

Welcome to the Full-Year Results Press Conference

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.



Full-Year Results Press Conference

Paul Bulcke
Nestlé CEO

Executive Board



Paul Bulcke



Werner Bauer



Luis Cantarell



José Lopez



John J. Harris



Laurent Freixe



Chris Johnson



Patrice Bula



Nandu Nandkishore



Wan Ling Martello



Marc Caira



Jean-Marc Duvoisin



David Frick

Agenda

Good performance across the board

Embracing Nutrition, Health and Wellness

Investing for the future

Q&A

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Full-Year Results Press Conference

Wan Ling Martello
Chief Financial Officer



2012 Commitments

Financial

Delivered the
Nestlé Model

Sustainable
dividend policy

Efficiencies

CHF 1.5 bn+
SKUs -14%

Capital
efficiencies

Strategic

 **InLU** 银鹭集团



Wyeth[®] | Nutrition

Delivering in 2012; investing for the future

2012 Results Overview

Sales	Trading Operating Profit	Cash Flow
CHF 92.2 bn	CHF 14.0 bn	CHF 15.8 bn
+CHF 8.6 bn +5.9% OG +3.1% RIG	+CHF 1.5 bn 15.2% +20 bps	+CHF 5.6 bn +55%

Delivering the Nestlé Model

Americas

Europe

Asia, Oceania & Africa

Sales 41 bn
(CHF)

OG +5.9%

RIG +1.8%

26 bn

+2.4%

+1.5%

25 bn

+10.3%

+7.5%



* Each region includes Zones, Nestlé Waters, Nestlé Nutrition, Nestlé Professional, Nespresso, NHSc and JVs; OG = Organic Growth, RIG = Real Internal growth



Marketing Spend

+30 bps

Billionaire Brands

+7% OG



OG figure excludes Yinlu, Hsu Fu Chi and Wyeth Nutrition

Delivered in 2012; well set for '13 & beyond

- Delivered Organic growth *and* TOP margin improvement
- Increased EPS *and* Cash flow
- Grew in Emerging *and* Developed markets
- Grew in PPPs *and* Premium
- Investing in our brands *and* routes to market
- Creating value for society *and* shareholders

Nestlé Model reconfirmed for 2013



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Paul Bulcke
Nestlé CEO

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Good Food, Good Life

Our ambition

- The world's leading **nutrition, health and wellness** company
- A reference for **financial performance**
- **Trusted** by all stakeholders



Enhancing the quality of life...

Our Nutrition, Health & Wellness strategy

... with good food and beverages
... everywhere...

... with personalised nutrition
for medical conditions

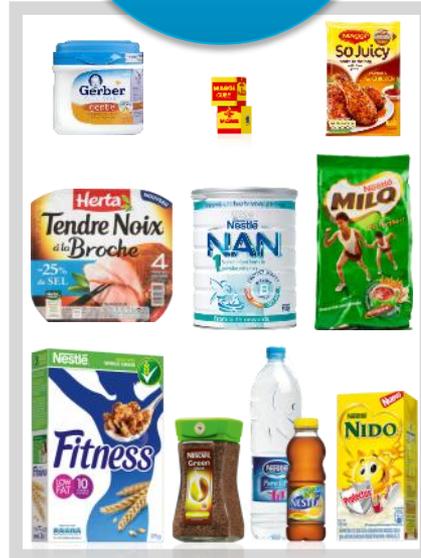


Good Food, Good Life



Nutrition, Health and Wellness is all about

Products



Communication



Linking up with society



Innovating and renovating our portfolio year on year

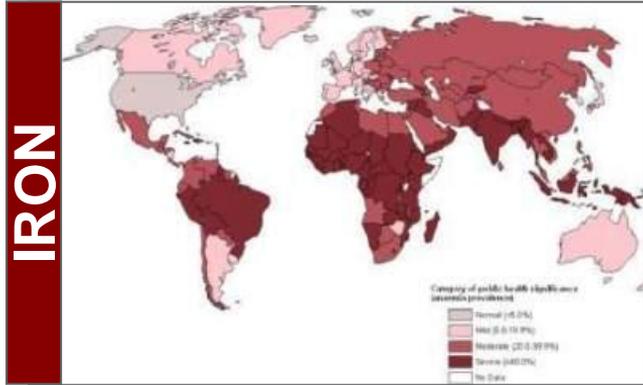
1/3 of portfolio per year

CHF 32 billion sales in 2012

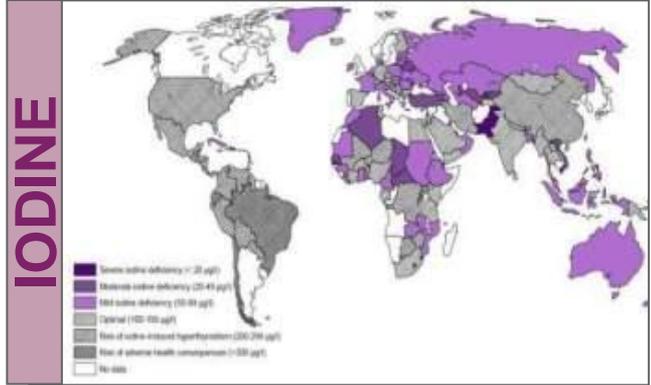




Fortifying our products with micro-nutrients



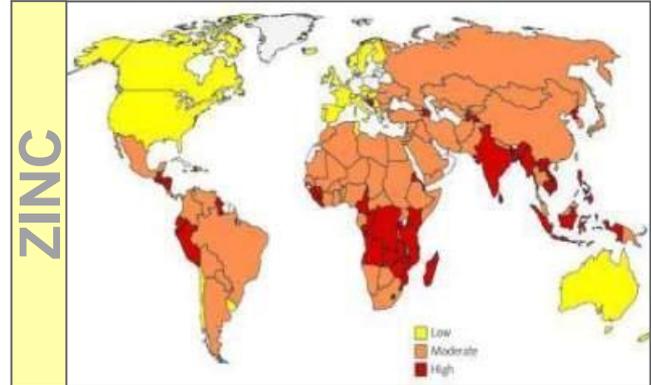
Iron deficient anemia in pre-school children



Iodine deficiency in school children



Vitamin A deficiency in pre-school children



Risk of **zinc** deficiency in population





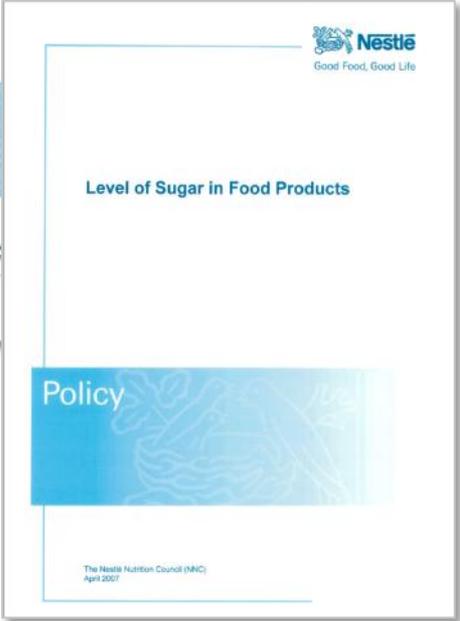
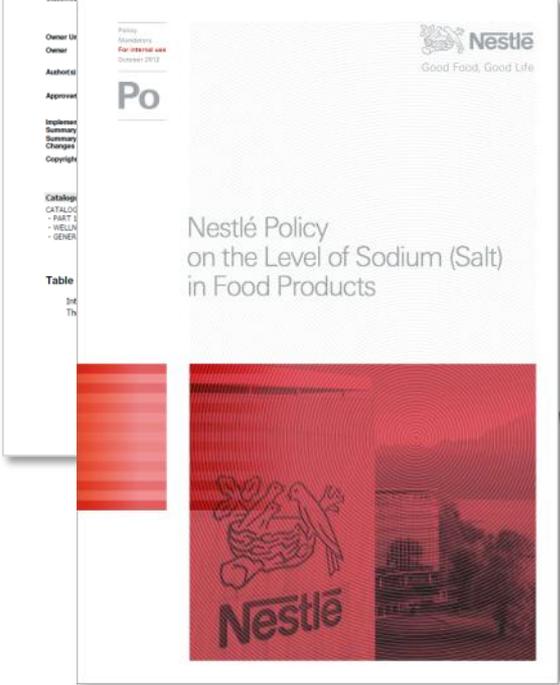
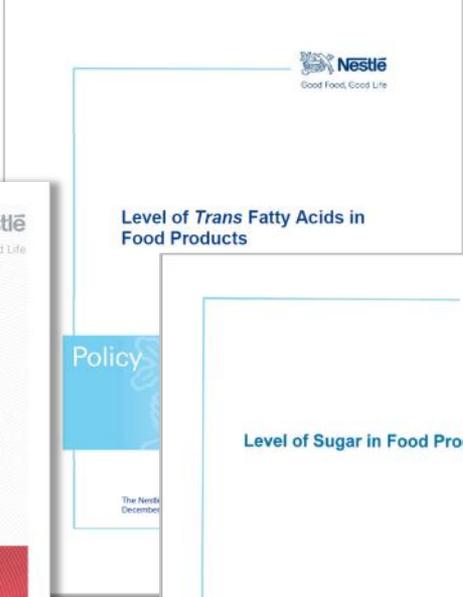
Fortifying our products with micro-nutrients

160 billion servings per year





Reducing the levels of public health-sensitive nutrients



Linking
up with
society



Being part of the solution

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Strengthening our R&D capabilities

34 Nestlé R&D Centres

*Over 5,000 people directly
involved in R&D*





Nestlé Institute of Health Sciences



Expanding the boundaries of nutrition



NestléHealthScience



Enhancing our global infant nutrition business

Wyeth® | Nutrition



Nestlé:
uniquely
positioned for
profitable
growth



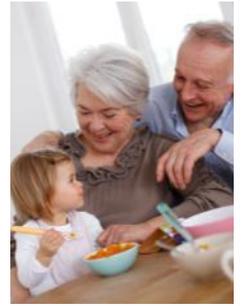
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Nestlé Good Food, Good Life

