Empowering healthier lives through nutrition

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Our business

Key 2018 figures

<table>
<thead>
<tr>
<th>Sales</th>
<th>CHF 2.7 bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underlying TOP</td>
<td>15.5%</td>
</tr>
</tbody>
</table>

Where

| EMENA | 27% |
| AMS | 59% |
| AOA | 14% |

What

| Consumer care | 53% |
| Medical nutrition | 47% |

Number of factories

| 11 dedicated factories |
| 19 shared factories |

Top brands

Peptamen® resource® BOOST Garden of Life pure encapsulations
Consumer care category is large with attractive growth

Category outlook
Consumer care*
4% CAGR

Category 2018: CHF 65 bn
CAGR 2016-2018: +4%

Broad-based growth
North America
31%**
CAGR +2%

EMENA
22%**
CAGR +3%

LATAM
5%**
CAGR +2%

AOA
42%**
CAGR +5%

Competitive landscape
2018 Market share

Top 6 players represent 11.1% MS

*Category consists of: Active nutrition, sports nutrition and weight management, vitamins, minerals, supplements and herbals

** % of 2018 category sales

Source: Euromonitor 2019
Global medical nutrition category has strong growth

Category outlook

Medical Nutrition* 5% CAGR

<table>
<thead>
<tr>
<th>2018</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHF 11 bn</td>
<td>CHF 14 bn</td>
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</table>

Broad-based growth

Category 2018: CHF 11 bn
CAGR 2016-2018: +5%

- **North America** 31%^*
  - CAGR +1%
- **EMENA** 29%^*
  - CAGR +5%
- **LATAM** 6%^*
  - CAGR +8%
- **AOA** 34%^*
  - CAGR +8%

Competitive landscape

2018 Market share

- Competitor 1: 28%
- Competitor 2: 18%
- Competitor 3: 18%
- Competitor 4: 6%

* % of category sales
** % of 2018 category sale

Source: financial reports, market data and internal analysis
Key category trends

(Dr. Google) health consciousness, prevention and self-pay

Specialized diets
(Keto, vegan, gluten free, etc.)

Natural, organic, non-GMO, real food

Sustainability

Disease and treatment specific
Dialysis, cancer, etc…

Growing scientific evidence for
the impact of nutrition on health
Our strong brands have leading positions

**Consumer care**

#1 VMS* brand in specialty retail and US e-commerce

#1 VMS brand in HCP**

#4 on US e-commerce

#2 RTD adult nutrition in the US

Leading brand in Latin America and Asia

**Medical nutrition**

Global leader in specialty intensive care unit

Leading brand globally in severe allergy

Leading brands in tube feeding and oral nutrition

* Vitamins, minerals, supplements
** Health care practitioner
Focusing on nutritional health between F&B and pharma

Specialized nutrition providing science-based health solutions to consumers, patients and health care professionals in prevention and treatment

FMCG
- Food and beverage
  - ‘Feed me’
  - ‘Nourish me’
- Consumer care
  - ‘Enhance me’
- Medical nutrition
  - ‘Reduce my risk’
- Novel nutrition
  - ‘Treat me’

Pharma
- ‘Cure me’

Prevention
- Treatment
Strong capabilities driving successful execution

Health care practitioner *and* consumer access and insights create a *powerful ecosystem* to succeed

**Leveraging:**
- Clinical evidence
- Key opinion leaders
- Sales force
- Market access

**Providing:**
- Consumer insights
- DTC marketing
- Retail distribution
- E-commerce
Priorities to drive growth

Grow the core
- Medical nutrition specialty growth
- Consumer care targeted expansion
- Lead in digital and e-commerce

Deliver new growth
- Leading innovation
- Global expansion
- Channel expansion
- External opportunities

Sustainable operational excellence
- Reliable and efficient supply chain
- R&D and clinical productivity
- Excellence in quality, regulatory and medical

Winning through people and teams
- Strong employee engagement
- Unleashing talent
- Growing capabilities
Key areas of focus to address internal and external growth opportunities

**Allergy**
From prevention to treatment

**Healthy aging mitochondrial health**
From general health to cellular nutrition

**Microbiome**
From gut benefits to disease impact

**Metabolic health**
From weight management to diabetes

**Personalization**
From targeted needs to individualization

**Vertical e-commerce and services**
From increasing access to eHealth solutions
Capturing digital and e-commerce opportunities

Strong performance and promising outlook

CHF 300 million e-commerce sales in 2018 (CAGR 2016-2018, 29%)

- +57% organic growth
- +87% organic growth
- #1 VMS brand on US e-commerce
- #4 VMS brand and #1 professional brand on US e-commerce

Key strategies

- Accelerate e-commerce ROW
- Invest in digital health
- Strengthen online consumer engagement and social media
Strong innovation pipeline aligned with global consumer trends

Authenticity
- Natural / Organic and fresh / Raw
- Authentic and origin

Healthy lifestyles
- Free-from / Food sensitivities
- Microbiome / Prebiotic
- Vegetarian and vegan
- Proactive health management

Experiences
- Experimental and novel

Sustainability
- Dietary solutions for the management of Crohn’s disease
- Cancer oriented personalized dietary solutions for cancer fitted eating and emotional support
Strong innovation and science: Early in trends

First national supplement brand to launch CBD oil in the US

Setting the right standards in CBD

- Well known and trusted brand
- Dr. formulated and recommended
- THC-free
- 3rd Party certified for purity and potency
  - Organic and traceable farming practices
  - Grown to organic standards
  - Complete US supply chain
- Solvent-free CO₂ supercritical extraction
Strong innovation and science: Early in trends

Leading professional supplement brands to launch CBD oil in the US

**NEW! Hemp Max with VESIsorb®**
Provides 25 mg cannabidiol (CBD) per capsule — the highest potency among leading professional brands*

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**High potency solvent-free CBD supplement:**
- Patented delivery system for improved absorption
- Solvent-free CO2 extraction
- THC-free
- 100% US-sourced, field-grown agricultural hemp
- Gluten-free, non-GMO softgel capsules
- Broad spectrum support with over 10 phytocannabinoids
Strong alignment with the trend to personalization

**Mass customization**

**Targeted product solutions**
- Targeted solutions for rare diseases and special needs.
- Tailored products for patients with health related restrictive diets

**Integration of product and services**

**Crohn’s disease**
- Track food intake
- Recommend ingredients / food to reduce inflammation
- Connect with nutrition specialists about diet (CDED*) anywhere, anytime
- Large selection of recipes and meal plans
- Educate through content

**PureGenomics®**
- DNA analysis based digital platform for doctors and their patients
- Identify and target common genetic variations
- Translate DNA analysis into actionable health benefits

* CDED: Crohn’s disease exclusion diet - proprietary
# Atrium: Continued strong growth; 3X faster than category

## Market position

<table>
<thead>
<tr>
<th>2016-18 CAGR</th>
<th>Channels</th>
<th>Geographies</th>
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<tbody>
<tr>
<td>24%</td>
<td>Health food stores</td>
<td>U.S.</td>
</tr>
<tr>
<td></td>
<td>Online</td>
<td>Canada</td>
</tr>
<tr>
<td></td>
<td>Food, drug and mass</td>
<td>China</td>
</tr>
<tr>
<td></td>
<td></td>
<td>UK</td>
</tr>
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<td>23%</td>
<td>Health care practitioners</td>
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</tr>
<tr>
<td></td>
<td>Pharmacies</td>
<td>Europe</td>
</tr>
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## Channels

- Health food stores
- Online
- Food, drug and mass
- Health care practitioners
- Online
- Pharmacies

## Geographies

- U.S.
- Canada
- China
- UK
- U.S.
- Canada
- Europe

## Atrium sales CHF m

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales CHF m</th>
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<tbody>
<tr>
<td>2016</td>
<td>565</td>
</tr>
<tr>
<td>2017</td>
<td>670</td>
</tr>
<tr>
<td>2018</td>
<td>775</td>
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17% CAGR
Fast and prolific launches fueling growth

“Fail fast, move forward”

myKind organics
women’s vitamins launched

Top 5 women's vitamin companies by USD

Dr. Formulated probiotics launched

Top 5 probiotics companies by USD

Source: SPINS
Impacting the well-being of people around the globe

Making a difference - every single day

Caring for Crohn’s patients

Creating products and services that connect with patients and directly improves their lives

Cancer solutions

Giving cancer patients the nutritional support they deserve
Sustainability in everything we do

Impacting individuals and society

WHAT IS IN MY PRODUCT?
- Better ingredients and packaging
- Compleat Organic Blends innovation
- Straws removal: 105 m by end-2019, + 100 m by end-2020
- Bottle light-weighting: 770 t reduction

HOW IS IT MADE?
- Science support
- 50% energy and water reduction: Aseptic tube-feed
- Reduction of 104 trucks / 108 t CO2: Boost US supply chain
- New science in aging and oncology

WHERE DOES IT COME FROM?
- Sourcing and transparency
- GOL organic, non-GMO, B-Corp certified
- Medical formula with 100% real food
Delivering profitable growth

Organic growth

- 2017: 4.3%
- 2018: 6.6%

Underlying TOP

- 2017: 15.4%
- 2018: 15.5%
Key takeaways

- Success in health and nutrition through innovation in nutritional science
- Leading with global trends
- Winning brands
- Scale for fast growth
- Proven execution capabilities