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
Agenda

1. Good performance across the board
2. Embracing Nutrition, Health and Wellness
3. Investing for the future
4. Q&A
Agenda

- Good performance across the board
- Embracing Nutrition, Health and Wellness
- Investing for the future
- Q&A
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

Delivering in 2012; investing for the future
# 2012 Results Overview

<table>
<thead>
<tr>
<th>Sales</th>
<th>Trading Operating Profit</th>
<th>Cash Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHF 92.2 bn</td>
<td>CHF 14.0 bn</td>
<td>CHF 15.8 bn</td>
</tr>
<tr>
<td>+CHF 8.6 bn</td>
<td>+CHF 1.5 bn</td>
<td>+CHF 5.6 bn</td>
</tr>
<tr>
<td>+5.9% OG</td>
<td>15.2%</td>
<td>+55%</td>
</tr>
<tr>
<td>+3.1% RIG</td>
<td>+20 bps</td>
<td></td>
</tr>
<tr>
<td>Region</td>
<td>Sales (CHF)</td>
<td>OG</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------</td>
<td>------</td>
</tr>
<tr>
<td>Americas</td>
<td>41 bn</td>
<td>+5.9%</td>
</tr>
<tr>
<td>Europe</td>
<td>26 bn</td>
<td>+2.4%</td>
</tr>
<tr>
<td>Asia, Oceania &amp; Africa</td>
<td>25 bn</td>
<td>+10.3%</td>
</tr>
</tbody>
</table>

* 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

Full-Year Results Press Conference
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
Full-Year Results
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Our ambition

• The world’s leading nutrition, health and wellness company

• A reference for financial performance

• Trusted by all stakeholders
Our Nutrition, Health & Wellness strategy

Enhancing the quality of life…

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

... with personalised nutrition for medical conditions

Good Food, Good Life

Nestlé

Nestlé Health Science
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
- **Zinc** deficiency in population
Fortifying our products with micro-nutrients

160 billion servings per year
Reducing the levels of public health-sensitive nutrients
Helping our consumers make informed choices
Linking up with society

Being part of the solution

[Images of children participating in activities related to health and nutrition]
Agenda

- Good performance across the board
- Embracing Nutrition, Health and Wellness
- Investing for the future
- Q&A
Strengthening our R&D capabilities

34 Nestlé R&D Centres

Over 5,000 people directly involved in R&D
Expanding the boundaries of nutrition
Enhancing our global infant nutrition business
Nestlé: uniquely positioned for profitable growth
Agenda

Good performance across the board

Embracing Nutrition, Health and Wellness

Investing for the future

Q&A