

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

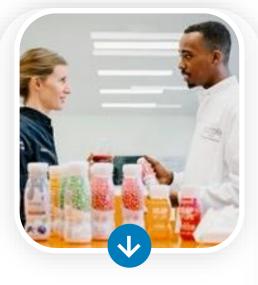
We have a unique set of assets



A unique company heritage



31 billionaire brands loved by consumers around the world



Industry-leading science & technology leveraged across categories



Access to large consumer base >1 billion products sold every day

Our teams in 188 markets enable us to maintain close proximity to local consumers

Over recent years, we have strengthened our innovation process

Trends Exploration Development Deployment & Execution Opportunities Simplified innovation Clearer focus on most process & new impactful **Science &** Technology platforms digital tools 12 440

> Months average from idea to market



Al for white space discovery & concept generation

Patents filed in 2023



Focus on strategic opportunity areas

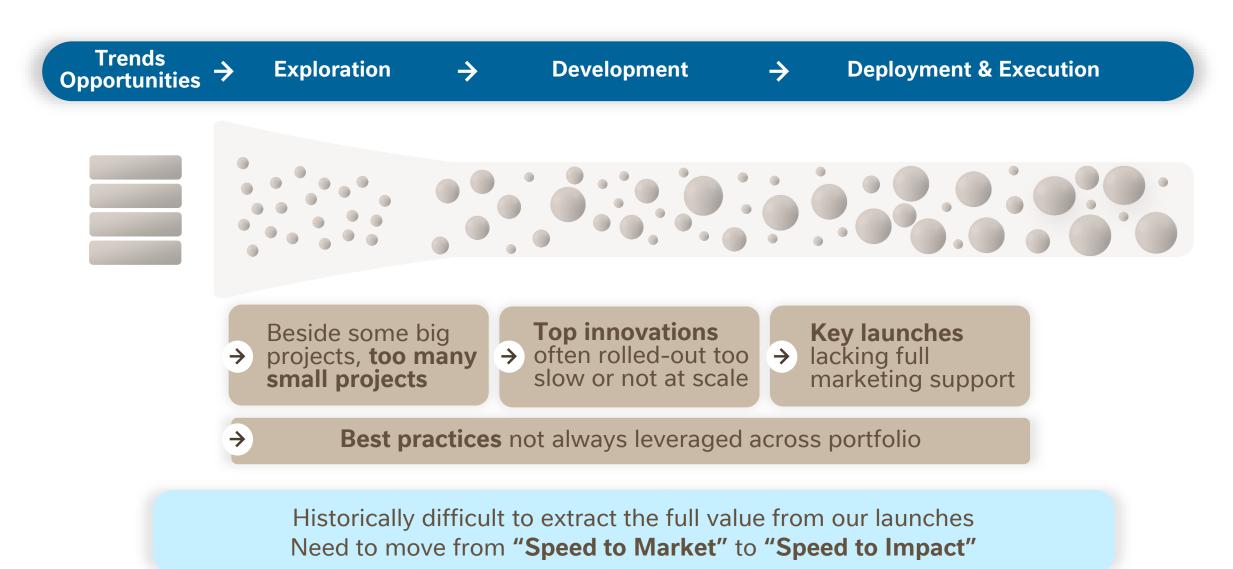
Stronger pipelines & increased value per project



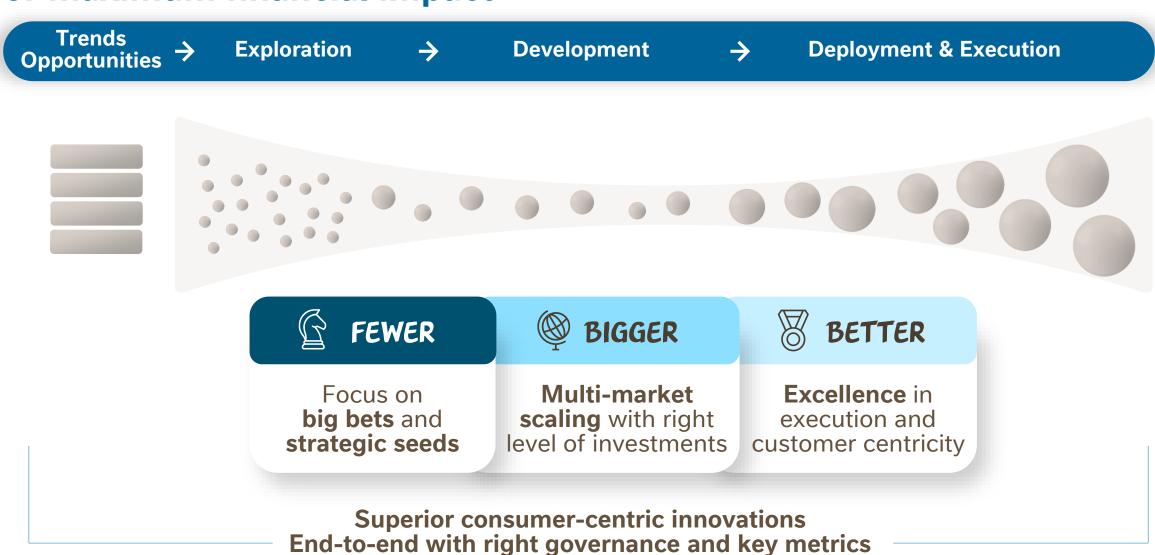
Increase in value of new launches 2024 vs 2022



However, still more progress to be made



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



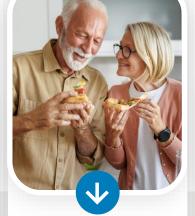
Key consumer trends that are relevant for Nestlé



Health for life



Mindful snacking and ready-to-eat and drink



Smart shopping (affordable and premium winning)



Always-on digital

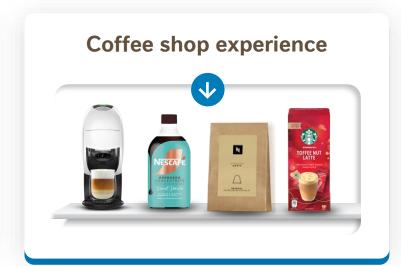


New and elevated experiences



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

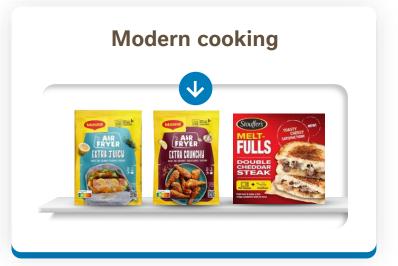












As applied to Modern cooking

Trends Consumer needs

Example



New and elevated experiences



Health for life

Brand strategy



Help everyone create delicious, wholesome food moments that meaningfully connect us

Science and Technology platforms

Flavor modulation

+

Cooking with appliances

High growth opportunity areas



Nestlé Capital
Markets Day 2024

As applied to Coffee shop experience

Trends Consumer needs

Example



New and elevated experiences



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

Brand strategy



Bringing the excitement of coffee shop culture into every home

Science and Technology platforms

Coffee roasting & brewing

Systems technology

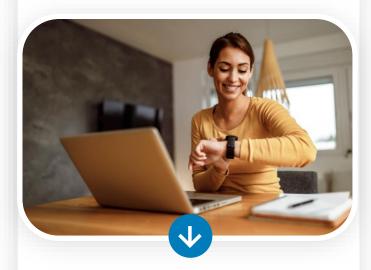
High growth opportunity areas

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</p>
for Marketing to gather
qualitative feedback
on new concepts

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





















Fertility

Maternal health

Fetal development

First 1'000 days



Physical development

Cognitive development Immunity & allergy

Kids and teens



Energy

Learning

Immunity

Healthy longevity



Weight management

Cognitive performance

Sleep

Gut health

Health concerns



Mobility & joint health

Weight management

Gut health

Diabetes

Health benefits substantiated by an industry leading clinical research program

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

Science-based nutritional intervention

2 specific probiotics to support gut health



Myo-inositol
to support reproductive
& metabolic function



Selected micronutrients to support healthy pregnancy & baby development

Multi-center clinical trial in 3 geographies

Global research consortium



1'700 women enrolled

Intervention during preconception, pregnancy, lactation

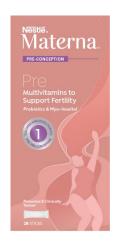
Ongoing monitoring of health outcomes throughout childhood

Clinically proven benefits
Endorsed by Health Care Practitioners

-33 days time to conception*

-57% risk pre-term birth

-61% risk postpartum hemorrhage



15 patents21 publications



*in overweight women

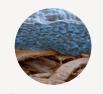
Cutting-edge technology platforms are the base of our Innovation and Renovation pipelines

CROSS-CATEGORY











Bioactives

Proteins

Cellulose Flavors engineering modulation



Digital nutrition



Precision fermentation



Highspeed lines



Systems

CATEGORY-SPECIFIC



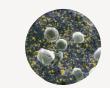
Coffee roasting & brewing



Plant science & post-harvest



Wet petfood texturization



Chocolate microaeration & precision depositing



Medical nutrition



Modern cooking

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

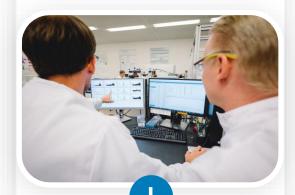
Big data foundations



Database with 120'000 characterized recipes

Clinical data and internal Biobank

Al assisted recipe development



Proprietary recipe engine considering multiple constraints



GenAl & virtual reality for prototyping



Virtual reality to support prototyping

GenAl for packaging prototyping

Digital twins for industrialisation







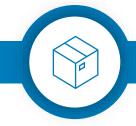
Ensuring holistic superiority of our value propositions















Concept

Taste

Packaging

Communication Incrementality

2025: 100% OF OUR BIG BETS

will achieve holistic consumer preference

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

PURINA Gourmet Revelations



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

Bringing "fewer, bigger, better" to life

NESCAFÉ Espresso Concentrate



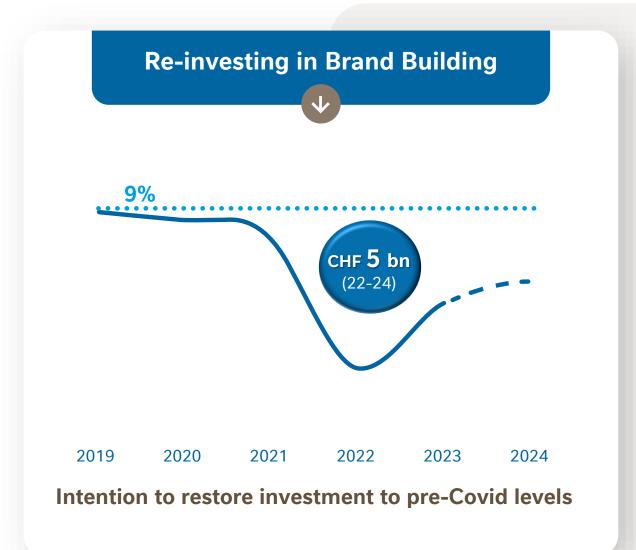


Driving growth through

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

A relentless focus on creativity across our brands and markets







45 Studios: serving global and local brands





~1'750 FTE's in 9 Marketing Operation Centers







170'000+ assets localized in 2023 (+40% every year)



+ 680
Websites
covered



+ 1.6 bn Emails sent

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

Stepping up Marketing excellence

Half of our growth (2024-2027) should come from impactful Innovations and Renovations

To drive category growth and market share gain







