



Full-Year Results Conference

Wan Ling Martello
Chief Financial Officer

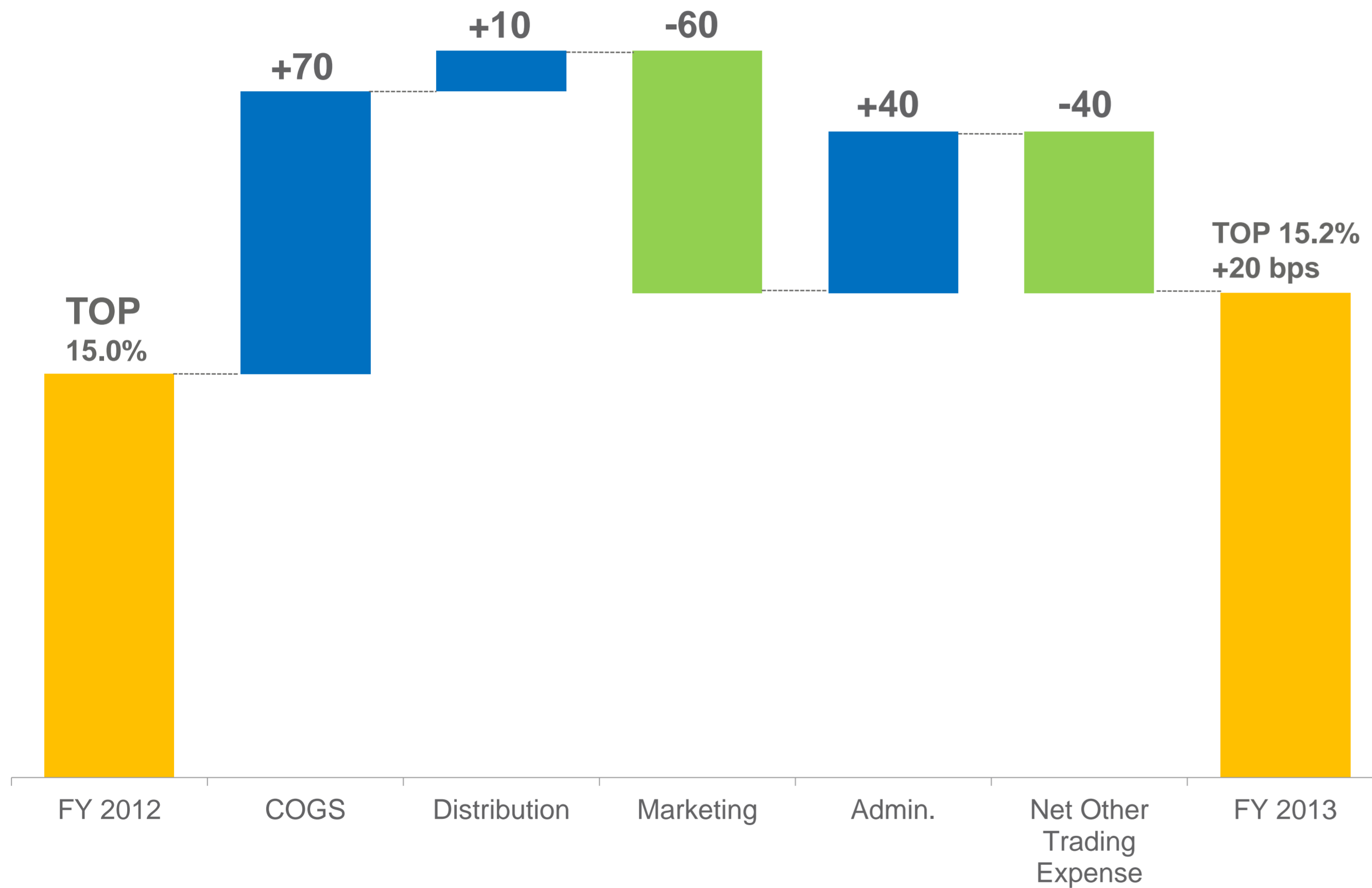
Disclaimer

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.

2013 Highlights

<p><u>Sales</u></p> <p>CHF 92.2 bn</p> <p>+4.6% OG +3.1% RIG</p>	<p><u>Trading Operating Profit & Margin</u></p> <p>CHF 14.0 bn</p> <p>15.2%, +20 bps +40 bps in constant currencies</p>	<p><u>Operating Cash Flow</u></p> <p>CHF 15.0 bn</p> <p><u>Underlying EPS in constant currencies</u></p> <p>+11.0%</p>
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Trading Operating Profit Margin



**Trading operating profit margin
+40 bps
in constant currency**

**Consumer facing marketing
+16.3%
in constant currency**

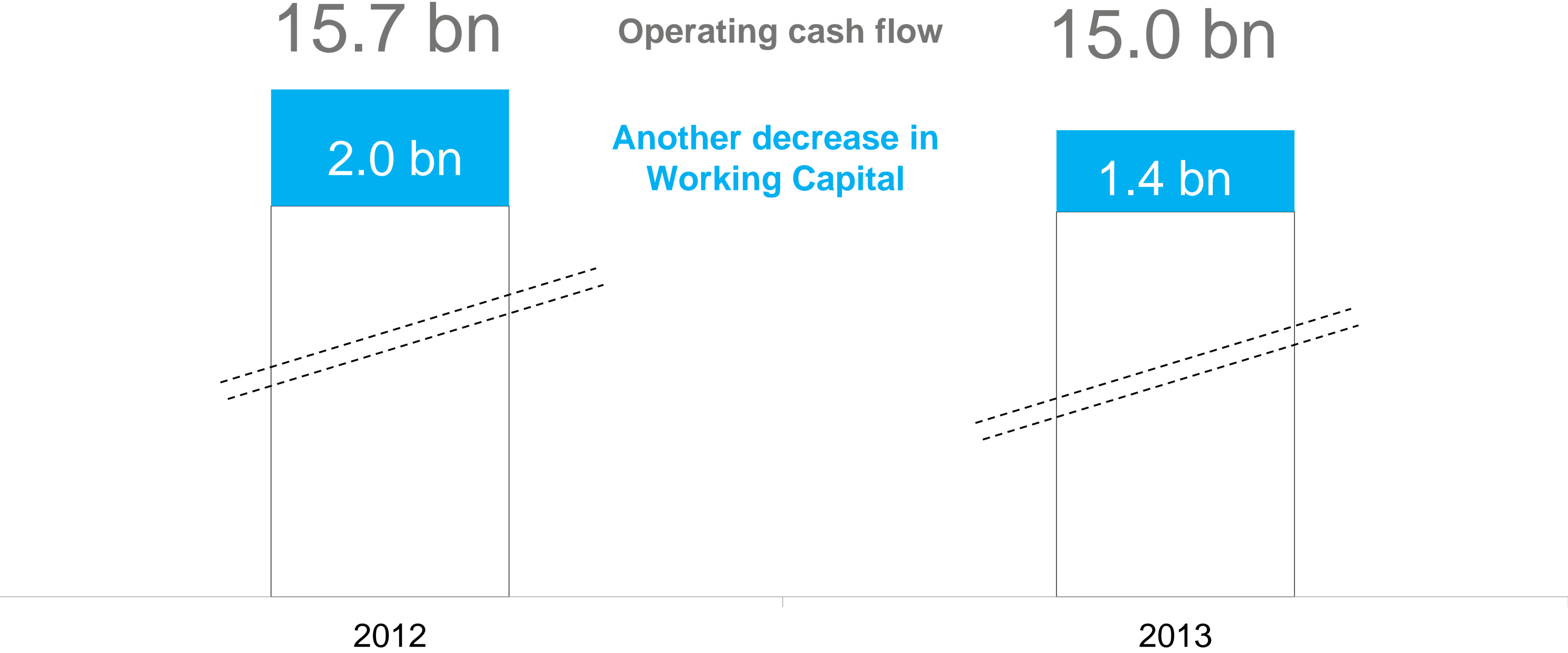
TOP = Trading Operating Profit

Income Statement

As % of sales

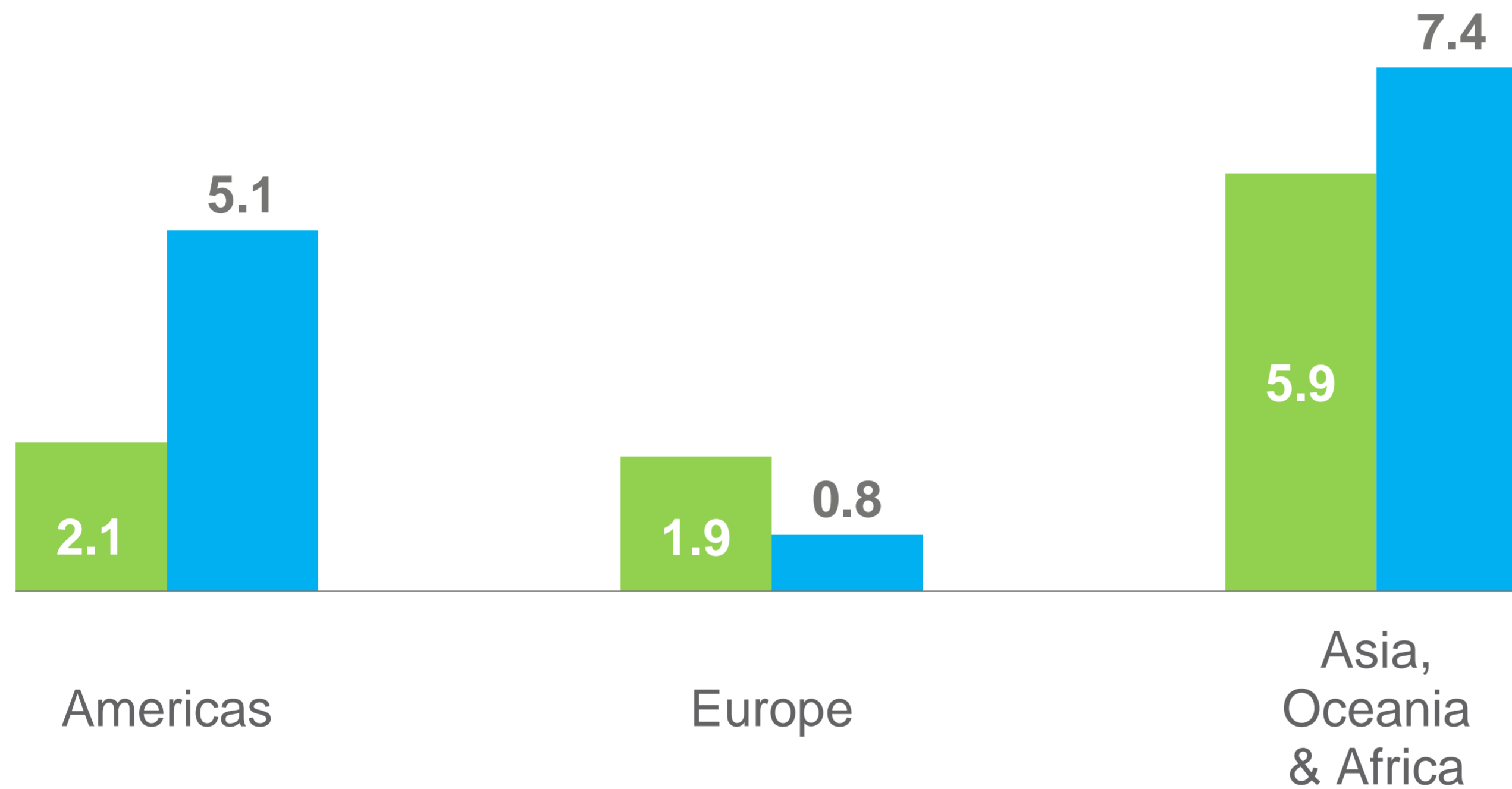
	Full Year 2012	Full Year 2013	Difference in basis points/% (rounded)
Trading operating profit	15.0	15.2	+20
Net other operating income/expense	(0.1)	(1.0)	-90
Operating profit	14.9	14.2	-70
Net financial income/expense	(0.8)	(0.7)	10
Profit before taxes and associates	14.1	13.5	-60
Taxes	(3.6)	(3.5)	10
Share of results of associates and joint ventures	1.4	1.3	-10
Profit for the year	11.9	11.3	-60
Attributable to non-controlling interests	0.5	0.4	-10
Attributable to shareholders of the parent	11.4	10.9	-50
Underlying EPS (CHF) constant currencies			+11.0%

Operating Cash Flow and Working Capital



Regional Growth

■ % RIG ■ % OG



Emerging Markets

+ 9.3% OG

Developed Markets

+1.0% OG

Sales

CHF bn rounded

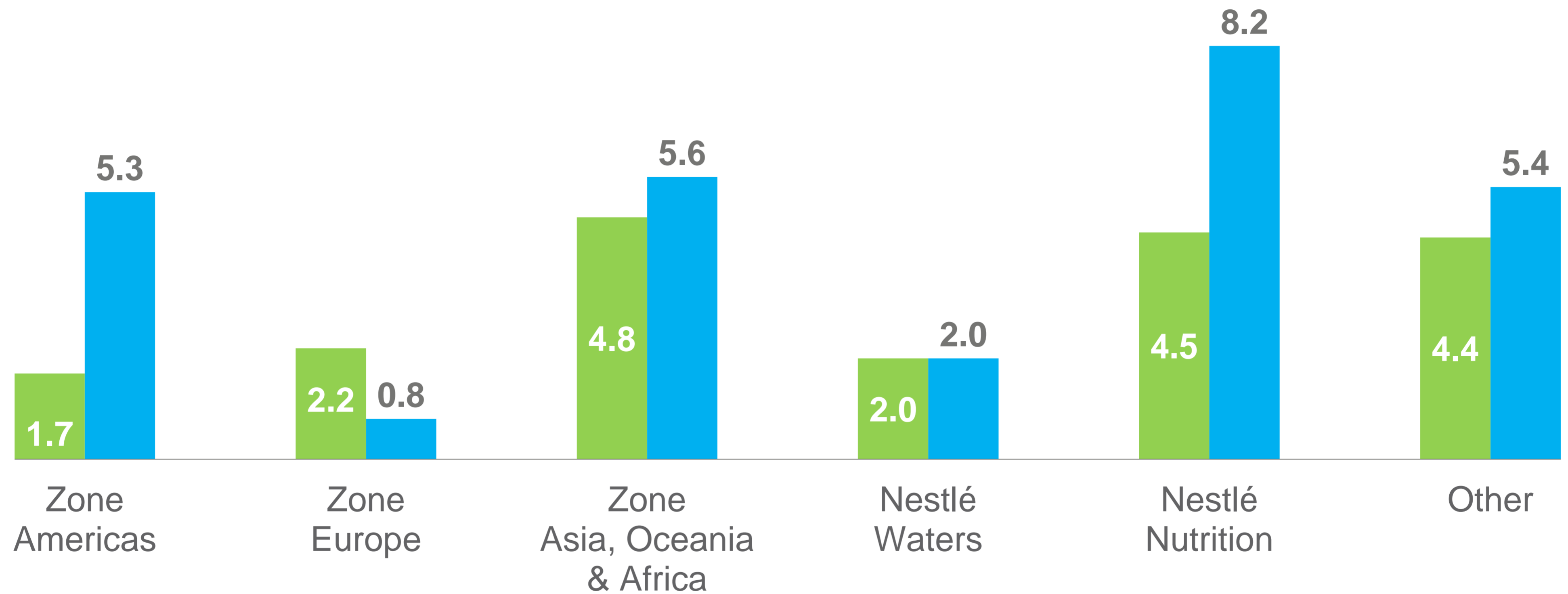
40.0

25.5

26.7

Operating Segments Growth

■ % RIG ■ % OG



Sales

28.4

15.6

18.9

7.2

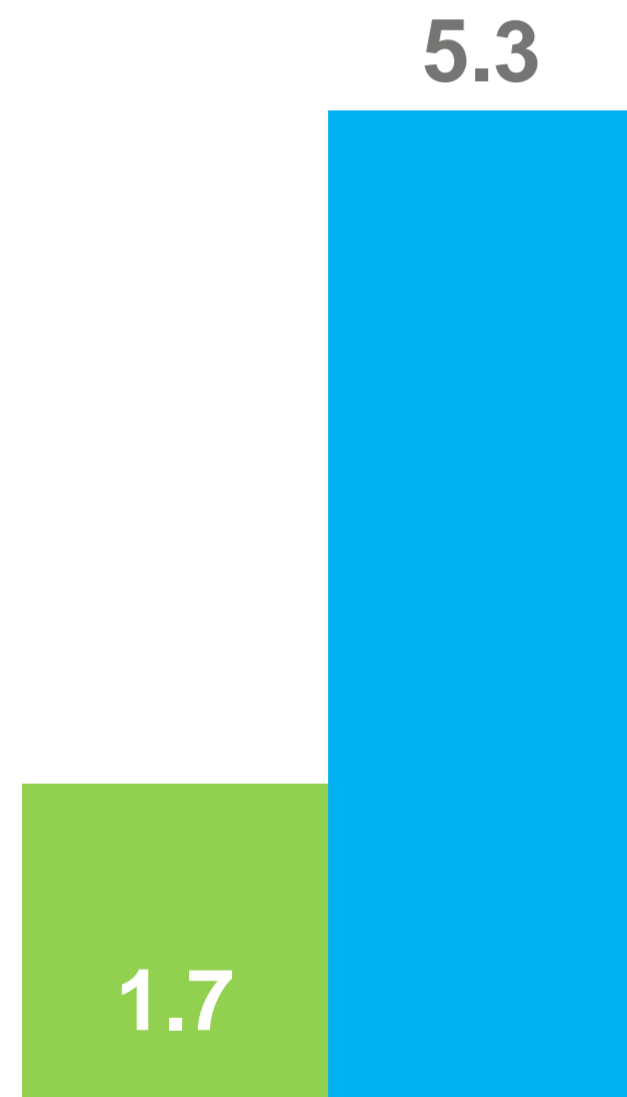
9.8

12.3

CHF bn rounded

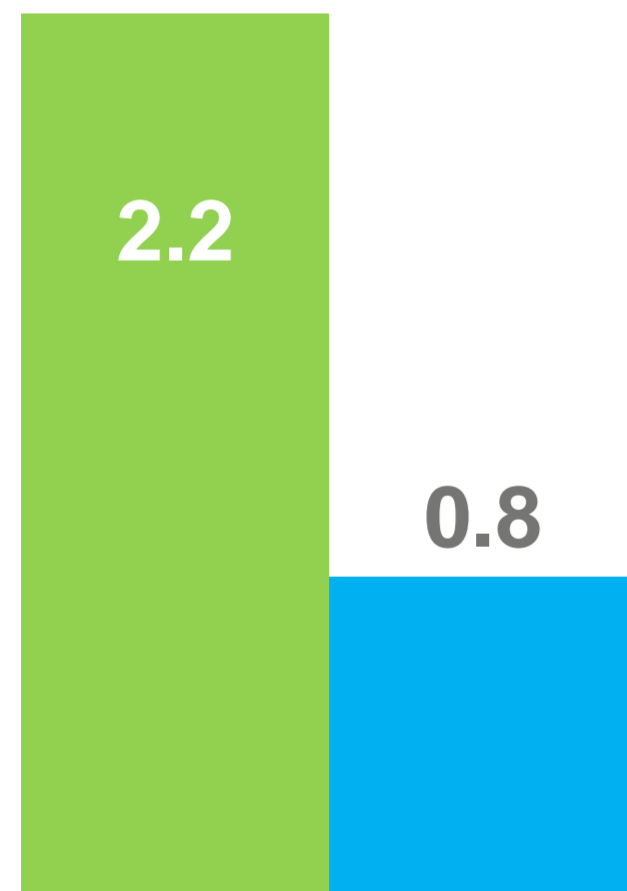
Zone Americas

■ % RIG ■ % OG



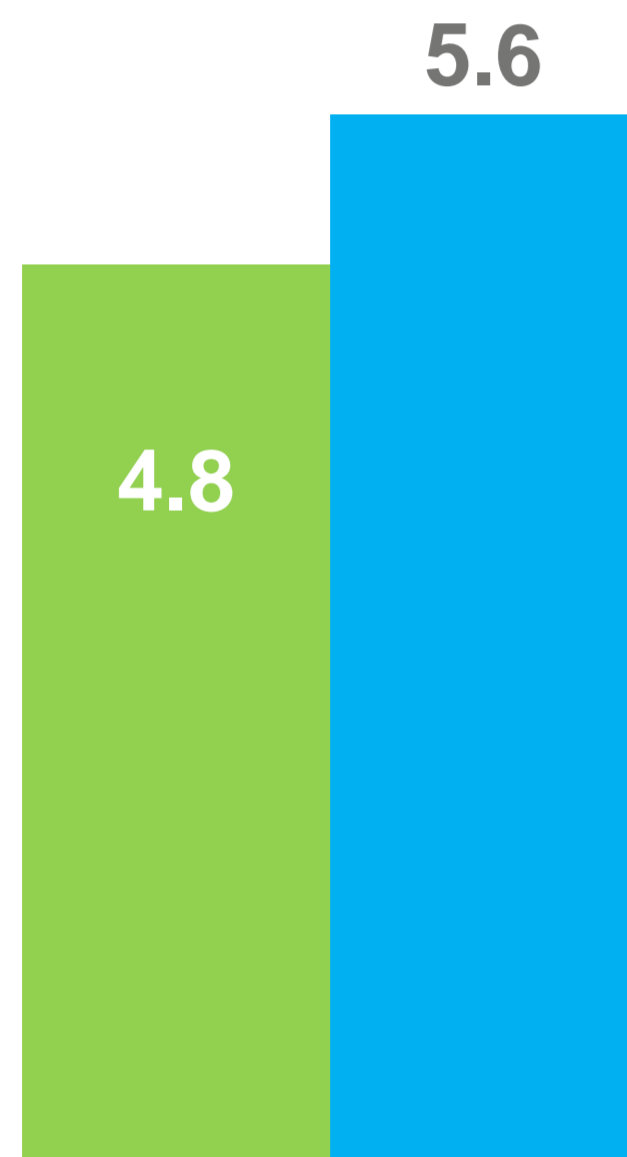
Zone Europe

■ % RIG ■ % OG



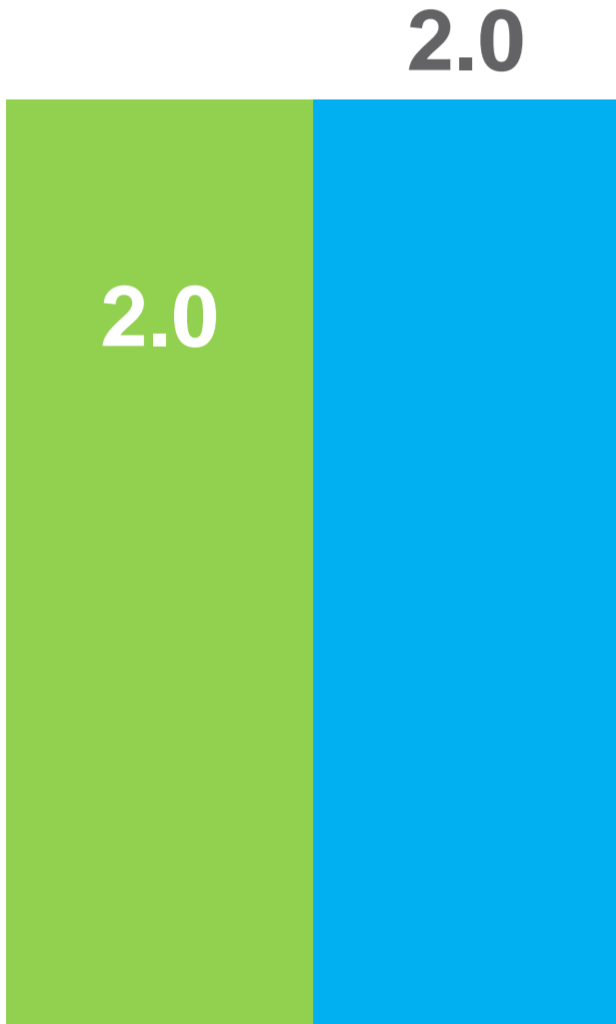
Zone Asia, Oceania and Africa

■ % RIG ■ % OG



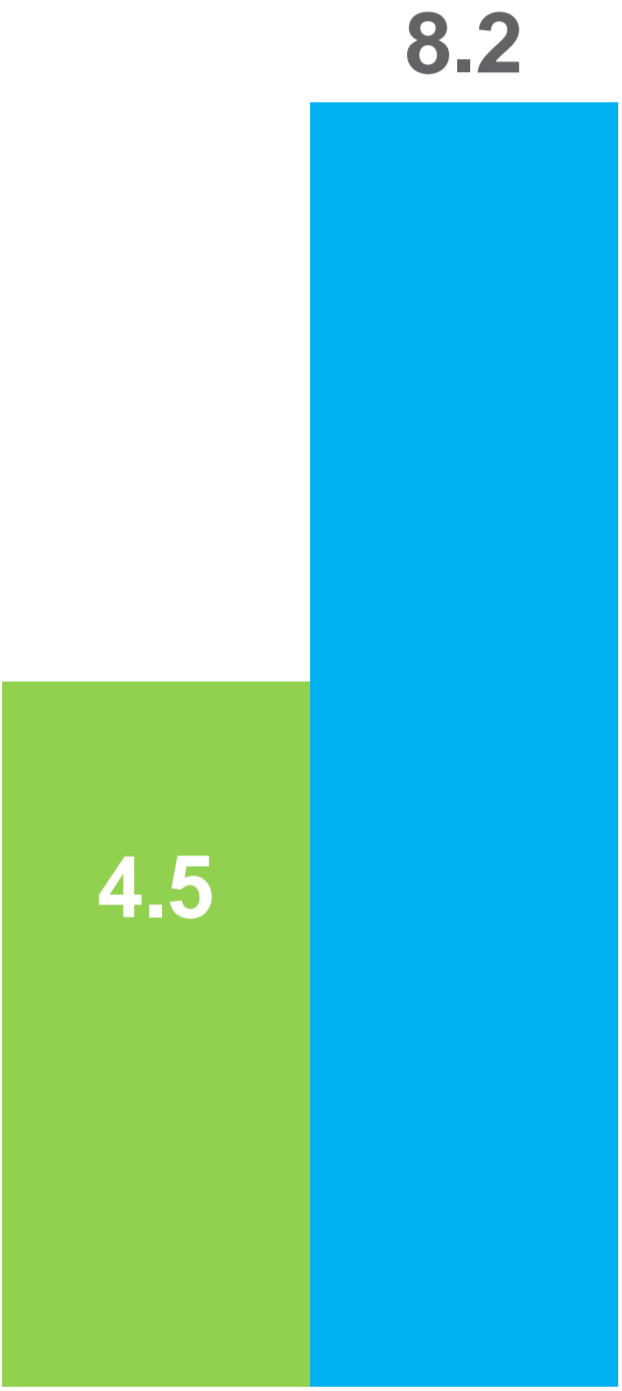
Nestlé Waters

■ % RIG ■ % OG



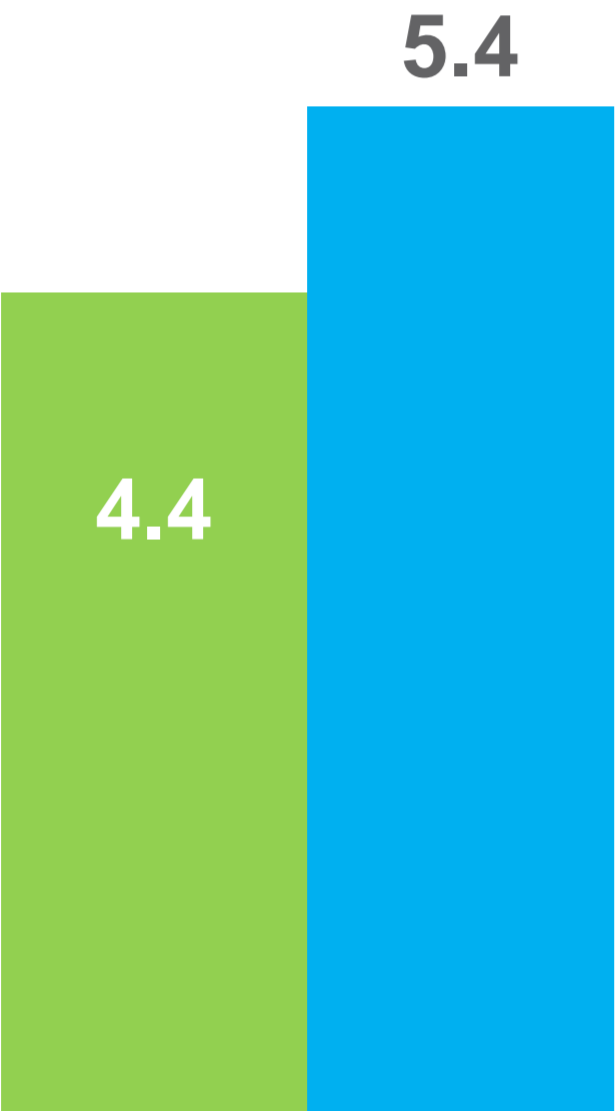
Nestlé Nutrition

■ % RIG ■ % OG



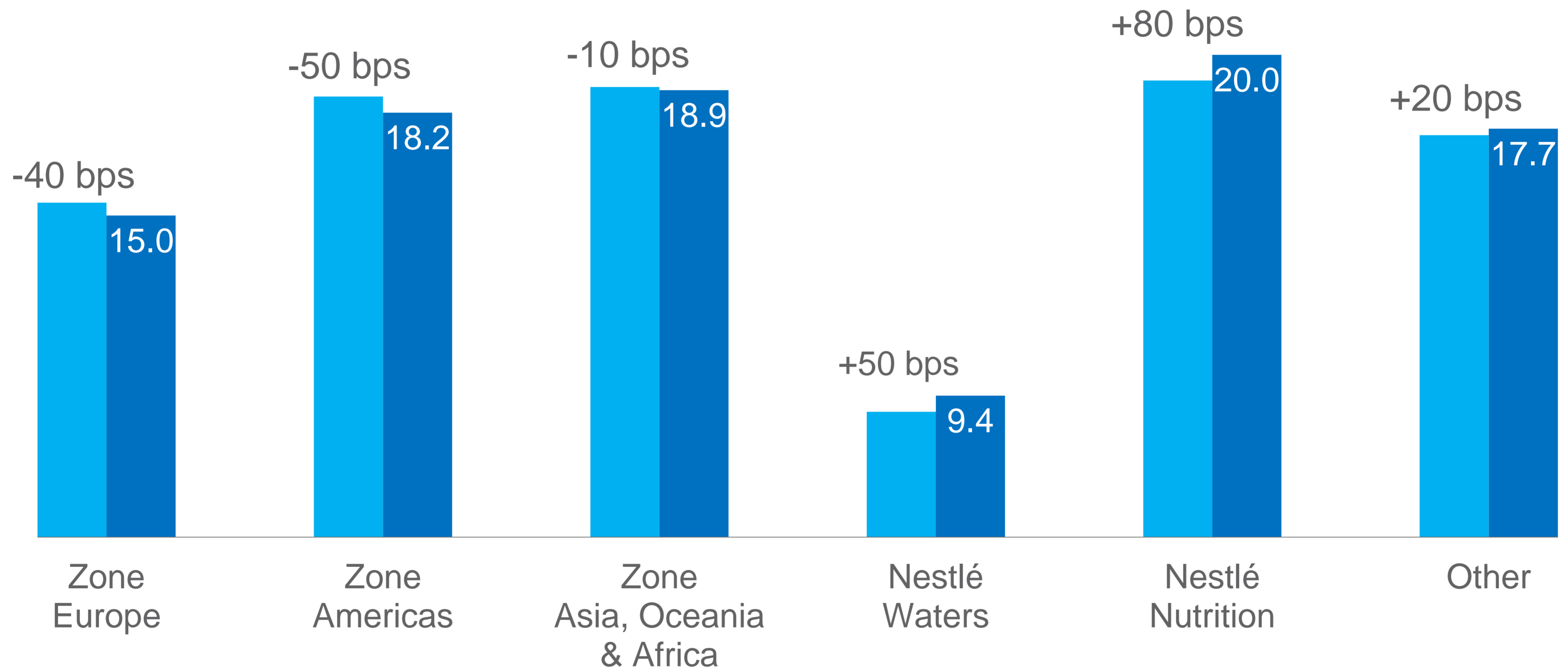
Other

■ % RIG ■ % OG



Operating Segments Margin Evolution

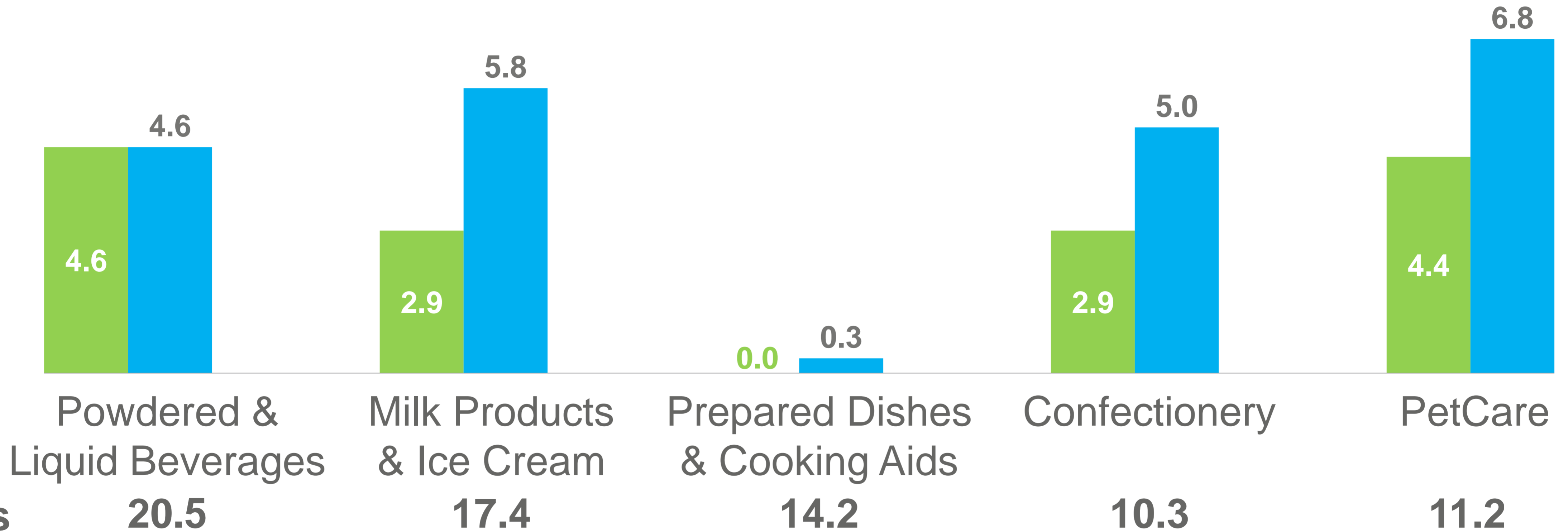
■ FY 2012 TOP% ■ FY 2013 TOP%



TOP = Trading Operating Profit

Product Groups Growth

■ % RIG ■ % OG



Sales
CHF bn rounded



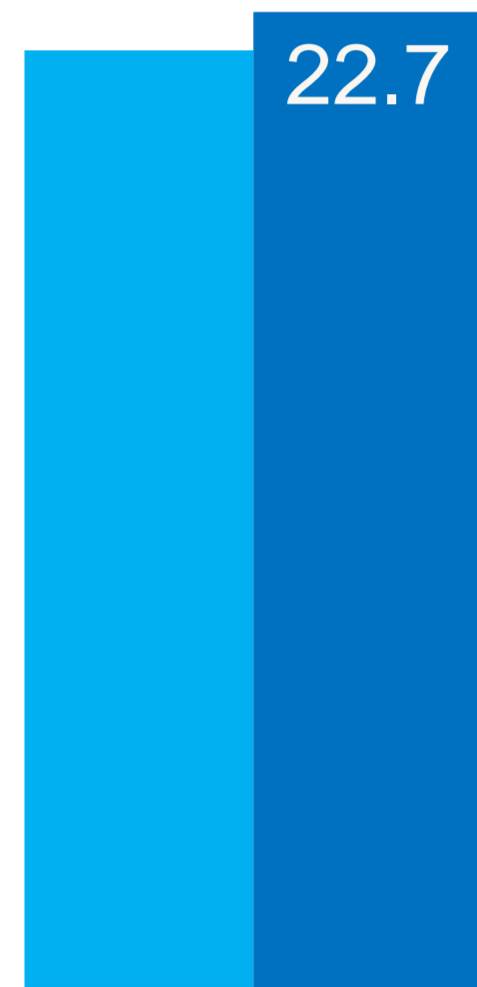
NESPRESSO



Product Groups Margin Evolution

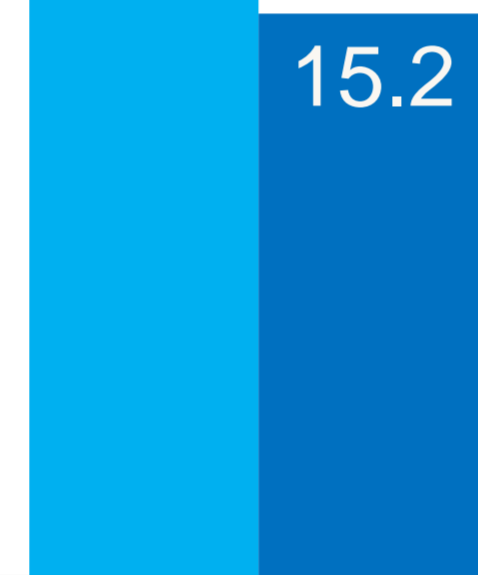
■ FY 2012 TOP% ■ FY 2013 TOP%

+70 bps



Powdered & Liquid Beverages

-40 bps



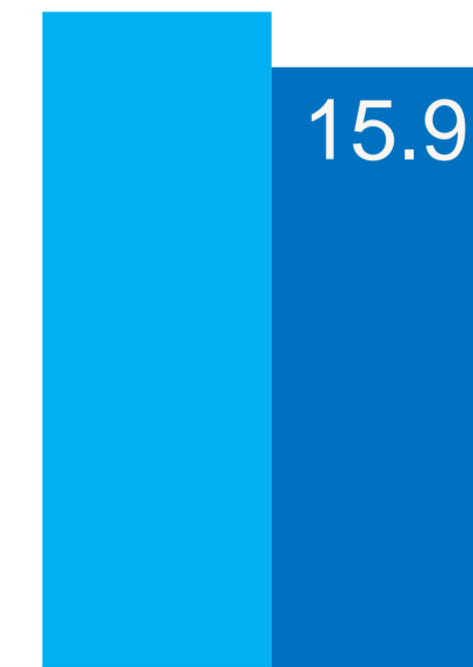
Milk Products & Ice Cream

-90 bps



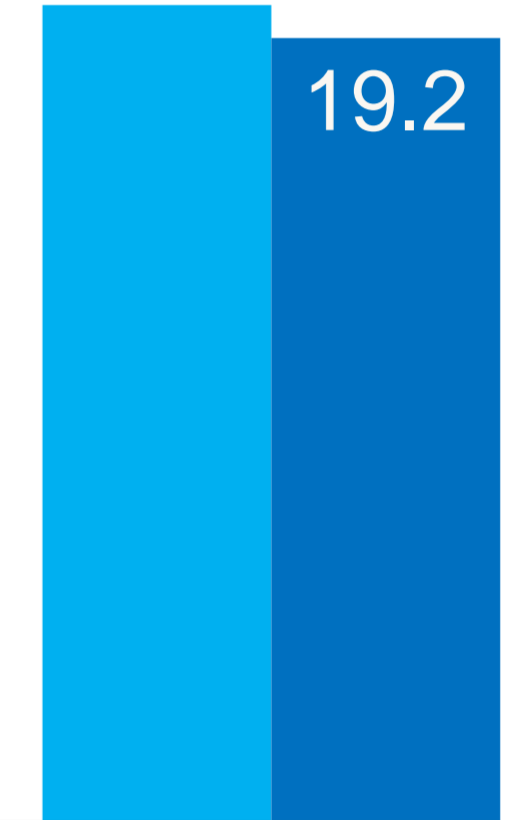
Prepared Dishes & Cooking Aids

-100 bps



Confectionery

-60 bps



PetCare



TOP = Trading Operating Profit

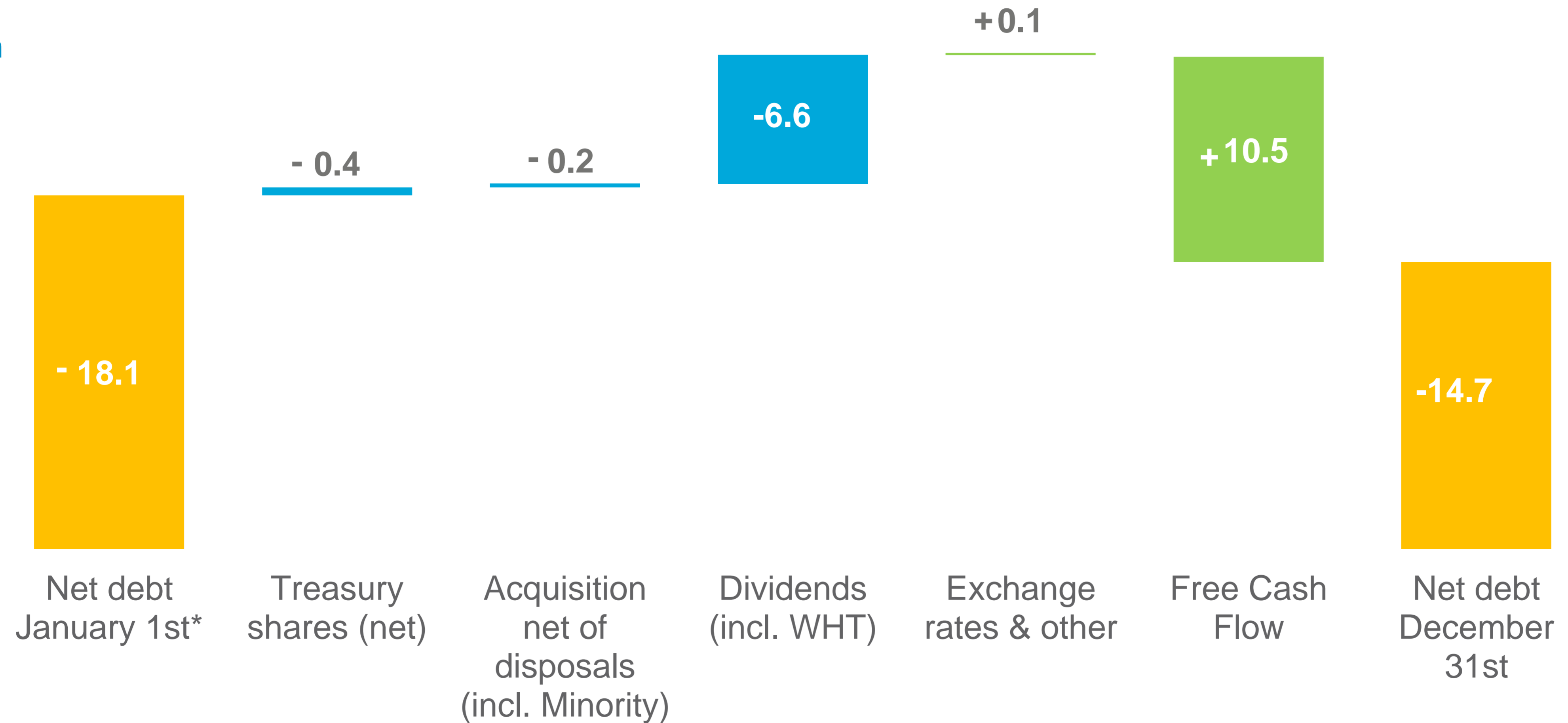
2013 Full Year Summary

- **Grew in all businesses and regions**
- **Increased brand support globally**
- **Discipline in portfolio and cash management**
- **Improved margins**
- **Increased underlying EPS in constant currency**
- **Proposed dividend increase to CHF 2.15 per share**

Appendix

Net Debt 2013

CHF bn



Americas

Europe

Asia, Oceania & Africa

Sales
(CHF) **40 bn**

OG **+5.1%**

RIG **+2.1%**

26.1 bn

+0.8%

+1.9%

26.1 bn

+7.4%

+5.9%

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

Emerging

Developed

Sales (CHF)

40.8 bn

51.4 bn

% of Group Sales

44%

56%

OG

+9.3%

+1.0%

Translational Impact of Swiss Franc

Weighted Average Exchange Rates

CHF per	FY 2012	FY 2013	(%)
US Dollar (1)	0.94	0.93	-1.2
Euro (1)	1.21	1.23	+2.1
£ Sterling (1)	1.49	1.45	-2.5
Real (100)	47.96	42.99	-10.4
Mex. Peso (100)	7.14	7.26	+1.8
Yen (100)	1.17	0.94	-19.2

FX Impact on All Businesses

(%)	1Q13	HY13	9m 2013	FY13
Zone Americas	-2.6	-2.4	-4.4	-5.9
Zone Europe	+1.2	+1.3	+0.9	+0.5
Zone AOA	-1.0	-1.4	-3.7	-5.0
Nestlé Waters	+0.9	+0.8	-0.4	-1.2
Nestlé Nutrition	-1.9	-1.8	-3.9	-5.5
Other	+0.2	+0.3	-1.0	-1.7
Total	-0.9	-0.9	-2.5	-3.7