

Nestlé Capital Markets Day 2024

## Accelerating growth with fewer bigger better Innovation

# And Marketing excellence

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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.



#### What we will cover today



Our assets and our approach to innovation



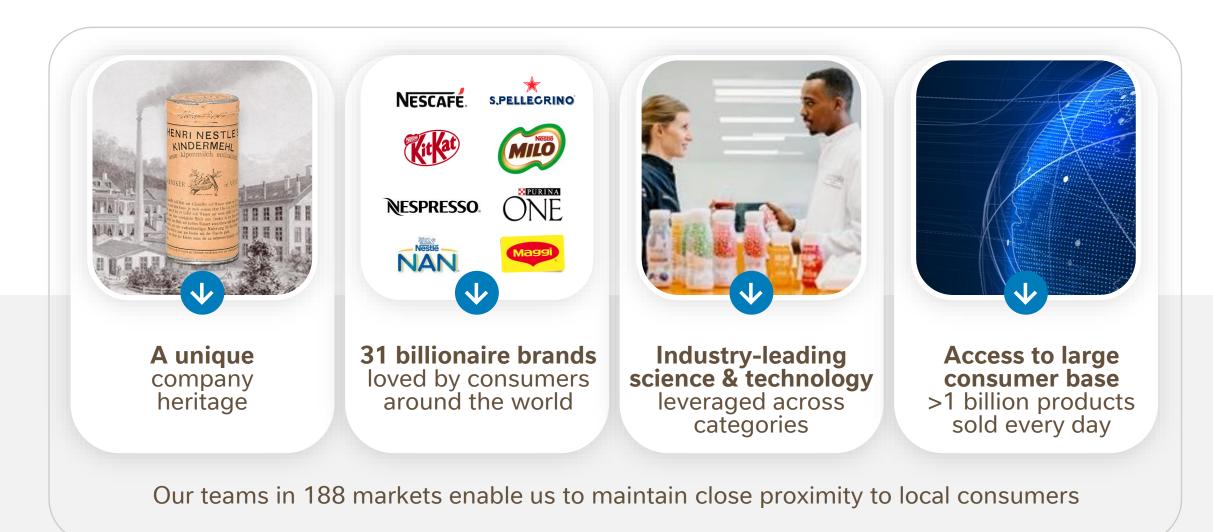
What we will concretely do to increase financial returns



What we want to achieve through these improvements

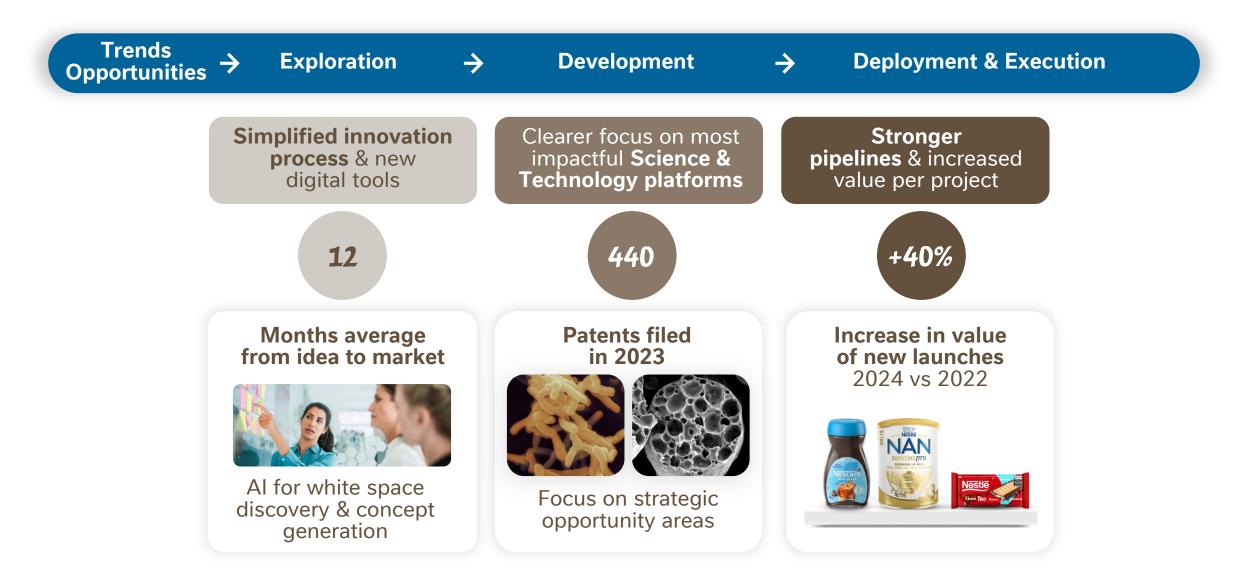


#### We have a unique set of assets



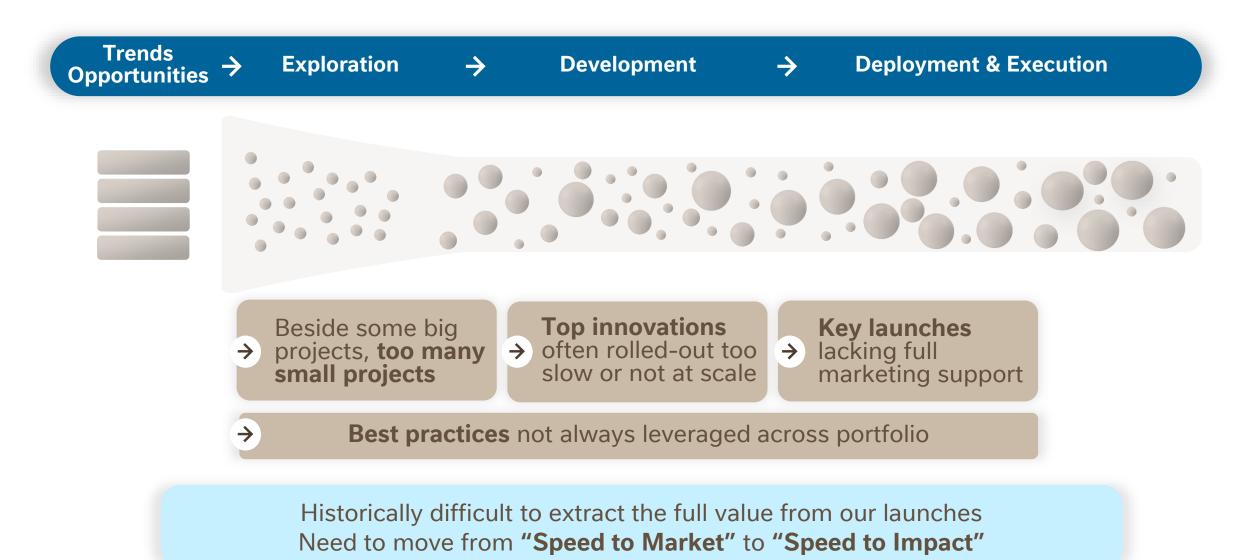


### **Over recent years, we have strengthened our innovation process**



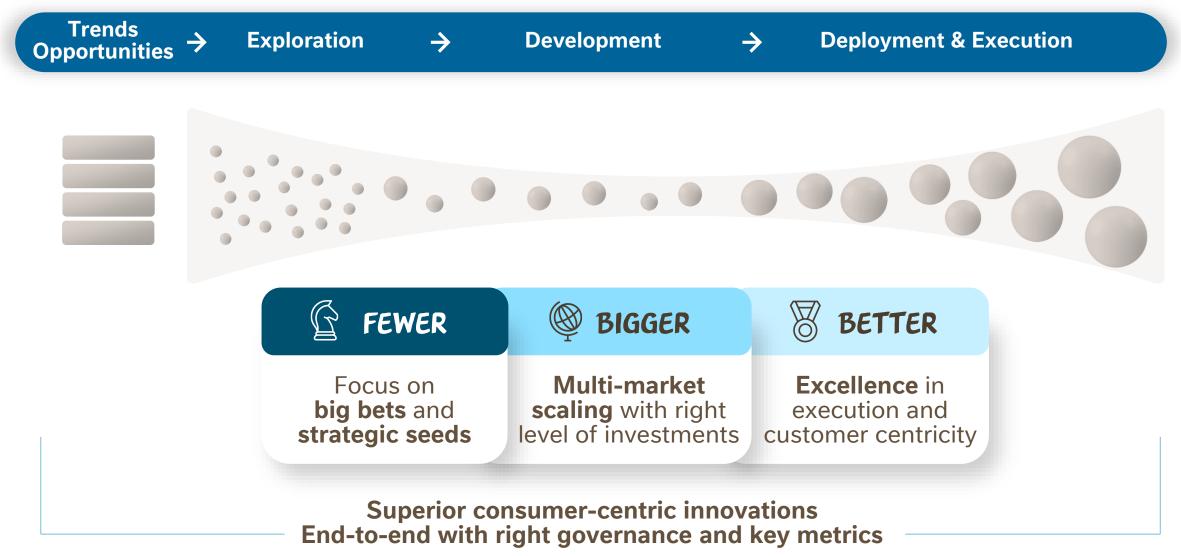


## However, still more progress to be made





# Our end-to-end approach: "fewer, bigger, better" innovations for maximum financial impact





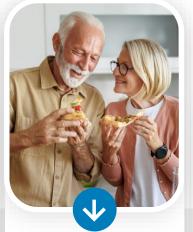
#### Key consumer trends that are relevant for Nestlé



Health for life



Mindful snacking and ready-to-eat and drink



Smart shopping (affordable and premium winning)



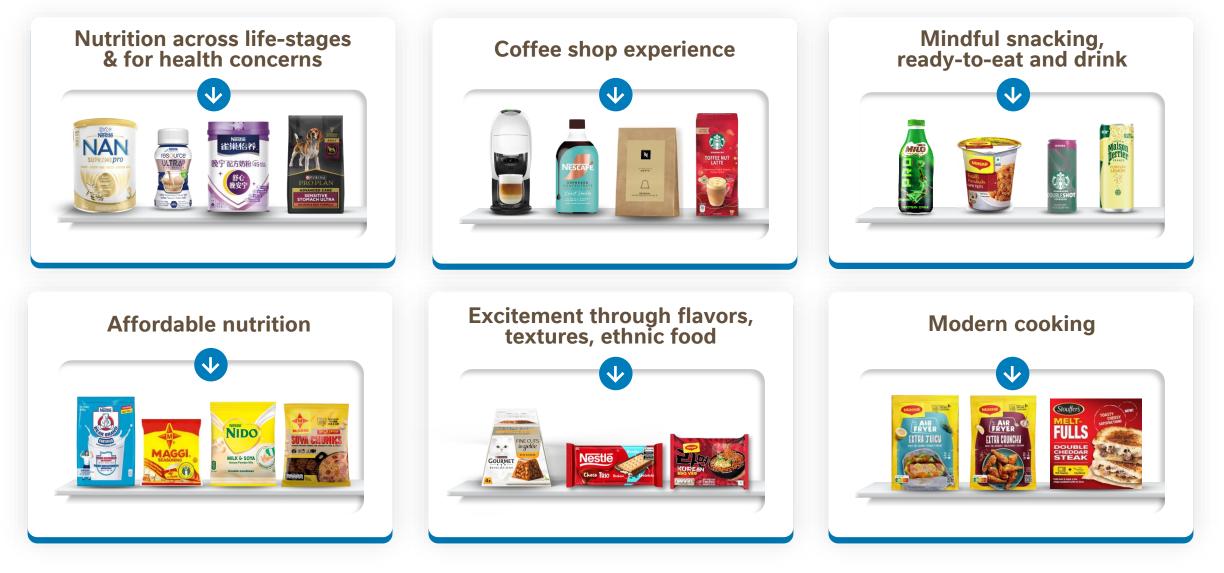
Always-on digital



New and elevated experiences

**Eco-conscious** consumers (good for the planet and communities)

# High growth opportunity areas identified based on trends, consumer needs and internal capabilities

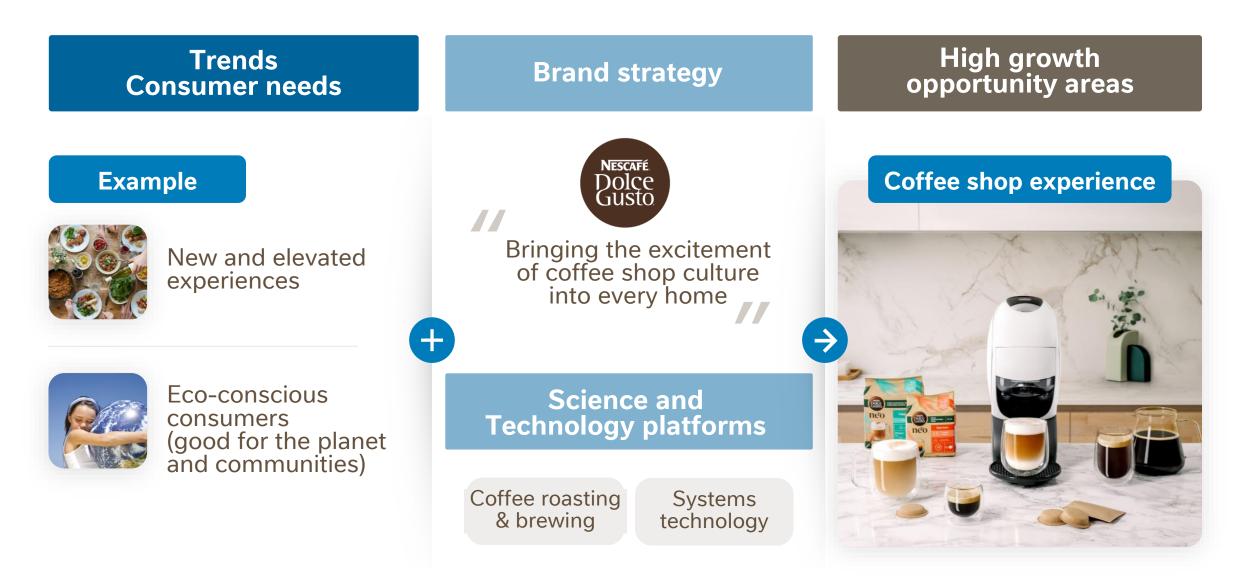


### As applied to Modern cooking



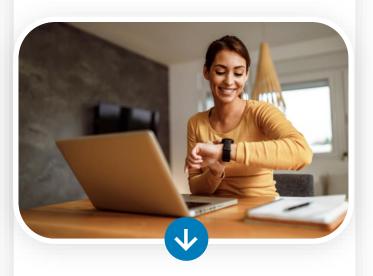


## As applied to Coffee shop experience



#### Leveraging GenAl exploration and real-time social intelligence to fuel consumer-focused ideation

# Always-on access to trends & insights



**70% time savings** for Marketing and R&D to identify product innovation areas

## GenAl assistant for concept ideation



**50% time savings** for Marketing to create and refine product concepts

## Concept testing based on synthetic persona

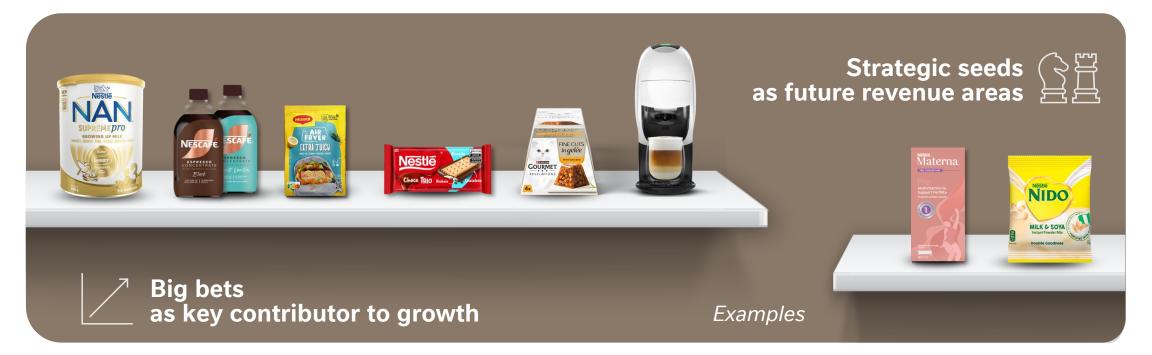


< 30 min
for Marketing to gather
qualitative feedback
on new concepts</pre>



#### Focus on big bets and strategic seeds

**Prioritization of portfolio** based on winning value propositions, technology capabilities, size-of-the-prize, while eliminating small projects



# Clear end-to-end governance and accountability strong business plans, committed resources, multi-market deployment



## Key consumer benefits are at the core of our value propositions

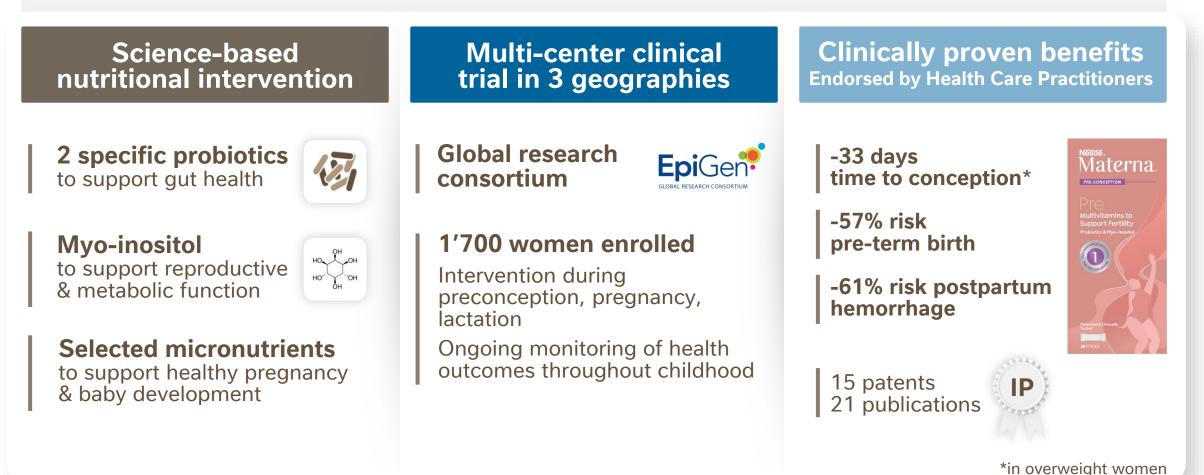
**Examples of health benefits:** Nutrition across life-stages



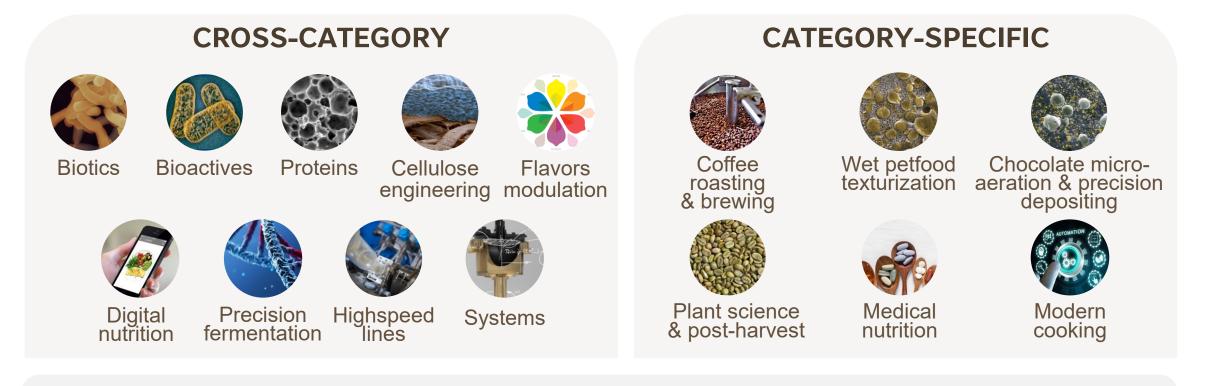


# Health benefits substantiated by an industry leading clinical research program

#### Example: One of the largest interventional clinical study in maternal nutrition



# Cutting-edge technology platforms are the base of our Innovation and Renovation pipelines



#### New digital tools along the entire innovation process

Discovery - Product development - Process design - Industrialization



# Examples of new digital capabilities to support product and process development

# Big data foundations



Database with 120'000 characterized recipes

Clinical data and internal Biobank

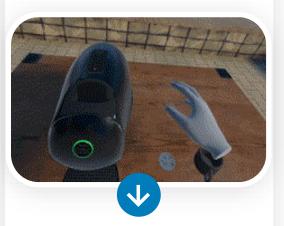
# Al assisted recipe development



Proprietary recipe engine considering multiple constraints

> Genie Your co-pilot for recipe formulation

#### GenAl & virtual reality for prototyping



Virtual reality to support prototyping

GenAl for packaging prototyping

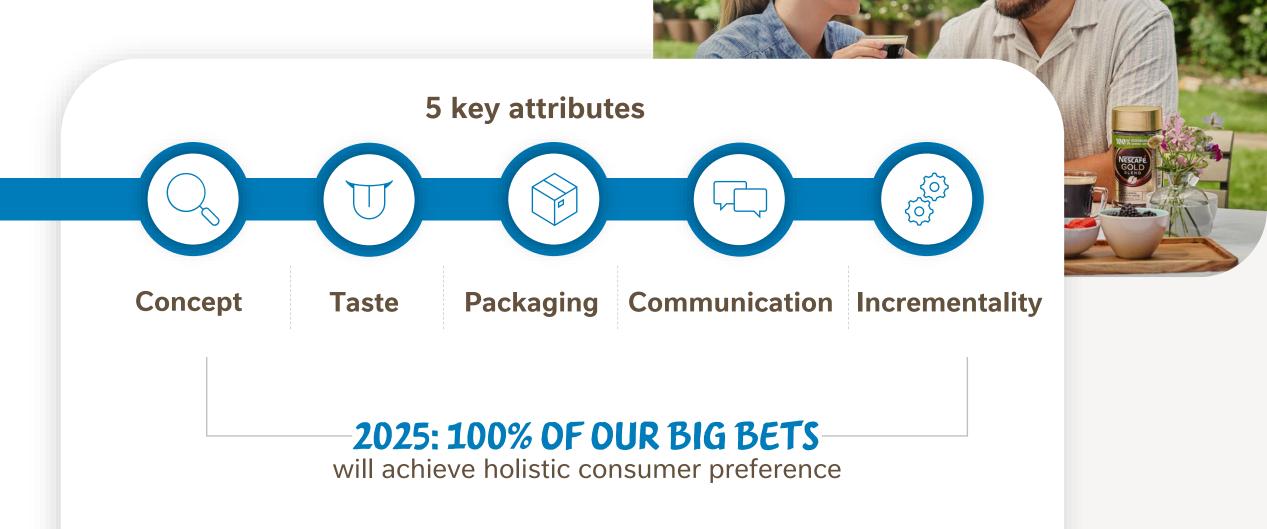
# Digital twins for industrialisation



Design of new lines leveraging digital equipment twins



# Ensuring holistic superiority of our value propositions





#### **Excellence in execution**



Accelerated roll-out across more **geographies** 



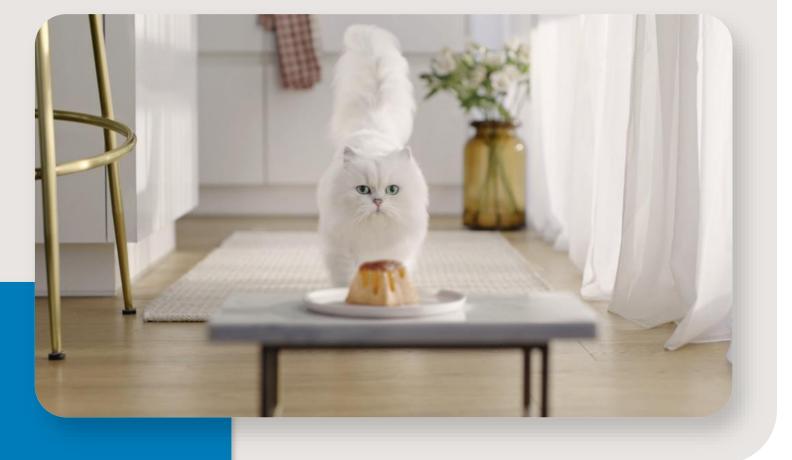
Optimal and sustained level of **investment support** 



Maximize omni-channel distribution and in-store excellence



# Bringing "fewer, bigger, better" to life









# GROWTH THROUGH END-TO-END INNOVATION A SHORT CASE STUDY

# Bringing "fewer, bigger, better" to life





19 November 2024 | CMD

22





## **Driving growth through**

Brand Building & Marketing Excellence





## "Fewer, bigger, better" applied to our brand investments



# With a focus on strategic brands



94% of paid media supports our priority brands



71% of media investment in digital, leveraging our +340 mn 1st party data records



**Reaching 20% of sales online** 



# Raising the bar on creativity powered by a best-in-class, digital first content operating model





#### **Transforming to be even more agile and efficient**





#### **Advanced analytics capabilities to boost ROI**





## We will accelerate growth by...

Leveraging our unique set of assets Implementing fewer, bigger, better

ESCA

Stepping up Marketing excellence

Nestle

Half of our growth (2024-2027) should come from impactful Innovations and Renovations To drive category growth and market share gain



