2012 Nine Months Sales

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Head of Investor Relations
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.
9 Months Highlights

- Sales up 11% to CHF 67.6 billion
- Organic growth: +6.1%
- Pricing +3.2%; +2.9% RIG
- Continued growth in developed as well as emerging markets
- Outlook confirmed: 5% to 6% organic growth, together with an improvement in margins and earnings per share in constant currencies
Key Elements of Sales

Well balanced growth

OG = Organic Growth
RIG = Real Internal Growth

Total evolution of sales: +11.0%
Regional Performance

- Growth in Europe & Americas: notable in view of economic environment - RIG accelerated in both
- AOA double digit in volatile environment

*Each region includes Zones, Nestlé Waters, Nestlé Nutrition, Nestlé Professional, Nespresso, NHSc, and JVs
Broad-spread Growth

- Group: 6.1%
- Emerging Markets: 11.7%
- BRIC: 12.0%
- PPP: 11.4%
- Developed Markets: 2.4%
- Portugal, Italy, Greece & Spain: -1.1%

% OG
Operating Segments – Growth Across the Board

<table>
<thead>
<tr>
<th>Zone</th>
<th>CHF bn rounded</th>
<th>% OG</th>
<th>% RIG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>11.2</td>
<td>1.9</td>
<td>0.5</td>
</tr>
<tr>
<td>Americas</td>
<td>20.9</td>
<td>5.5</td>
<td>0.4</td>
</tr>
<tr>
<td>Zone AOA</td>
<td>14.0</td>
<td>9.4</td>
<td>6.3</td>
</tr>
<tr>
<td>Nestlé Waters</td>
<td>5.6</td>
<td>5.8</td>
<td>4.0</td>
</tr>
<tr>
<td>Nestlé Nutrition</td>
<td>5.8</td>
<td>6.6</td>
<td>2.4</td>
</tr>
<tr>
<td>Other</td>
<td>10.1</td>
<td>8.9</td>
<td>6.3</td>
</tr>
</tbody>
</table>

Sales (CHF bn rounded)
Zone Americas

Sales  CHF 20.9 bn  OG  5.5%  RIG  0.4%

Zone:
- RIG positive after H1 dip – North driver of acceleration

North America:
- General improvement in frozen aisle – to continue into Q4
- Coffee-Mate, Nescafé, PetCare performed well

Latin America:
- Growth in all categories, most countries and regions
- Xmas sell-in to benefit Q4 in Brazil (2011 benefit in Q3)
Zone Europe

Sales  CHF 11.2 bn  OG  1.9%  RIG  0.5%

Western Europe:

- Good momentum in Nescafé, PetCare; a pick-up in ice cream
- France & the UK performed well; Greece resilient

Eastern Europe:

- Russia continued its trend of improvement
- Other regions also contributed positively
Zone Asia, Oceania & Africa

Sales  CHF 14 bn  OG  9.4%  RIG  6.3%

- “Zone CNN” impact heavy in Q3: Business disruption
- Reported sales up 25.9% - Chinese partnerships
- Emerging markets double digit: Africa, Middle East, China...
- Japan growing – Nescafé and Kit Kat
- Most categories double digit – dairy, culinary, chocolate, powdered & RTD beverages, ice cream...
Nestlé Nutrition

Sales  CHF 5.8 bn  OG  6.6%  RIG  2.4%

Infant Nutrition

- Strong performance in emerging markets
- Pick up in growth & improving shares in North America and Europe

Performance Nutrition & Weight Management

- Trends unchanged
Nestlé Waters

**Sales**  CHF 5.6 bn  **OG**  5.8%  **RIG**  4.0%

- All segments drove growth in North America: *S. Pellegrino, Perrier, regional brands & Nestlé Pure Life*
- France, Italy & UK performed well as Europe had a good quarter
- Emerging markets continued to grow double digit
Other

Sales CHF 10.1 bn OG 8.9% RIG 6.3%

Nestlé Professional
- Good growth in a challenged environment

Nespresso
- Continued double-digit growth

Nestlé Health Science
- Performed well; acquisitions integrated & in line with expectations

Joint Ventures
- Performed broadly in line with market
Product Categories – Growth Across the Board

<table>
<thead>
<tr>
<th>Product Category</th>
<th>% OG</th>
<th>% RIG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Powdered &amp; Liquid Beverages</td>
<td>9.5</td>
<td>5.7</td>
</tr>
<tr>
<td>Milk Products &amp; Ice Cream</td>
<td>6.4</td>
<td>1.3</td>
</tr>
<tr>
<td>Prepared Dishes &amp; Cooking Aids</td>
<td>1.0</td>
<td>-0.9</td>
</tr>
<tr>
<td>Confectionery</td>
<td>4.7</td>
<td>2.7</td>
</tr>
<tr>
<td>PetCare</td>
<td>7.8</td>
<td>4.3</td>
</tr>
</tbody>
</table>

Sales
- Powdered & Liquid Beverages: 14.4 CHF bn rounded
- Milk Products & Ice Cream: 14.1 CHF bn rounded
- Prepared Dishes & Cooking Aids: 10.4 CHF bn rounded
- Confectionery: 7.2 CHF bn rounded
- PetCare: 7.9 CHF bn rounded
Conclusion

- Quarter impacted by some one-offs: Not a good guide to Q4
- RIG momentum is solid
- Outlook confirmed 5% to 6% organic growth, together with an improvement in margins & EPS in constant currencies
2012 Nine Months Sales

Discussion
# Weighted Average Exchange Rates

<table>
<thead>
<tr>
<th>Currency</th>
<th>9m 2011</th>
<th>9m 2012</th>
<th>(%)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHF per US Dollar (1)</td>
<td>0.88</td>
<td>0.94</td>
<td>+7.3</td>
</tr>
<tr>
<td>CHF per Euro (1)</td>
<td>1.23</td>
<td>1.20</td>
<td>-2.4</td>
</tr>
<tr>
<td>CHF per £ Sterling (1)</td>
<td>1.42</td>
<td>1.48</td>
<td>+4.8</td>
</tr>
<tr>
<td>CHF per Real (100)</td>
<td>53.80</td>
<td>49.06</td>
<td>-8.8</td>
</tr>
<tr>
<td>CHF per Mex. Peso (100)</td>
<td>7.30</td>
<td>7.11</td>
<td>-2.6</td>
</tr>
<tr>
<td>CHF per Yen (100)</td>
<td>1.09</td>
<td>1.18</td>
<td>+8.1</td>
</tr>
</tbody>
</table>

* % rounded
## FX Impact on All Businesses

<table>
<thead>
<tr>
<th>(%)</th>
<th>1Q 2012</th>
<th>HY 2012</th>
<th>9m 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nestlé Waters</td>
<td>-4.5</td>
<td>-0.5</td>
<td>+3.8</td>
</tr>
<tr>
<td>Zone Americas</td>
<td>-4.2</td>
<td>-0.8</td>
<td>+3.5</td>
</tr>
<tr>
<td>Nestlé Nutrition</td>
<td>-5.3</td>
<td>-2.6</td>
<td>+1.4</td>
</tr>
<tr>
<td>Zone AOA</td>
<td>-3.8</td>
<td>-0.6</td>
<td>+3.5</td>
</tr>
<tr>
<td>Other</td>
<td>-4.4</td>
<td>-2.4</td>
<td>+1.3</td>
</tr>
<tr>
<td>Zone Europe</td>
<td>-5.9</td>
<td>-4.4</td>
<td>-1.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-4.6</td>
<td>-1.8</td>
<td>+2.2</td>
</tr>
</tbody>
</table>