food, Good life

2022 Nine-month sales

François-Xavier Roger, CFO



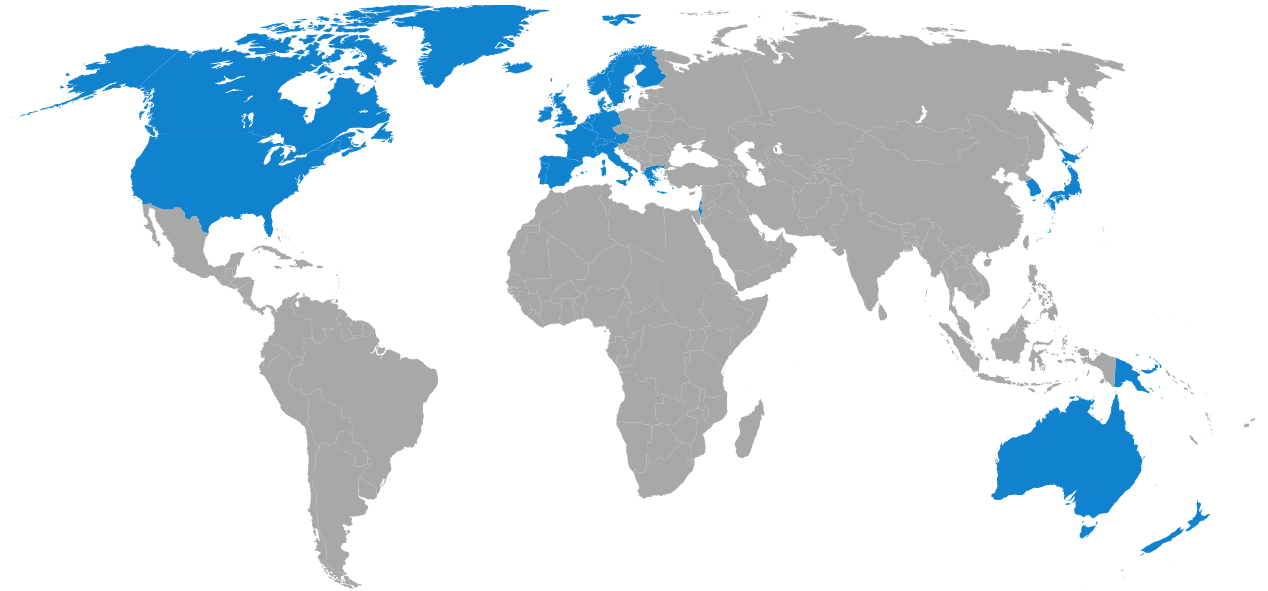
Nine-month sales growth



RIG, pricing and organic growth figures exclude the Russia region, with a corresponding impact on the M&A and foreign exchange lines

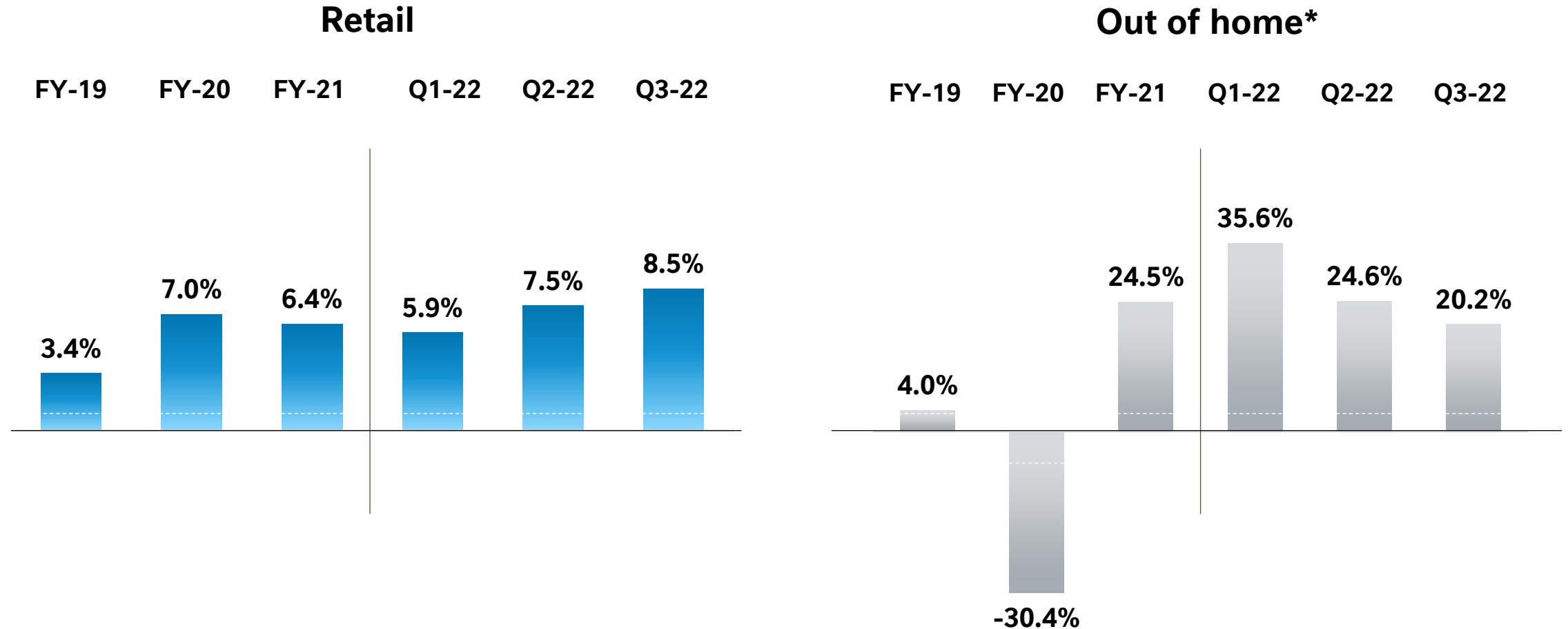
Broad-based growth across developed and emerging markets

	Developed	Emerging
Sales (in CHF) % of Group sales	40.1 bn 58%	29.0 bn 42%
RIG	0.1%	2.5%
Pricing	7.3%	7.8%
OG	7.4%	10.2%



Strong momentum in retail and further recovery in out-of-home

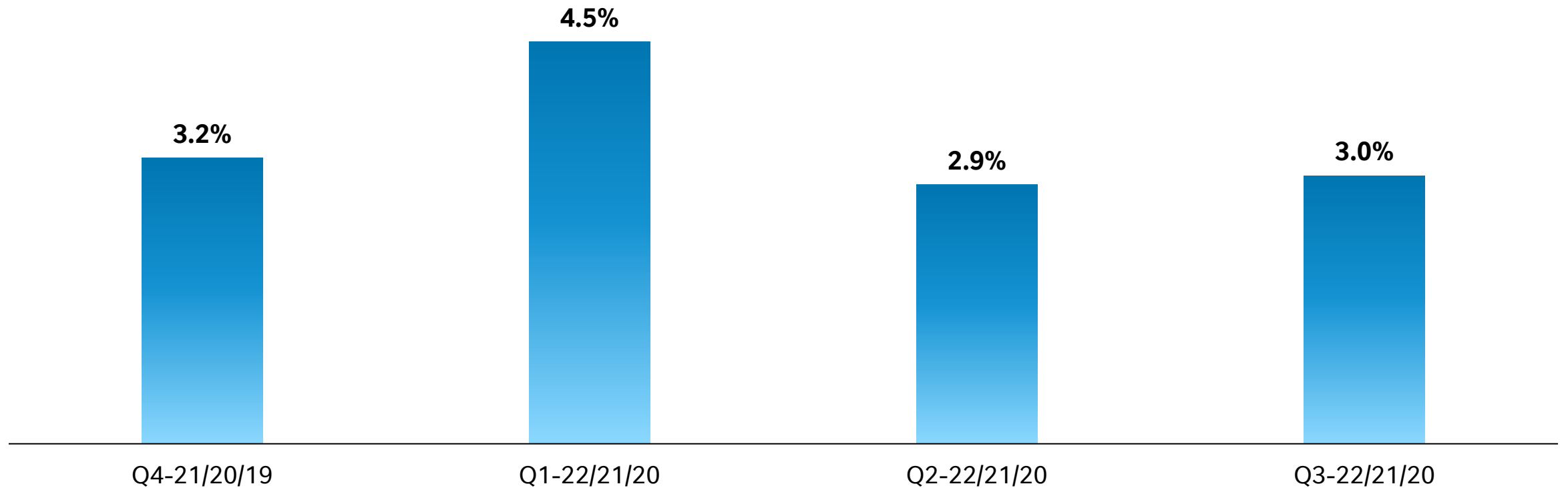
Organic sales growth %



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

Resilient RIG

3-year RIG average



Zone North America

Sales	CHF 19.1 bn
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Real internal growth	0.1%
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Pricing	11.1%
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Organic growth	11.2%
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- Strong organic growth, supported by pricing
- Sustained e-commerce momentum and further recovery in out-of-home channels
- Growth led by *Purina* PetCare, Nestlé Professional and beverages



Zone Europe

Sales	CHF 14.0 bn
Real internal growth	1.5%
Pricing	5.7%
Organic growth	7.1%

- Organic growth supported by pricing and resilient RIG
- Further momentum of out-of-home channels and continued innovation
- Purina PetCare, Nestlé Professional and water were the main contributors to growth



Zone Asia, Oceania and Africa

Sales	CHF 13.9 bn
Real internal growth	1.1%
Pricing	7.0%
Organic growth	8.1%

- Strong organic growth, with pricing across geographies and categories
- Growth driven by portfolio mix optimization and a further recovery of out-of-home channels
- Culinary, coffee and Nestlé Professional were the key growth contributors



Zone Latin America

Sales	CHF 8.6 bn
Real internal growth	2.5%
Pricing	10.5%
Organic growth	12.9%

- Continued double-digit organic growth, based on pricing and positive RIG
- Growth across geographies was driven by strong execution and further momentum in out-of-home channels
- Growth was led by confectionery, Purina PetCare and coffee



Zone Greater China

Sales	CHF 3.8 bn
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Real internal growth	2.1%
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Pricing	2.6%
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Organic growth	4.7%
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- Robust organic growth, based on solid pricing and RIG
- Growth supported by strong execution and innovation
- Infant nutrition, coffee and confectionery were the key growth contributors



Nespresso

Sales	CHF 4.7 bn
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Real internal growth	-1.9%
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Pricing	4.9%
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Organic growth	3.0%
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- Low single-digit organic growth, following double-digit growth in 2021
- Growth supported by continued momentum for the Vertuo system and a recovery of out-of-home channels
- North America saw double-digit growth with share gains. Europe reported a sales decrease



Nestlé Health Science

Sales	CHF 4.8 bn
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Real internal growth	1.9%
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Pricing	2.6%
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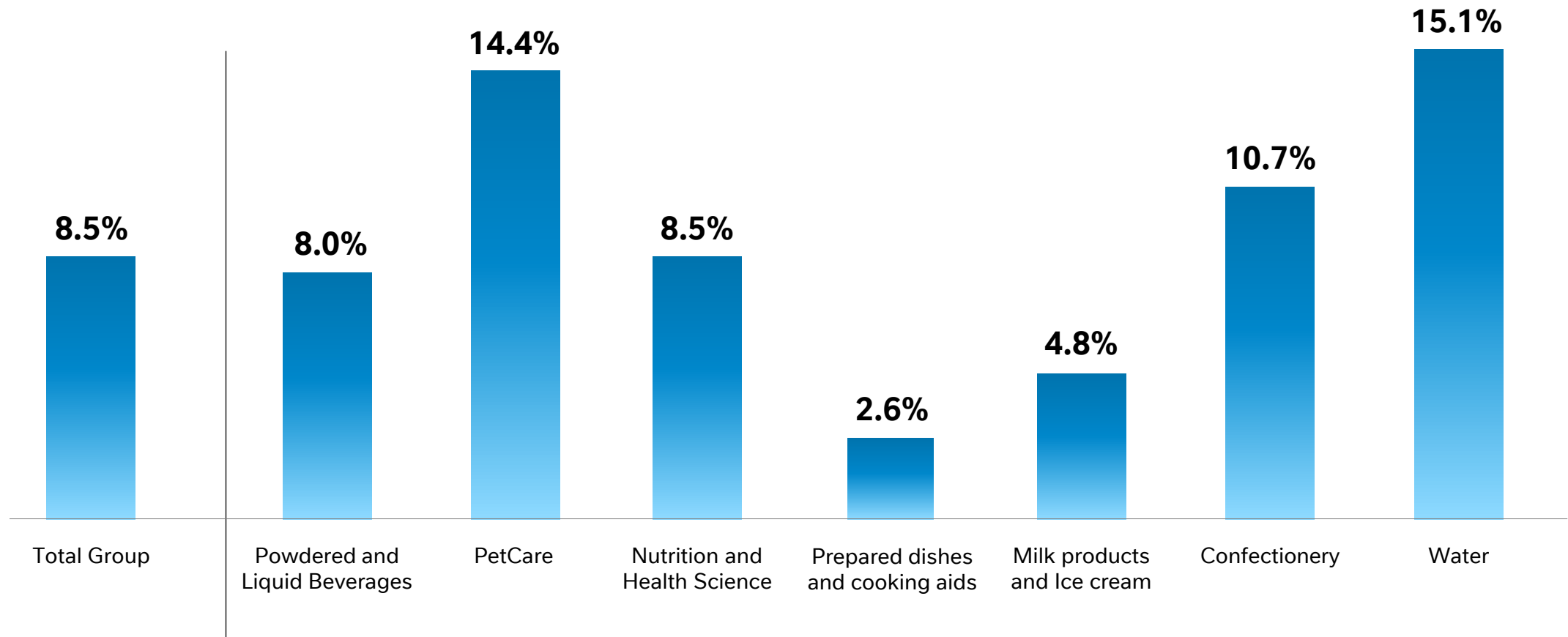
Organic growth	4.5%
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- Robust organic growth, building on two consecutive years of double-digit growth
- Low single-digit growth in consumer care, with a strong contribution from healthy-aging products
- Double-digit growth in medical nutrition, led by pediatric and allergy products



Broad-based growth across categories

Organic sales growth %



Supporting slides



9M-2022 Operating segments – topline summary

	9M-2022 sales						Reported
	Sales (CHF m)	RIG %	Pricing %	OG %	Net M&A %	F/X %	sales growth %
Zone North America	19 093	0.1	11.1	11.2	-4.8	4.8	11.2
Zone Europe	13 968	1.5	5.7	7.1	2.0	-7.5	1.7
Zone AOA	13 899	1.1	7.0	8.1	-0.1	-3.9	4.2
Zone Latin America	8 648	2.5	10.5	12.9	0.1	3.6	16.6
Zone GCR	3 843	2.1	2.6	4.7	0.0	2.4	7.2
Nespresso	4 674	-1.9	4.9	3.0	-0.1	-2.5	0.4
Nestlé Health Science	4 811	1.9	2.6	4.5	42.5	1.6	48.6
Other Businesses	196	28.0	3.0	31.0	0.0	0.2	31.2
Total Group	69 132	1.0	7.5	8.5	1.2	-0.6	9.2

9M-2022 Products – topline summary

9M-2022 sales				
	Sales (CHF m)	RIG %	Pricing %	OG %
Powdered and liquid beverages	18 461	0.7	7.3	8.0
Water	2 776	6.0	9.1	15.1
Milk products and Ice cream	8 267	-3.6	8.5	4.8
Nutrition and Health Science	11 625	3.7	4.8	8.5
Prepared dishes and cooking aids	9 152	-6.3	8.9	2.6
Confectionery	5 640	6.4	4.4	10.7
Petcare	13 211	4.8	9.6	14.4
Total group	69 132	1.0	7.5	8.5

9M-2022 historical eight quarters

Period	RIG %	Pricing %	OG %
Q4-2020	3.0	0.9	3.9
Q1-2021	6.4	1.2	7.7
Q2-2021	7.3	1.3	8.6
Q3-2021	4.4	2.1	6.5
Q4-2021	4.0	3.1	7.2
Q1-2022	2.4	5.2	7.6
Q2-2022	0.9	7.7	8.7
Q3-2022	-0.2	9.5	9.3



9M-2022 currency overview

			Weighted average rate		
			9M-2021	9M-2022	Variation in %
US Dollar	1	USD	0.912	0.953	4.5
Euro	1	EUR	1.091	1.012	-7.2
Chinese Yuan Renminbi	100	CNY	14.067	14.415	2.5
Brazilian Real	100	BRL	17.159	18.625	8.5
Philippine Peso	100	PHP	1.865	1.778	-4.6
UK Pound Sterling	1	GBP	1.263	1.194	-5.5
Mexican Peso	100	MXN	4.527	4.692	3.6
Canadian Dollar	1	CAD	0.729	0.742	1.8
Japanese Yen	100	JPY	0.840	0.744	-11.4
Australian Dollar	1	AUD	0.691	0.673	-2.7
Russian Ruble	100	RUB	1.233	1.355	9.9

Abbreviations

- **OG** Organic growth
- **RIG** Real internal growth
- **AOA** Asia, Oceania, and Africa
- **LATAM** Latin America
- **GCR** Greater China region