



Official Opening Nestlé Professional Customer Innovation Campus

**Marc Caira & Jorge Sadurni
Solon, Ohio
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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.

Nestlé Professional today



- World's largest foodservice manufacturer – CHF 6.0+ billion
- Operating in over 97 countries around the world
- More than 10,000 dedicated employees
- Trusted and respected brands



The Nestlé Professional Manufacturing Footprint



R&D global network - 2008



The attractiveness of OOH



- **Big and growing business opportunity**
 - CHF 2.7 trillion global consumer spend
 - Anticipated CAGR of 2.4% over next five years – 3% to 4% thereafter
 - 5%-7% growth in major operator segments
- **Top 5 manufacturers account for approximately 3% of market**
- **Relevant manufacturer market CHF 750 billion**
 - CHF 500 billion relevant for Nestlé
 - 75% in Food, 25% in Beverages
- **Consumer trends drive growth**
 - In the USA, the share of Dollar spent on Food and Beverages in Out of Home has surpassed in-home spending. This trend will continue in developed markets
- **Dining out used to be a luxury ... today in many cases it's a necessity**

The Decision



On 18 October 2007, Mr Peter Brabeck announced the transition of the Nestlé FoodServices Strategic Business Division to a Globally Managed *Nestlé Professional Business*, effective January 2009

Nestlé SA Executive Board

Nine nationalities



Paul Bulcke
Chief Executive Officer
(Administrateur délégué)



Francisco Castañer
Pharma & Cosmetics,
Human Resources



Lars Olofsson
Strategic Business Units,
Marketing & Sales



Werner Bauer
Chief Technology Officer



Frits van Dijk
Asia, Oceania & Africa



Luis Cantarell
Americas



Laurent Freixe
Europe



José Lopez
Operations



John J Harris
Nestlé Waters



Richard Laube
Nestlé Nutrition



James Singh
Chief Financial Officer



Marc Caira
Nestlé Professional

Nestlé Professional representation at the highest level of the Company

Out of Home market

The two growth platforms

Branded Beverage Solutions



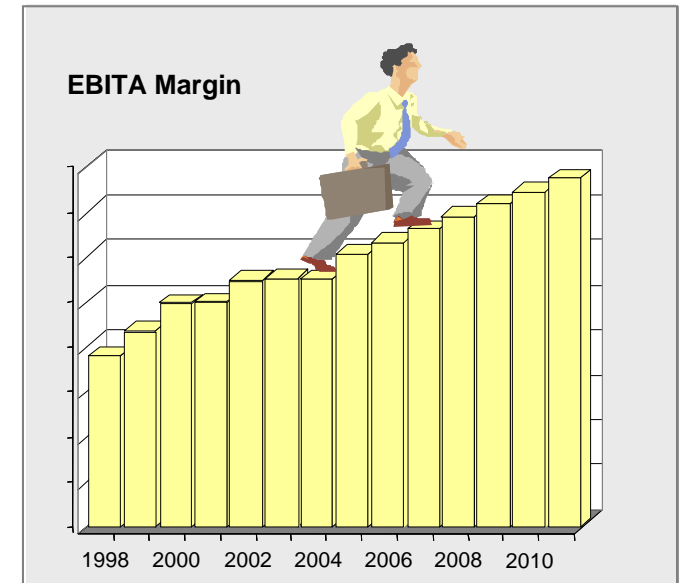
Branded Food Solutions



Sales more than doubling to 14 bio in 2018

The Nestlé Model

- 1 Sustainable **Organic Growth** of 5-6%
- 2 Continued year after year improvement of **EBIT margin**
- 3 Responsible capital management (Working Capital / Business ROIC)
- 4 We strive for **market leadership** or strong No 2 positions



Focus on Food & Beverage, Nutrition, Health & Wellness

**Resulting in an industry out-performing,
long-term total shareholder return**

Branded Beverages

Products, Systems, Brands and Services to become ...

"The Global Leader
in Branded Hot & Cold non-carbonated Beverage Solutions"



Black Coffee



Specialty Beverages



Chocolate



NutriRefresh



Delivery Systems

NESCAFÉ



Nestlé



Branded Products and Services to become ...

"The Local/Regional Leader in Branded Culinary Flavour Solutions"



STOCKS



SAUCES



FLAVOUR
ENHANCERS



SOUPS

Globally driven, Locally adapted



Local/Regional Frozen and Chilled Meal Solutions



- Business spans North America
- Full range of quality components and meal solutions
- Focus on customer co-development and nutritionally balanced offering, including *Lean Cuisine*



- Europe's N° 1 partner for high quality components and meal solutions
- Serving France and selected Western European countries
- **NutriService** - a unique response to market demand for nutritionally balanced products and services



- One of Europe's leading OOH dessert partners
- Based in Germany, serving several additional European countries
- Complete range of high quality desserts, cakes and pies



Some of the enablers



- Global Beverage Centre in Orbe, Switzerland



- Dedicated Research and Development and Innovation & Renovation will transform science into technology, delivering benefits to foodservice operators and consumers



- Nutrition Health and Wellness

60/40+

- Investment in consumer and operator insight; foodservice performance test, 60/40+, preference mapping



- Our global scale: 97 countries, 10,000 people



- Customer Innovation Campus in Solon, Ohio

Customer Innovation Campus Roadmap



Vision:

To deliver profitable solutions that enhance our customers' business in a collaborative, innovative environment which showcases our brands, passion, creativity and expertise.

“We work in our kitchen the same way you work in yours to deliver real solutions for your operation.”

Key Objectives:

Business Growth

Customer Intimacy

Product Solutions

Image Enhancement

N, H & W

Brand Building

Customer Focus



Business Growth

Performance
Customer Value & Loyalty
Sustainable



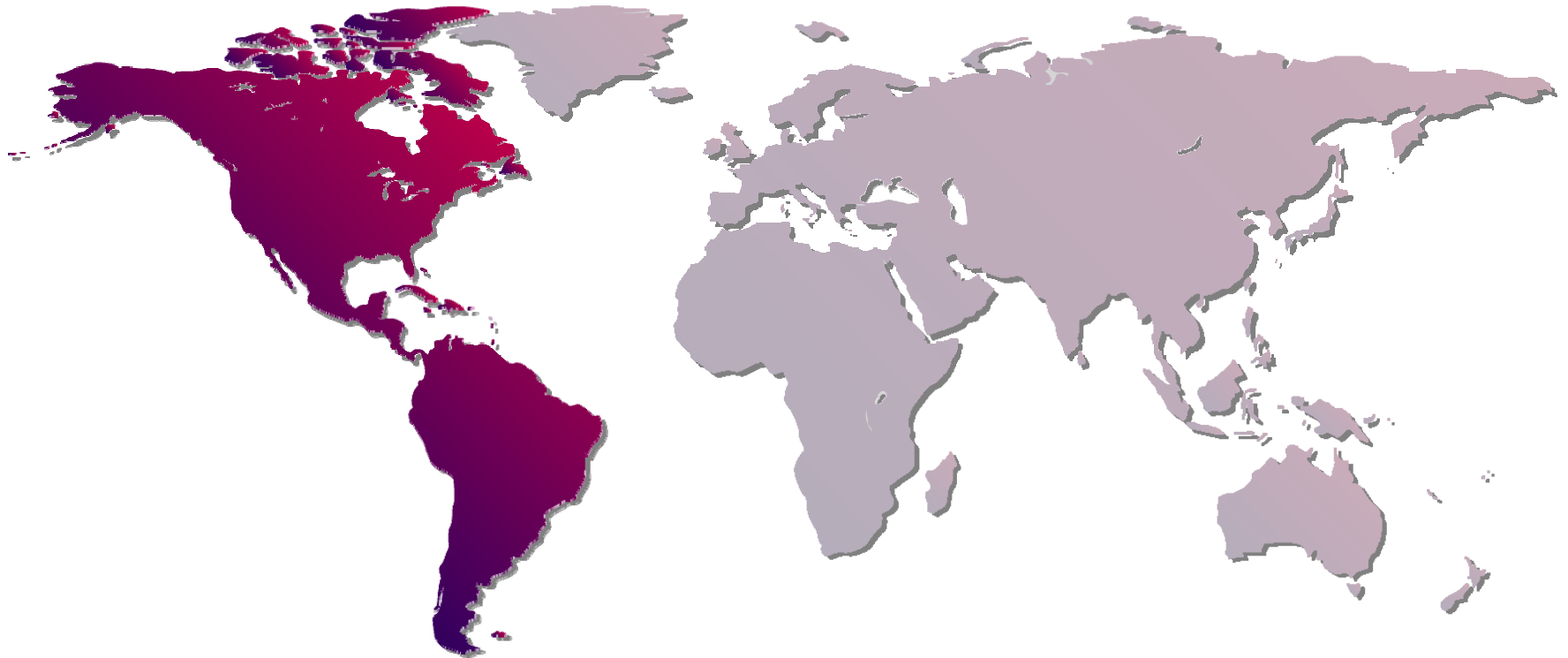
Talent Building

Internal
External



Industry Leadership

N, H & W
Brand Superiority
Solutions Excellence



Americas

- \$1.8 billion (USD) representing 1/3 of Nestlé Professional worldwide
- 6% Growth per year


Nestlé Professional Americas (AMS)



Regional Business Management

Support Functions

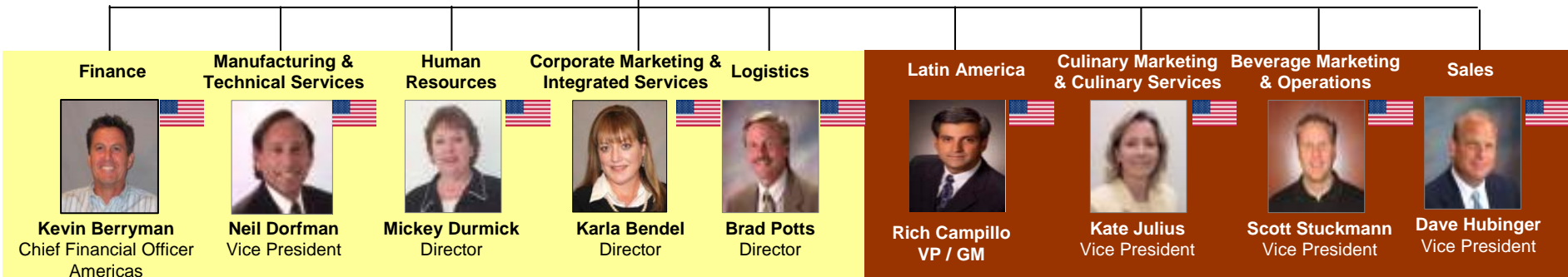
Business Drivers

Jorge Sadurni
President & CEO
Nestlé Professional Americas



Lisa Hatfield
Executive Assistant



Regional Office

Markets




Larry Gertsakis
VP Sales
Canada

“To be an inspiring growth partner that delivers creative, branded Food and Beverage solutions, enabling operators to innovate and delight consumers”





Thank You