

**Nestlé India Limited**

(CIN : L15202DL1959PLC003786)

Nestlé House  
Jacaranda Marg  
'M'Block, DLF City, Phase – II  
Gurugram – 122002, Haryana  
Phone 0124 - 3940000  
E-mail: investor@IN.nestle.com  
Website www.nestle.in

**BM:PKR:52:20****05.11.2020**

BSE Limited  
Phiroze Jeejeebhoy Towers  
Dalal Street, Fort  
Mumbai – 400 001

**Scrip Code – 500 790****Subject : Presentations to Financial Analysts/ Institutional Investors**

Dear Sir,

Further to our letter BM:PKR:45:20 dated 14<sup>th</sup> October 2020, intimating about the Financial Analysts / Institutional Investors Meet of the Company, please find enclosed herewith the presentations to be made to the Financial Analysts/ Institutional Investors at the meeting scheduled to be held today, in terms of the requirement of Regulation 30 read with Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

We are also taking necessary action for uploading the presentations on the Company's website [www.nestle.in](http://www.nestle.in).

Thanking you,

Yours truly,

**NESTLÉ INDIA LIMITED**



**B. MURLI**  
**SENIOR VICE PRESIDENT – LEGAL & COMPANY SECRETARY**

Encl. as above

Encl.: Total number of Slides : 129



**Nestlé India**

**30<sup>th</sup> Financial Analysts And  
Institutional Investors Meet**

**5<sup>th</sup> November 2020**



**Nestlé**

This presentation may contain statements which reflect Management's current views and estimates and could be construed as forward looking statements. You are cautioned not to place undue reliance on these forward-looking statements, which holds only as of the date. The future involves uncertainties and risks that could cause actual results to differ materially from the current views being expressed. Potential uncertainties and risks include factors such as general economic conditions, commodities and currency fluctuations, competitive product and pricing pressures, industrial relations and regulatory developments.

Volume and Mix and Organic Growth (OG) are basis Nestlé Internal Reporting Standards.

Figures are regrouped / reclassified to make them comparable.

Calculations are based on non-rounded figures.

'Analytical data' are best estimates to facilitate understanding of business and NOT meant to reconcile reported figures.

Answers to Questions may be given basis generally available information.



Disclaimers



# Agenda

**15.35 – 16.20: Staying consistent through different storms by Suresh Narayanan**

**16.20 – 16.50: Robust business based on strong fundamentals by David McDaniel**

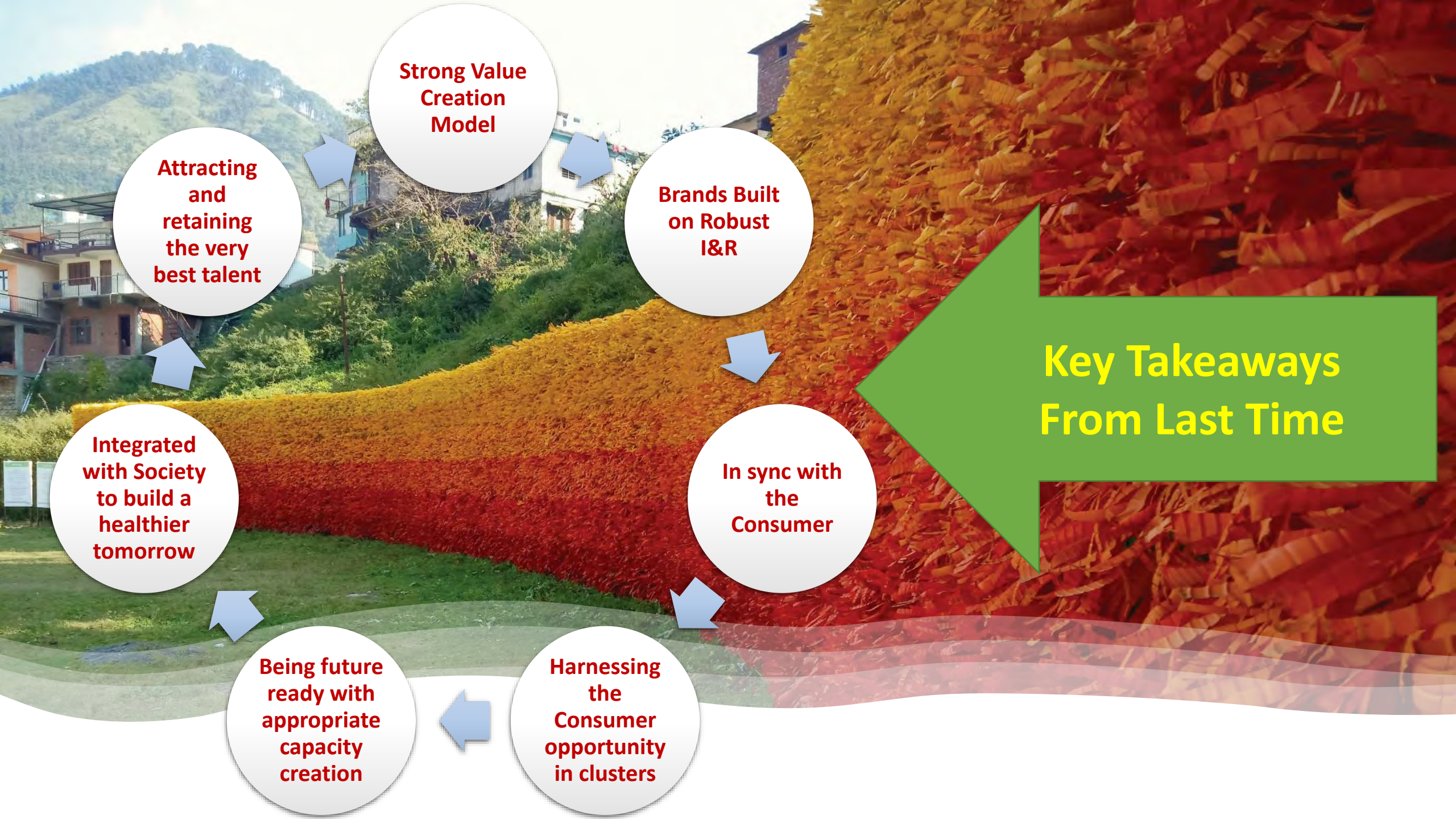
**16.50 – 17.20: Future of Food by Nikhil Chand**

**17.20 – 18.15: Q&A**

Staying  
consistent  
through different  
storms

Suresh Narayanan





**Strong Value  
Creation  
Model**

**Brands Built  
on Robust  
I&R**

**Attracting  
and  
retaining  
the very  
best talent**

**Key Takeaways  
From Last Time**

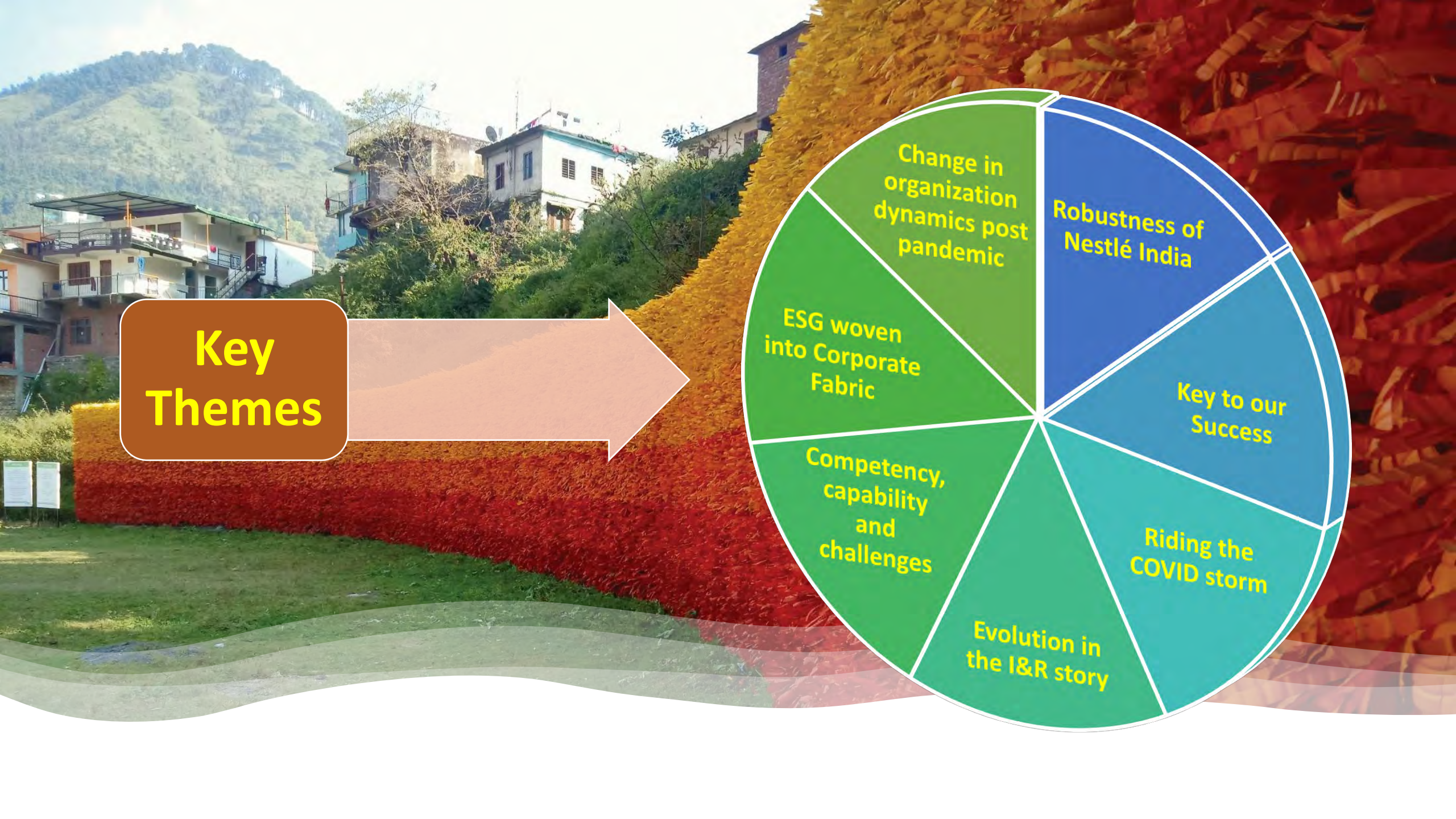
**In sync with  
the  
Consumer**

**Integrated  
with Society  
to build a  
healthier  
tomorrow**

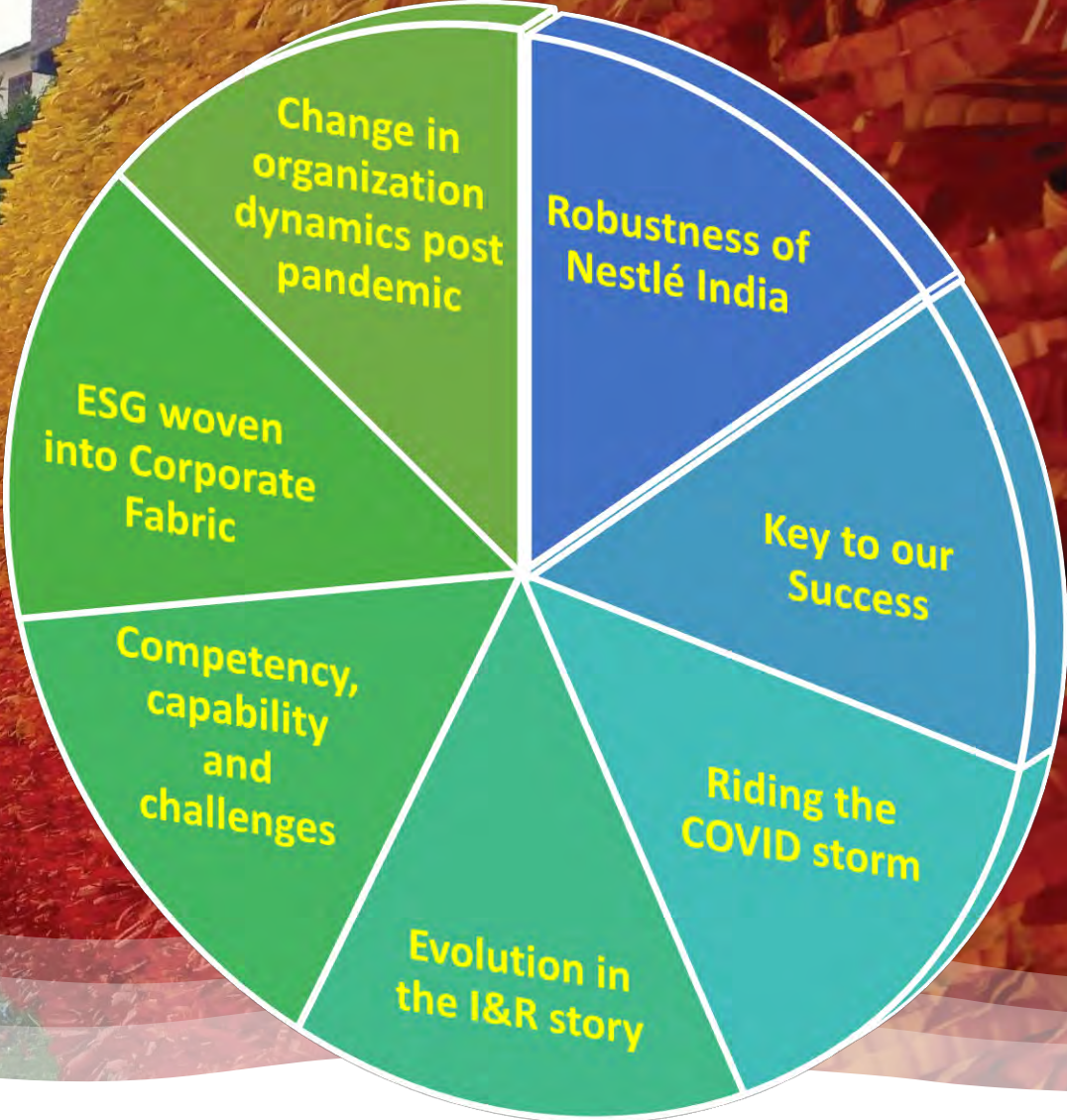
**Harnessing  
the  
Consumer  
opportunity  
in clusters**

**Being future  
ready with  
appropriate  
capacity  
creation**





**Key Themes**



# From the Themes -> Our Focus Areas for Today

**Robust  
Business**

**Brands  
Evolving in  
the New  
Normal**

**Our People  
and Actions  
That Matter**

**Serving  
Society**



## Our Purpose

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**“Unlocking the power of food to enhance quality of life for everyone, today and for generations to come”**





# Robust Business

# A Long Association with India

1912

Began trading as The Nestlé Anglo-Swiss Condensed Milk Company (Export) Limited

1959  
Incorporated as Food Specialities Limited

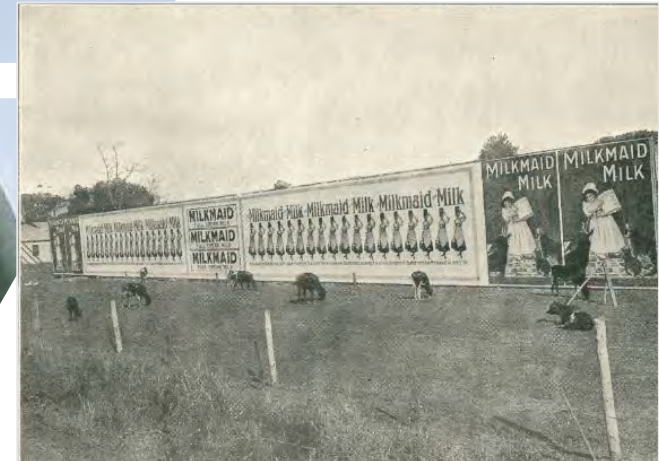
1961  
First production facility at Moga

1969  
Listed on Bombay stock Exchange

1990  
Incorporated as Nestlé India Limited

2012  
100 years of Nestlé in India

2020  
Going strong for 108 years



# Largest listed pure-play F&B company in India

Providing Safe,  
Quality Nutrition  
for 108 Years in  
India

~7,600 Employees  
approximately

160,000+ Indian  
Shareholders

Iconic Brands like  
MAGGI, NESCAFÉ,  
KITKAT and  
EVERYDAY

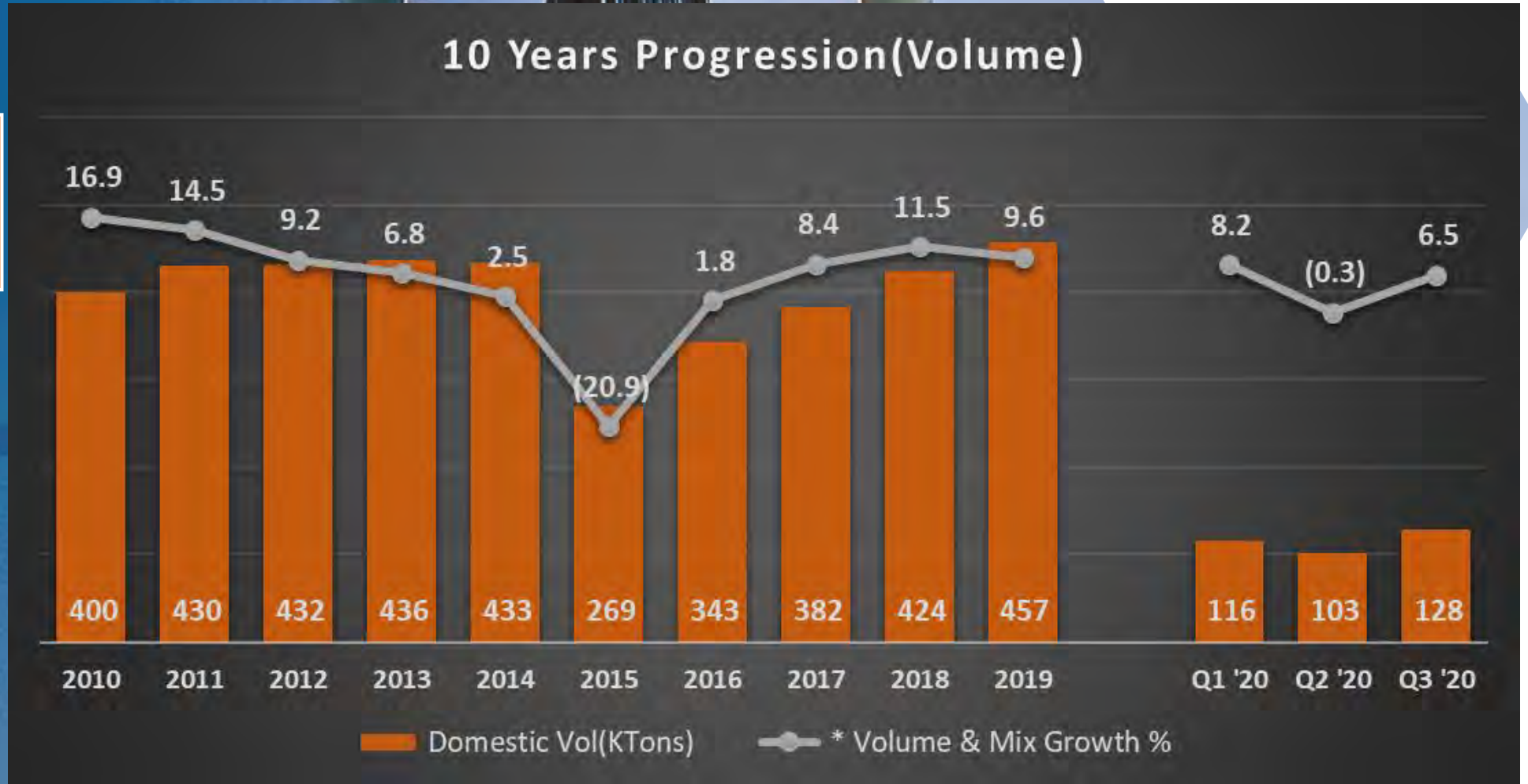
Over INR 122 Billion  
- 2019 Turnover

INR 35.8 Billion -  
Contribution to  
exchequer in 2019

Over INR 98 Billion -  
Nine Months 2020  
Turnover

# 10 Years of Sustainable Volume & Mix Led Growth

## Volume & Mix

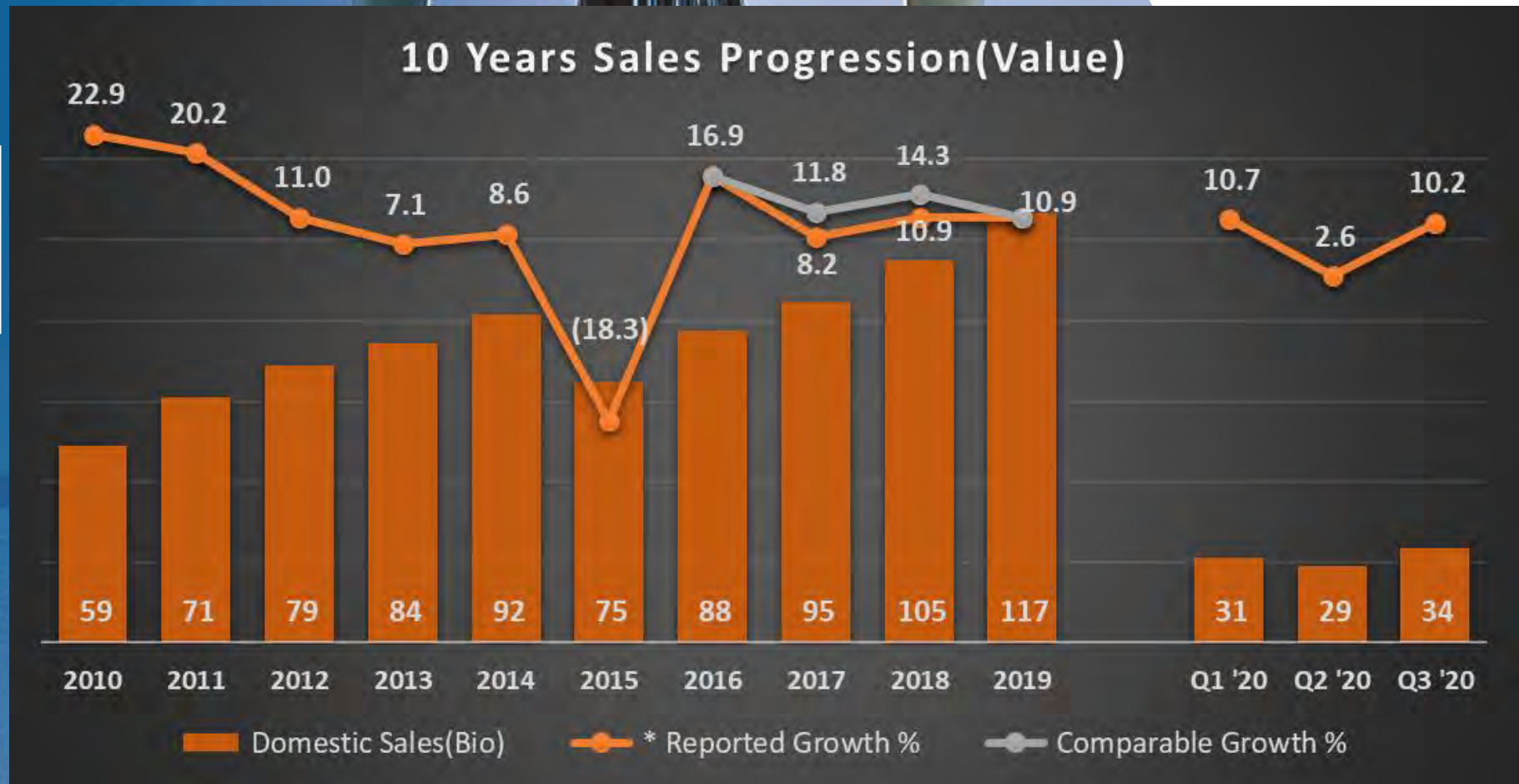


# 2015 impacted by MAGGI Issue

\*Volume and Mix Growth as per Internal reporting standards

# Consequently 10 Years of Sustainable Value Growth

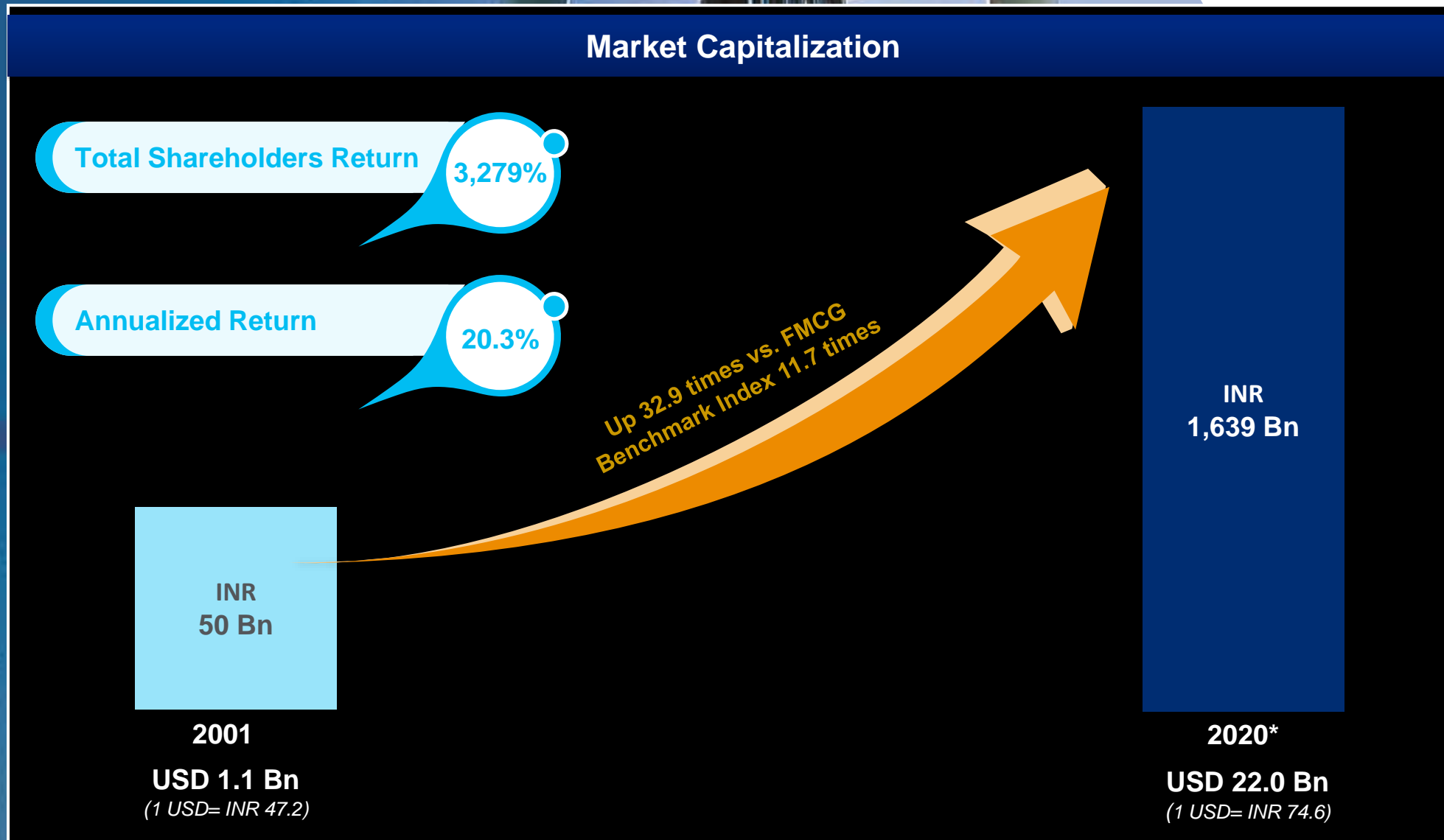
## Domestic Sales Growth



# 2015 impacted by MAGGI Issue

\* Reported growth rates in 2017 & 2018 are adversely impacted due to lower reported sales by the change in structure of indirect taxes and reduction in realisations to pass on the GST benefits

# Leading to....Creating Significant Value For Investors



\*As on 4<sup>th</sup> Nov 2020  
INR Billion is INR 100 crore.  
Source: Bombay Stock Exchange.

# Leadership Built on Trust

Category	Brand	Nestlé India Position
Infant Cereals		
Infant Formula		
Tea Creamer		
Instant Noodles		
Ketchups & Sauces		
Instant Pasta		
White & Wafers		
Instant Coffee		



# 99% of what we sell is 'Made in India'

Moga (1961)



Choladi (1967)



Instant Tea largely for exports

Nanjangud (1989)



Samalkha (1992)



Ponda (1995)



Bicholim (1997)



Pantnagar (2006)



Tahliwal (2012)



Manufacturing  
Citadels

# Our 'Faith in India' Translates to 'Make in India'



INR 26 Billion to be invested over next three to four years



Construction of 9<sup>th</sup> Factory in Sanand, Gujarat ongoing

# Navigating the Storm During Pandemic

## Market Committee

Ensure employee health & wellness

Create standard operating procedures

Ensures business continuity

Monitor safety compliances

## Local Committee (at each Factory and Sales branch)

Monitor regional level risk

Assist our people for any health care need.

Take informed decisions on footfall in factories etc.

Engage regional level contacts

# Simplifying the Supply Chain

## Actions Taken

Reducing manufacturing complexities

Helping vendors to focus on key materials

Prioritizing key pack sizes across products

Leverage different transport networks like waterways and rail.

## Results

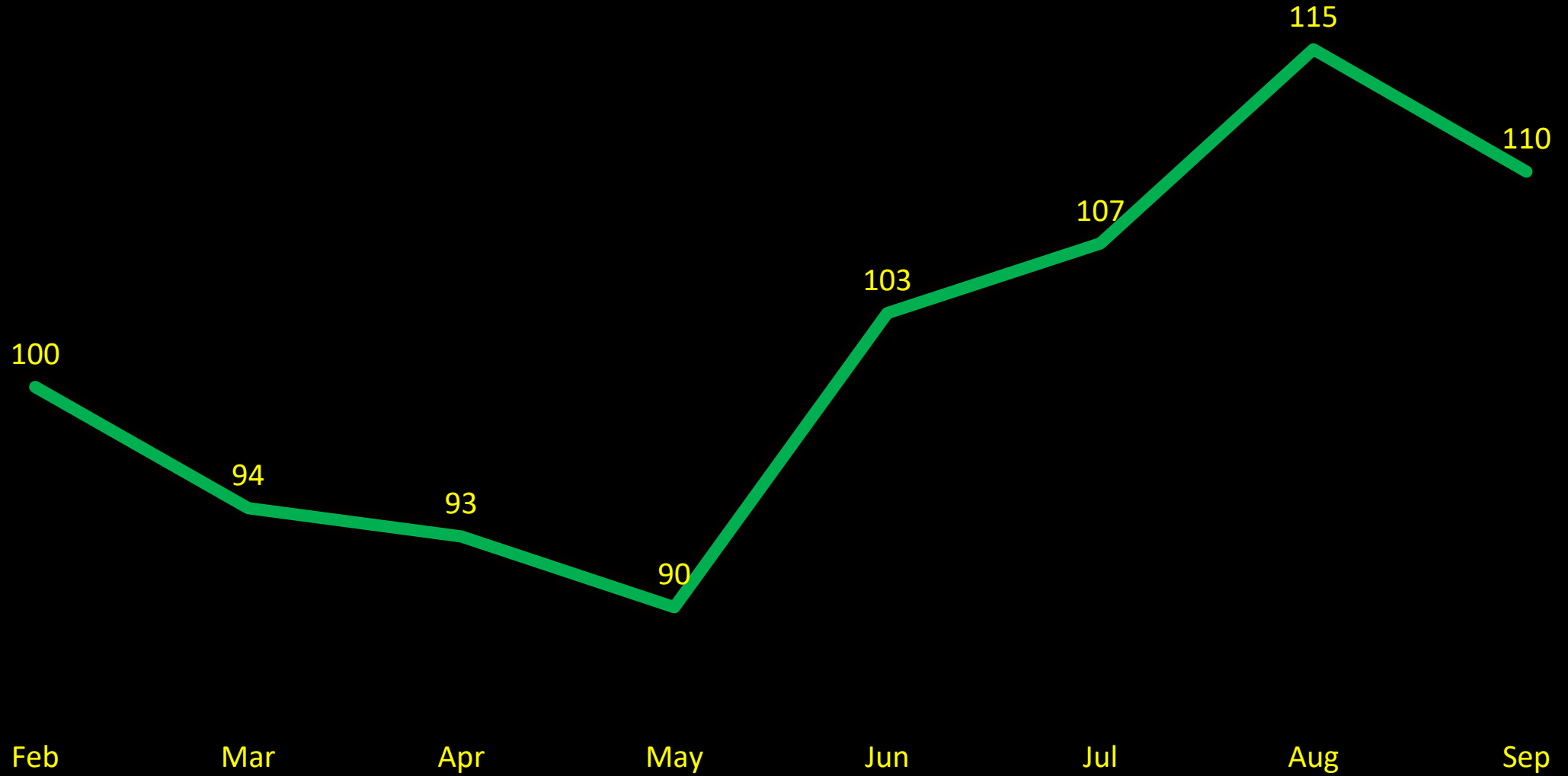
Maximizing revenue

Ensuring robust growth

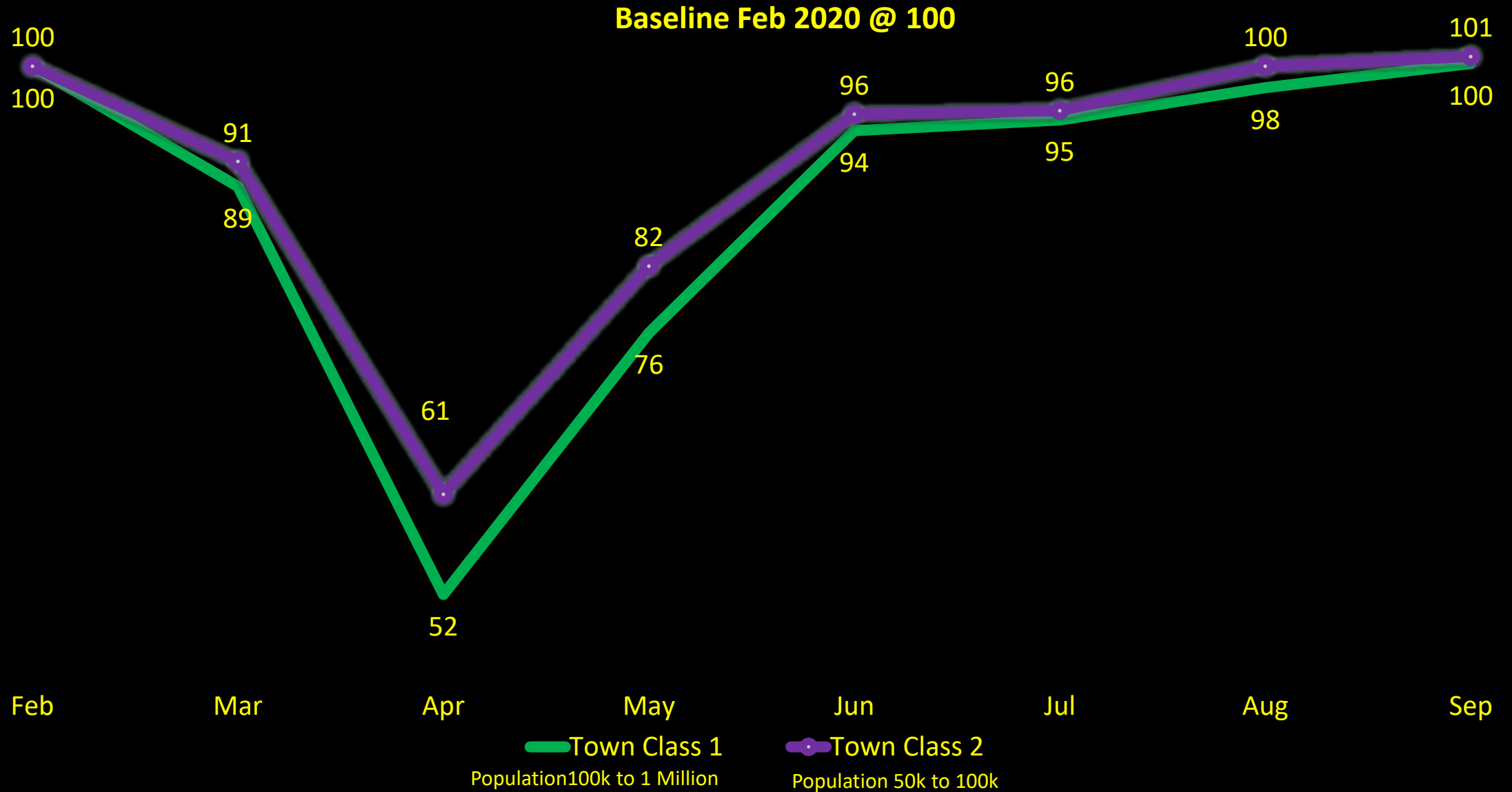
Consumers accessing key products

# Addressing our Underlying Demand

Redistribution Turnover, Baseline Feb 2020 @ 100

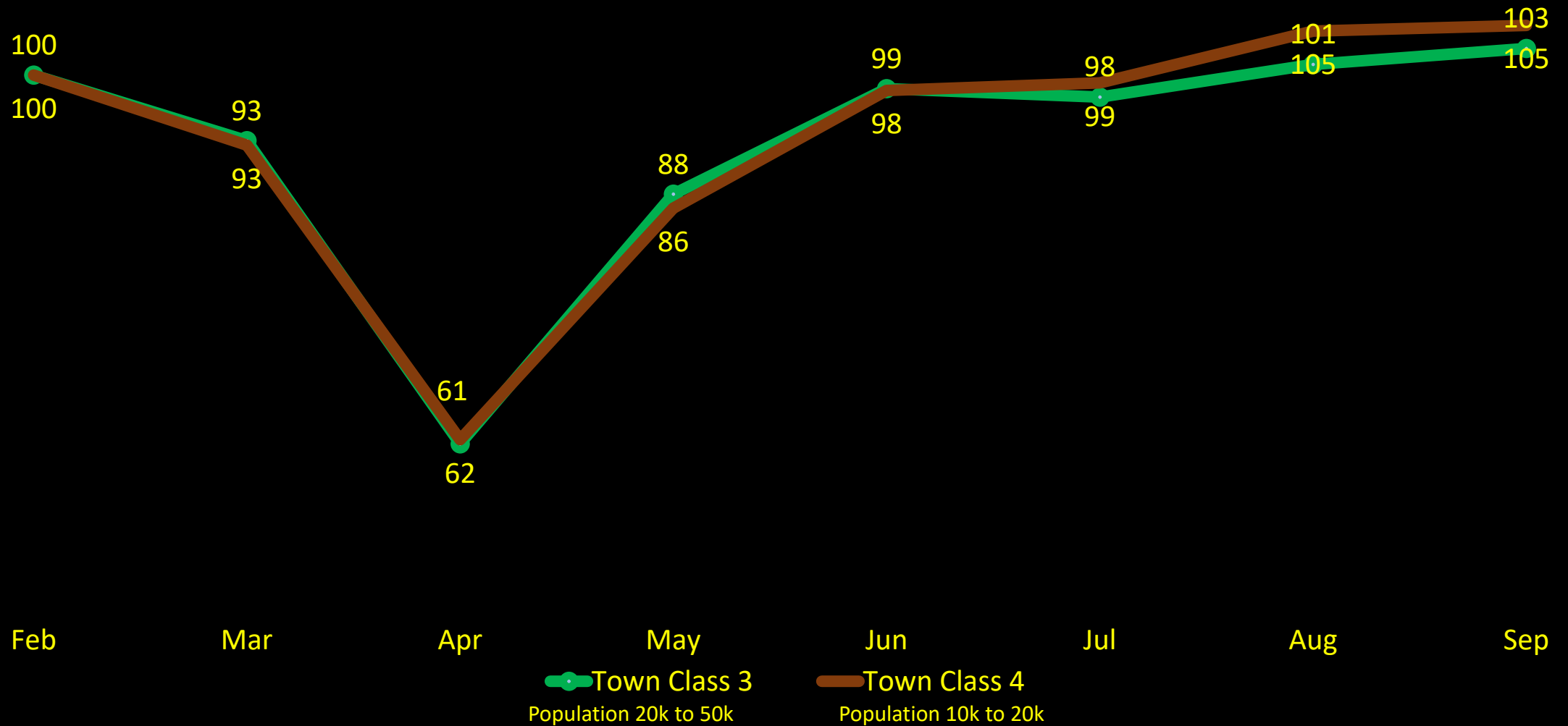


# Accelerating our Access to Markets

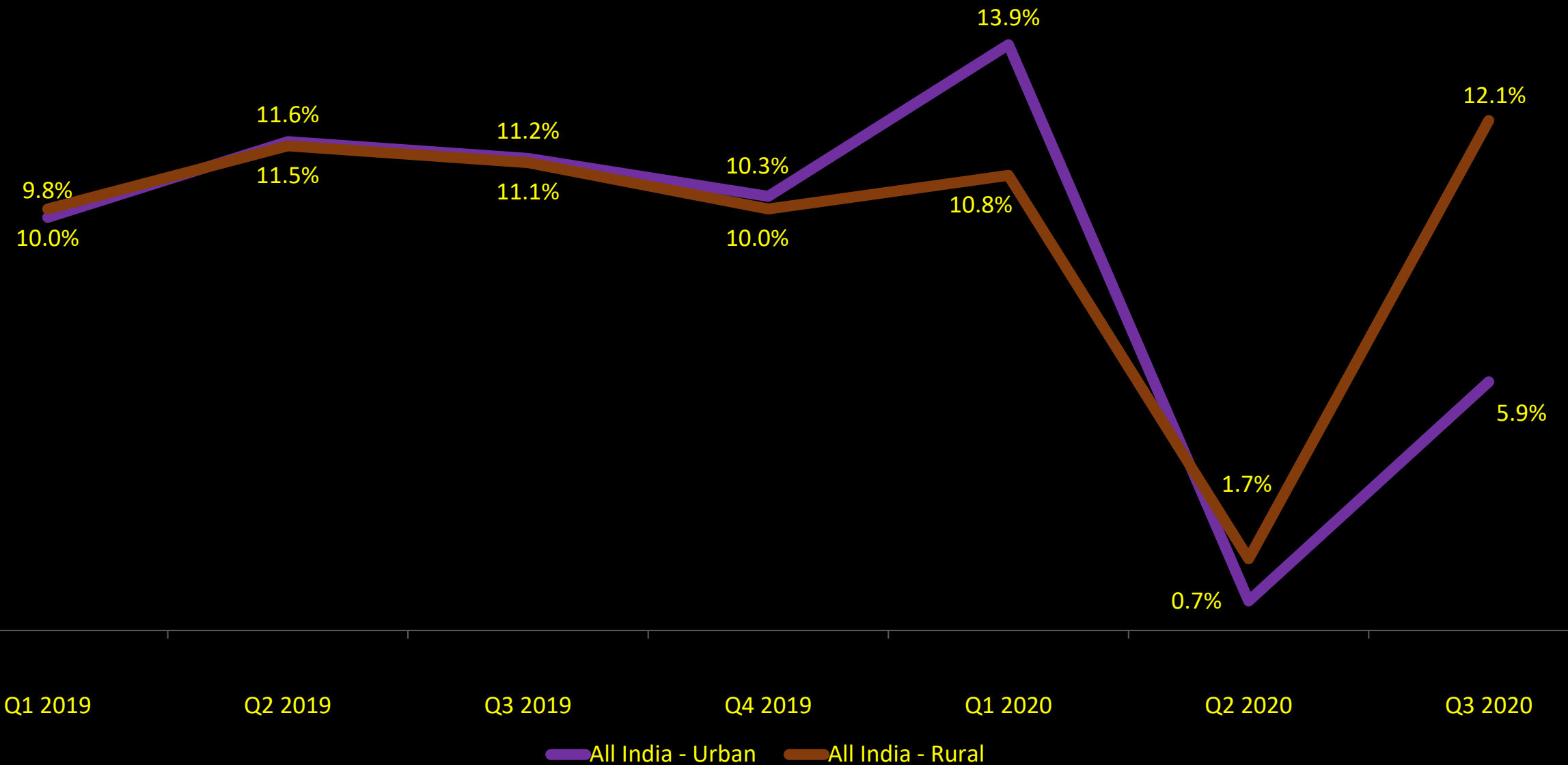


# Accelerating our Access to Markets

Baseline Feb 2020 @ 100



# Urban & Rural – Opportunities for Growth





# DATES & NUTS



**Organized Trade  
Accelerating Brand  
Choices at Point of Sale**

**KING OF COFFEE**  
NESCAFÉ  
*Sunrise*

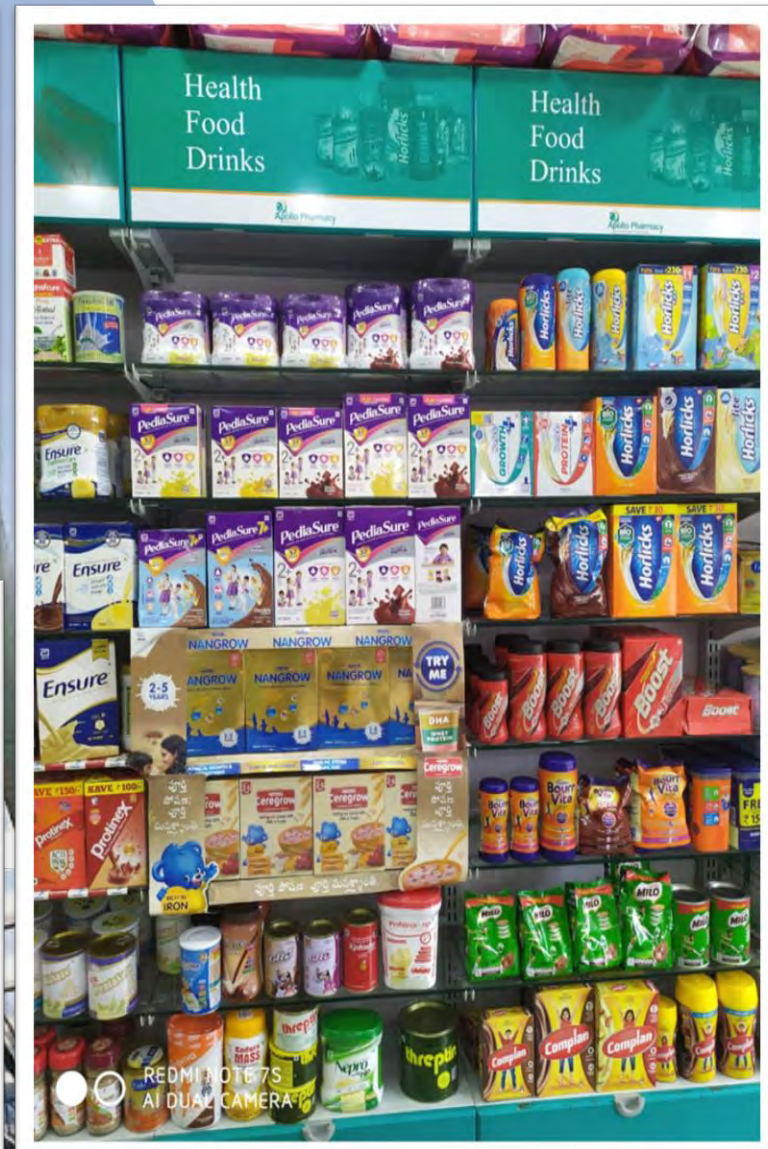
**General Trade**  
Accelerating Brand Choices  
at Point of Sale





**Merchandizing Blitz  
Small and Rural Markets**

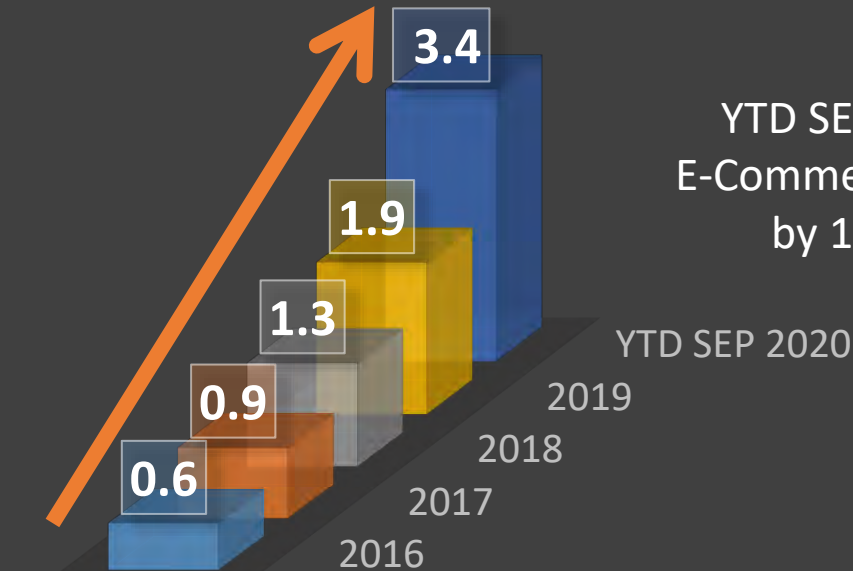
# Enhancing Merchandizing Across Chain Pharmacies



# Seeking Greater Opportunities in E-Commerce

## Growing Contribution Of E-Commerce To Domestic Sales

■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ YTD SEP 2020



Contribution

YTD SEP 2020  
E-Commerce grew  
by 103%

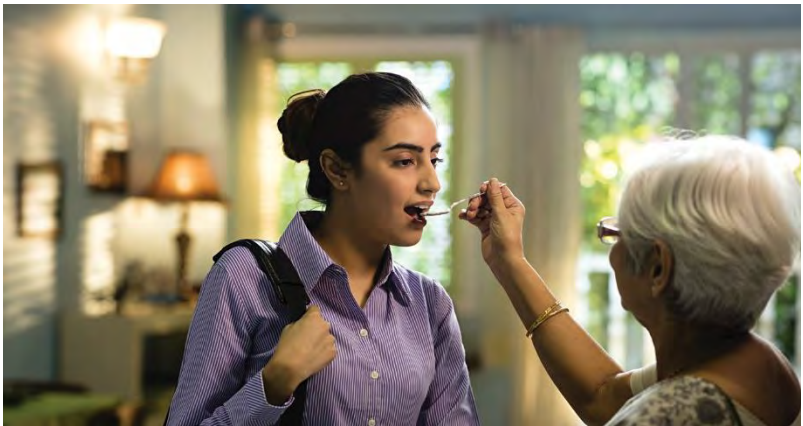
YTD SEP 2020



**India e-commerce industry sees 31% growth in orders in Q3 2020**  
Source IANS via Unicommerce



**Leading to Double Digit Organic Growth in Q3 Across Key Brands**



# Brands Evolving in the New Normal

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## And 'Nested' in 5 Pillars

Cooking and creating with convenience, value and variety

Innovate to address new consumption opportunities

Seeking relevant, trusted nutrition, health and wellness solutions

Inspiring India's youth with an optimistic perspective

Partnering with parents to engage, inform and inspire families



# Seeking relevant, trusted nutrition, health and wellness solutions

resource<sup>®</sup> high protein #FINDYOURWORKOUT

Static ad      Carousel & GIF ads

More than 80Mio impressions planned with a CTA- Apollo 24|7 MedPlus

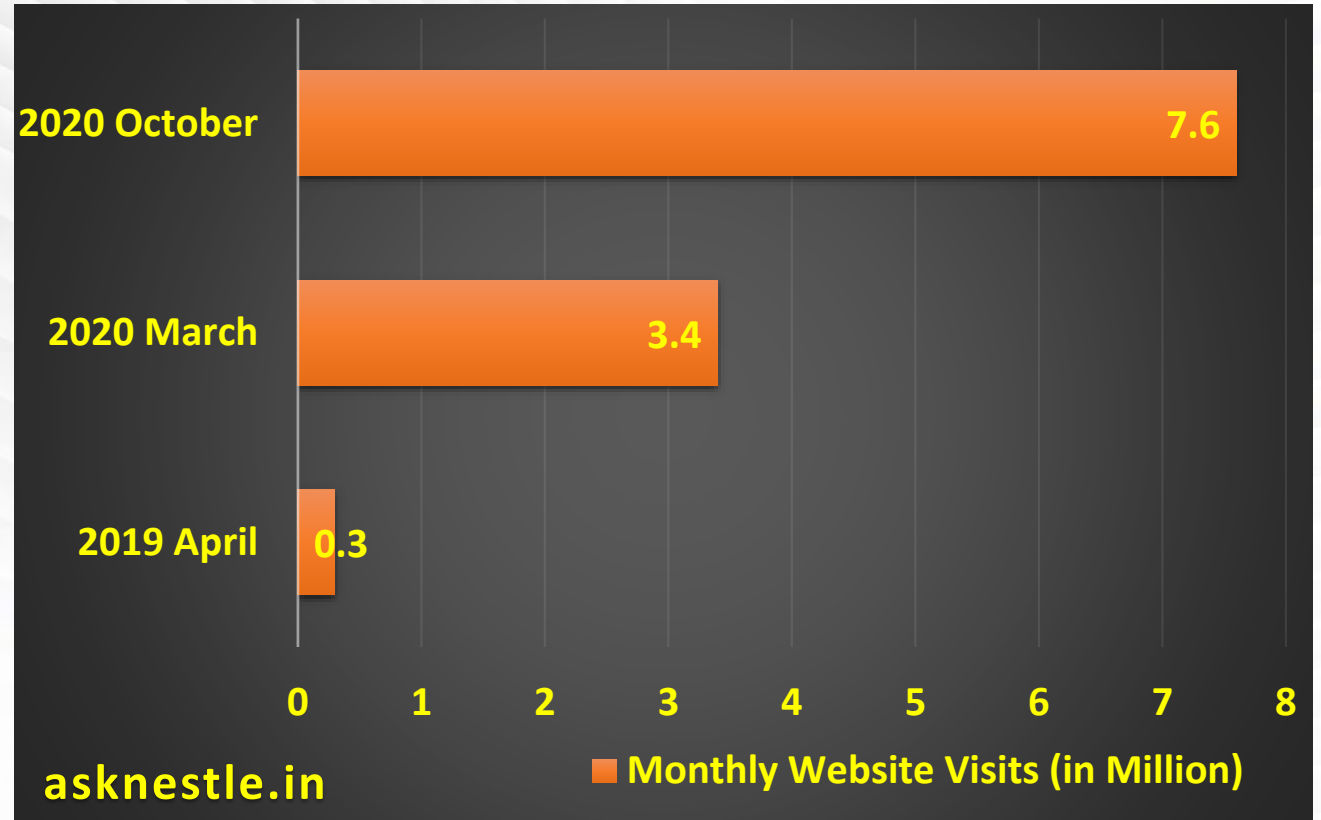
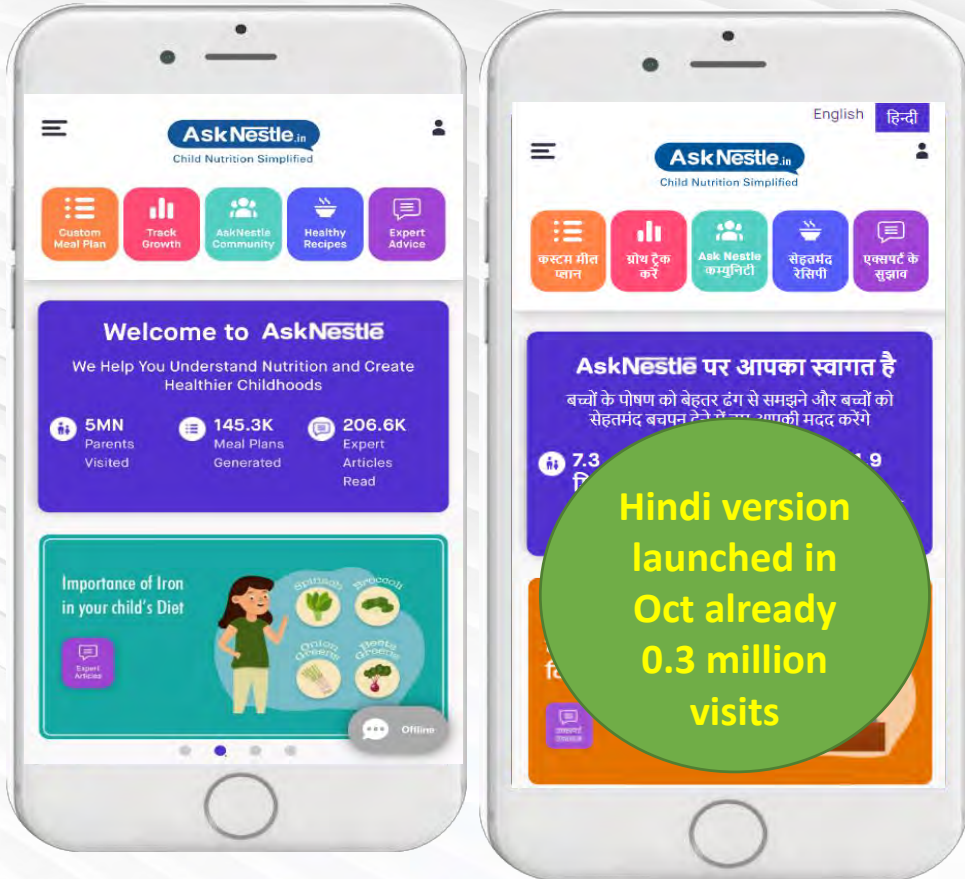
6

Sustained presence through Search and Display



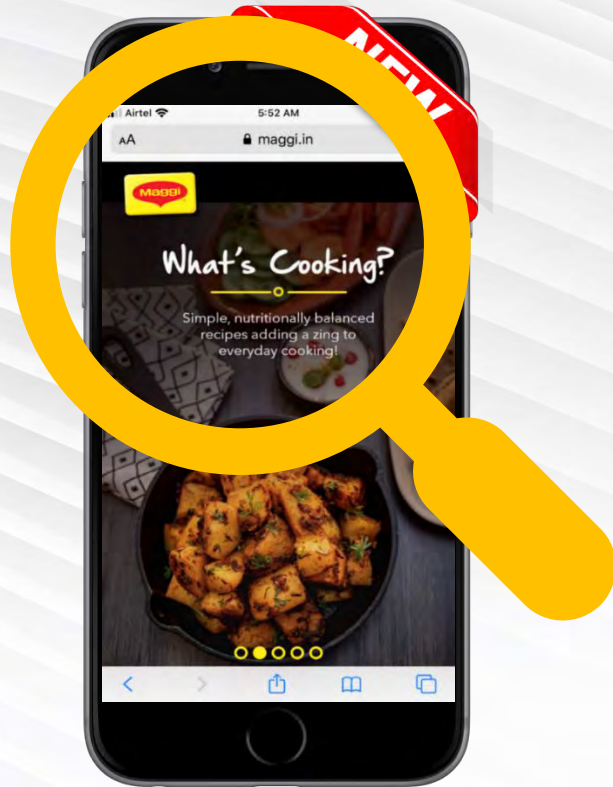
Impactful presence on e-commerce

# Need trusted nutrition, health and wellness solutions – Ask Nestlé



Growing consumer acceptance with increasing visits

# Cooking and creating with convenience, value and variety



Recipe solutions adding magic to everyday cooking



Missing Dadi ke haath ke laddoo?

More than 80 million brand views

# Inspiring India's youth with an optimistic perspective



**Recognizing the youth of India  
and their resilience**



**Celebrating simple moments  
by taking short breaks**

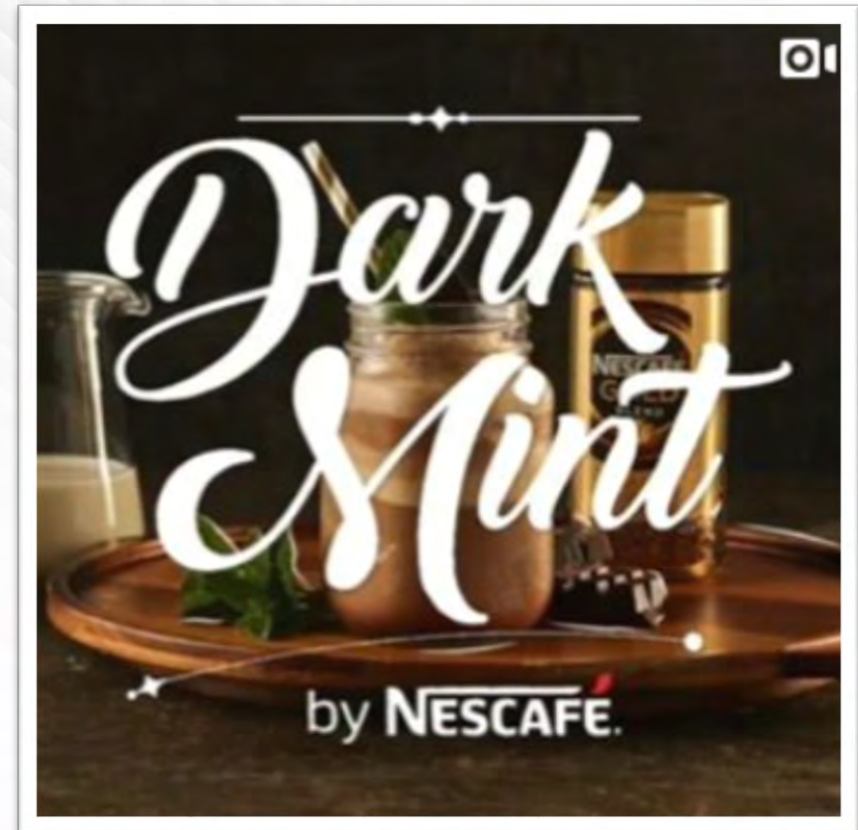


**Encouraging a spirit of  
purposiveness and resilience**

# Innovate to address new consumption opportunities

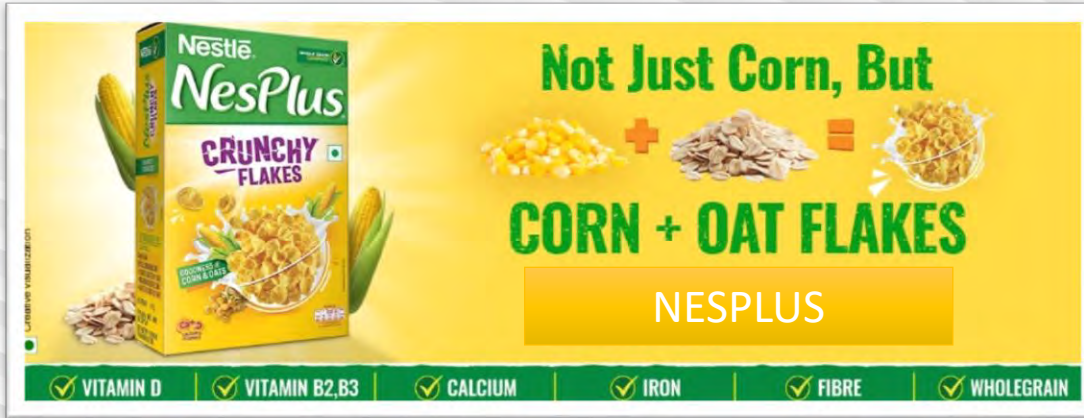


Nescafé Gold – Premium in Home Coffee



World class exotic coffee recipes made with Nescafé Gold

# Innovate to address new consumption opportunities



**Breakfast Innovations**

# Innovate to address new consumption opportunities



Celebrating the culture and tradition of South India: E-commerce specific kits

Empower cheerful celebrations in-home at much loved festivals

# Innovate to resonate with new opportunities in Out of Home



**Launch of Contactless Vending Solutions**



**Delivery Friendly Innovations**



**Enhancing Entrepreneurship**



# Partnering with parents to engage, inform and inspire families



Exercises curated by  
Athletics Federation of India



Use of augmented reality  
to amplify engagement and learning



**Our People  
and  
Actions  
That Matter**

# Stepping Up To Pandemic Challenge



## NESTLÉ SURAKSHA

Medical coverage to our  
frontline sales force

Insurance policy upto INR  
50,000

6000+ individuals



## NESTLÉ SAMMAN

Reward operators in factories for  
working during lockdown period

Token of appreciation from the  
company

3400 permanent employees & 4000  
contractual employee covered



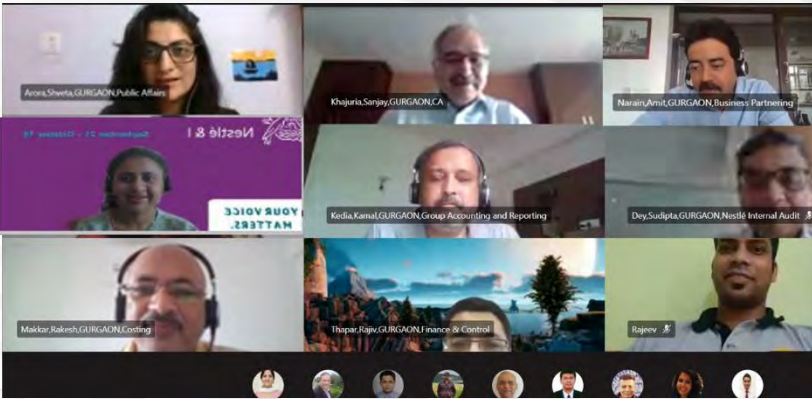
## FROM OUR EMPLOYEES

Our employees have  
contributed over INR 12 Mio.

Company topped up with an  
equal contribution

Contributions went to the  
Indian Red Cross Society

# From Our People, For Our People



## Virtual Volunteering

Impacting 150 beneficiaries of the Healthy Kids Program



## Wellness Days

20 Wellness Days for each employee to rest and recharge



## Supporting Remote Working

Offering reimbursement on communication and workplace furniture for homes

# Work From Home SERIES MARCH – SEP, 2020



## Key Highlights:

25+ webinars  
Avg feedback 9/10

**WFH SERIES**  
**DID YOU KNOW?**  
Productive people have some routines in common. What made them productive?  
The Tip: Stick to the routine like you would when working from office. This will help limit how long you work each day and allow you to be available to your team and family both.

**MEAL TIME**  
The Tip: Stick to the routine like you would when working from office. This will help limit how long you work each day and allow you to be available to your team and family both.

**WFH SERIES**  
**DID YOU KNOW?**  
**TARA ASANA** helps increase blood circulation and improves concentration.  
Do 5 sets now!

**WFH SERIES**  
Take time out for your coffee-fix,  
Drink your Nescafé,  
Recharge & Carry on!!!

**Demystifying COVID19 and Role of Adequate Nutrition Practices**

25<sup>TH</sup> MARCH | 04:00 PM – 05:00 PM

**Live Webinar By:**  
**Dr Shashank Joshi**  
(Padmashree Awardee)  
Dean Indian College of Physicians,  
IMM Past President International College of Nutrition,  
Chair Southeast Asia IDF Mumbai

**healthyme**

*Out*  
**Work from home!**

Keep an eye out for new content every day  
Check out the latest video guides by our experts on simple exercises that you can do From Home.  
Let's boost our Immunity!

**FINANCIAL WELLBEING**

With **SATWICK TANDON**  
Managing Partner, Trust Plus Wealth Managers

Current Crises & it's Impact on Economy  
Investment Options  
Asset Allocation -Gold, International Equities

2<sup>ND</sup> July,  
5:00 PM – 6:00 PM

**'Ask The Leader' SERIES!**

You asked:  
How to avoid overworking?  
How to prioritize the work?

Hear what **Nikhil Chand**  
(Director-Foods & Confectionary) has to say!

Check out articles by **Nikhil** on LinkedIn:  
Work FROM Home versus Work AT Home!  
Ask YOUR team - the difference is a butterfly, or a good response

**Virtual Volunteering**

VOLUNTEER FROM

**Fruits and vegetables- Have you covered your child's diet essentials?**

Children need a healthy dose of fruits and vegetables in their diet to get the essential nutrients for their growth and development.

Click the image to Read the Full Article

**Ask Nestlé.in**  
Child Nutrition Simplified

# Mental Wellbeing

**Corona panic is a BIGGER THREAT than Coronavirus**

While some anxiety is good as it helps you be cautious, too much of it can hold you back from going on with your life.

**Here's what you can do**

- Focus on what's in your control: sanitation and hygiene
- Seek information from credible sources such as WHO, CDC, etc.
- Avoid sharing unverified information on social media
- Be mindful about forming impressions of others
- Be in contact with your support system
- Keep a track of your immunity levels

We are here to help you avoid Corona panic. Please reach out to our 24\*7 available EAP counsellors for further assistance through email or call.

Visit the website [www.1to1help.net](http://www.1to1help.net) or Call our Toll free numbers 08042756888 / 08048130142 / 1800-270-1790



## The Science Of Happiness

**Mindfulness** Strive to Focus on the Present

**Working From Home**

**Getting The Balance Right**

**Achieving Lifestyle Changes**

**Coping with Uncertainties**

**Guiding Children and Teens**

**PERMA** → R for **RELATIONSHIP**

Strengthen your relationships both at work and at home

There is always something to be thankful about!

**Activity:** Take out 5 mins and appreciate someone in Nestlé who has been there for you!  
[Click here to nominate](#)

We will send out "Thank You" cards to your colleague on your behalf!

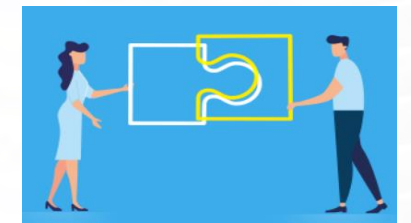
**800+** Thank you Cards sent out

**Equipping our HRBPs and Line managers Way forward**

**Mental Health First Aid Certification for HRBPs**



In collaboration with  
**MINDPEERS**



**Capability Building of Line Managers in a phased manner**

Launching

# I Choose HEALTH

For and By  
Nestlé Employees

SEASON : 1 EPISODE : 2

## WORLD HEART DAY...

What do you wish to stuff your heart with?

Dr. Prabhakaran  
This World Heart Day, bringing to you a short Webcast message on how to maintain Good Heart Health!  
CLICK to watch...

# WORLD DIABETES DAY

14 NOVEMBER

Season: 1 | Episode: 1

## BREAK WITHOUT Sutta

MEET THE PANELISTS

Dr. Prabhakaran  
Doctor

Ravi Ramchandran

Abdul Hanan  
Moderator

Bhaskar Kundu

Sreeram V

Vipul Virmani

Break without Sutta :  
Nestlé internal  
Live Panel discussion

World Mental Health Day  
October 10th

Season: 1 | Episode: 3

Feeling Stressed off-late?  
Anxious about work-life balance?  
How to avoid the blues during WFH routine?  
How to take care of your mental health during pandemic?

Know from the Experts...

What Makes Good Mental Health ?

LIVE Chat Event!  
Date: 12<sup>th</sup> Oct 2020, Monday  
Time: 5-6pm

Ms. Antara  
Mental Health Expert  
Sr. Counsellor, 2101Help

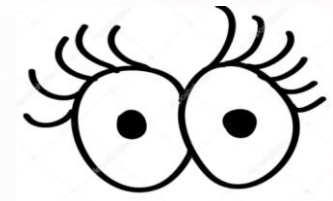
Dr. Anjali Ahuja  
Moderator  
Head Medico Marketing & Public Health, Infant Nutrition

# I CHOOSE HEALTH

SEASONS!!



Viewer Feedback:  
**99%** Rated Good/ Excellent

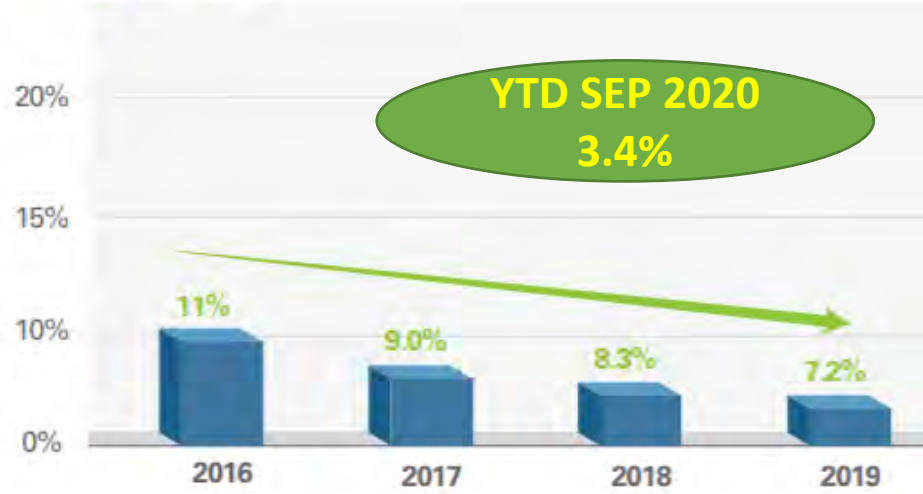


Total Views :  
**1000+**

Coming Up Season 1, Episode 4!

# Talent Retention & Greater Diversity at the Core

Attrition %



% Women recruited as trainees



% Women employees





# Serving Society



# From the NEST, For the NATION

Supported all MSMEs associated with us

MAGGI Desh ke Liye 2 Minute

Nesternship

Entrepreneurship for YOUth



Nestlé India launches 1000 "Nesternship" opportunities for young professionals amid coronavirus

by HrNxt Newsdesk • July 9, 2020

## Nestlé India reaches out to youth launches 1000 'Nesternship'

NESTLÉ HOUSE, JULY 8: At this stage of the Covid-19 pandemic and its devastating aftermath on the economy, India needs to protect its youth to ensure that they do not lose their professional skills. This new Nesternship program addresses applications from Graduates in the Final Year of any discipline and will focus on upskilling them in work-related areas.

Comptroller and Chairman of Nestlé India said, "India's future hinges on the energy, capabilities and hard work of our youth and being part of that eco-system, Nestlé India intends to ensure that the youth of the country are equipped with the skills and opportunities to build their professional competence."

~700 onboarded

~ 2/3<sup>rd</sup> female interns

~ half from non tier 1 cities

## Nestle Unveils Support Plan for Young Entrepreneurs



## Nestle to help young Indian entrepreneurs with kiosk business model

1 min read · Updated: 09 Sep 2020, 04:45 PM IST  
PTI

- The kiosks, which are run on a youth-facing, franchisee-operated business model, offer entrepreneurial opportunities
- "Through this initiative, we want to encourage the youth of the country to believe in their entrepreneurial dreams," Nestlé India chief Suresh Narayanan said

नेस्ले इण्डिया ने लॉन्च किया  
"मैगी-देश के लिए 2 मिनट-  
एक छोटी सी कोशिश"

# Living Trust Every Day for 6 Decades Dairy Farming During Covid-19



Continued to procure every drop of milk from dairy farmers even during lockdown.

Uninterrupted timely payment to dairy farmers.

Social distancing and precautionary measures followed during milk collection.

**Implementation of  
Project Jagriti  
during Covid-19**

**~ 5 million  
beneficiaries  
overall**

**Beneficiaries  
reached in 2020: ~  
400,000**



**Implementation of  
Healthy Kids Program  
during Covid-19**

**Over 400,000  
beneficiaries  
overall**

**Reached in 2020:  
Over 100,000  
beneficiaries**



# Reaching Out to the Less Privileged

Touched over  
1.5 million  
people in 28  
states & 6 UTs

Providing dry ration and meals

Providing healthcare equipment and PPE

Product contribution



**नैनीताल निवारण समिति और हिलदारी जन आंदोलन ने सफाईकर्मियों के लिए बढ़ाया सहयोग का हाथ**

लगभग 70 सफाई कर्मियों को बाटी राशन सामग्री न्यूज प्रिंट ब्यूरो

नैनीताल। कोरोना वायरस कोविड-19 को लेकर लोक छद्म के चलते नैसले ईश्वर की ओर से चलाए जा रहे और नगर पालिका परिषद, नैनीताल निवारण समिति और हिलदारी जन आंदोलन के तहत आज 70 सफाई कर्मियों के परिवारों को नगर पालिका अग्रिम सौजन्य नैसले आँकड़ों के आधार पर अनेक कुम्हरे घरों में धर्मजाला लक्षित और मेट्रोपॉलिटन सिटी में 36 सफाई टिम घर-घर से कुछ सामान का काम करते हैं। और 34 नैनीताल नगर निवारण में कुछ

कर्मियों का काम करते हैं। इन सभी को राशन सामग्री वितरण को इस क्रिय में 15 किगो अटा, 10 किगो चामल, कई किगो दाल, मसूरों और मीनों के नैसले समेत पौषण और सेविटीशन के लिए सभी जरूरी सामान इन गरीब निधन मदद लेने को दिए। अग्रिम नैनी

उन्होंने हिलदारी अधिवास को इन पालन को प्राप्त करते हुए उन्हें भन्वद का उनको सामान्य को नगरपालिका कि तरफसे सभी कुछ बँचने वाले सफाई कर्मियों को इस मुका लु मदद दिये गये नैसले ईश्वर ने बताया कि वो इन सभी समुदायों का ध्यान रखने के लिए

प्रतिबद्ध हैं, जिनके साथ वो काम करते हैं। इनके कर्तव्य में वो अपने सभी सौधियों के स्वास्थ्य और पौषण संबंधी जरूरतों को पूरा करना अपने नैसले जिम्मेदारों समझते हैं। कर्मियों ने मातापिता से बहुतों से लड़ रहे सभी लोगों और अधिकारियों को हर समय सहायता करने को अपने प्रतिबद्धता लक्ष्य। इस मौक प पर सुरक्षा, अईडेंशन आसु उत, बच्चु ने निराने गरीब लोगों को राशन सामग्री बँटने में अग्रम संयोजन दिया।



Provided food and sanitation kits to waste warriors in Mussoorie, Nainital and Dalhousie. Conducted awareness sessions on best practices while handling waste.



# KITCHEN WITH A HEART "NO ONE GOES HUNGRY"



Partnered with Akshaya Patra to provide meals for well over 1.5 million beneficiaries.





Provided ration kits to support 2000 Dabbawallas in Mumbai





DCP New Delhi @DCPNewDelhi

We thank... 5490 Nescafé... chocolates for... deployed on night... district.

@CPDelhi @LtGovDelhi #CoronaWarriorsIndia

**3.36 Million Packs worth ~ INR 162 Million contributed**

**नैसले डैअरी अउरे उम दे मुलानामां ने किसानां लड़ी भसींहे दा कर्म कीडा:**

... (गुरुजंत सिंघ) पंजाब विंच कर्दिउ ने आम जनता दी ... बरेक लगा दिंडी, जिस विंच सभ तें डंडी मार यार विंच घेद ... लड़ी पड़ी। साजसेही ससबावां नै लेडवेंद परिचारां दी मरद दा ... बाँदा बुकिआ पूंउ सभज अउरे सरकार पास अनिगी मरामारी दा मुकाबला ... करन दी ना केही डिआरी सी, ना जतरबा अउरे ना ही सपान आम ... सिमीदार दा तुसगार डैअरीआं विंच दुप पा के गुसारा करन अउरे ... गरीब लेकां दी मरद करन सी। इस दुपे अउरे मेरे तें नैसले डैअरी अउरे ... उम दे मुलानामां दी बुमिका बेहोद तारीफ करन टाळी वगी। डैलडेअर ... कलें मेगा जिस ने कर्दिउ रोहन लेडवेंद लेकां दी मरद लड़ी आपटा ... अरिम बेगदान पाएआ उम दे पूवान म्ही नसीब बावा नै आपटे पुंस टर ... राठी नैसले डैअरी दे मुलानामां नुं सलुट करदिआं दीसिआ कि कर्दिउ ... रोहन नैसले दे कुंल १०० मीटरां तें दुपे दी सपलाही किसानां वलें ... निरविथन नैसले नुं आउंटी वगी अउरे पंजाब, हरियाणा अउरे राजसथान ... तें उकरीघन 1३ लेंध लीटर दुपे नैसले नै खरीद कीडा जिस दी लागत ... निरविथन हर ईंध किसानां उंक पहुंचदी वगी अउरे इध दुपे अउरे इस दे ... उउपारन निरविथन आम जनता नुं मिलेदे रहे जिस लाल सिरद किसानां ... ही सिंदा लगी विरा सगी लेकां नुं ही वंडी सलुट मिले। नैसले नै इस सभ ... रोहन सरकार दे आदेशां दा ही पालन कीडा अउरे नैसले विंच कर्म करदे ... केही 1500 मुलानामां नुं लगातार तुसगार ही नगीं दिंडा सगीं घेरे ... मुलानामां तें उर वेस कर्म करवा के बाकी सभ हंडी वी कीडी अउरे किस ... मुलानामां दी उतबाध वी नगीं कीटी गयी। डैलडेअर कलें मेगा उतुं ... नैसले कर्माचरीआं नुं सलुट करदी वी नितुं नै किसानी अउरे उधडेगा ... देवा नुं सिंदा वी नगीं रीपिआ सगीं सरकारी उदेसां दा पालन वी कीडा।

**Reaching out to Communities**



**कोरोना से लड़ने के लिए सरकार को दिए वेंटिलेटर नई दिल्ली।** कोरोना वायरस को लड़ने के लिए नई दिल्ली में वेंटिलेटर की उपलब्धता एक बड़ी चुनौती है। इसे लेकर राजधानी के नगरपालिका हेल्थ ने दिल्ली सरकार को निशुल्क वेंटिलेटर उपलब्ध कराए हैं। करीब 50 लाख रुपये की कीमत के इन वेंटिलेटर को सरकारी अस्पतालों में उपलब्ध कराया जाएगा। राधा मोहन मेहरोत्रा मेडिकल रिलीफ ट्रस्ट, एचडीएफसी एगो जनरल इंश्योरेंस प्राइवेट लिमिटेड, नेस्ले इंडिया, यूनियन बैंक ऑफ इंडिया, जेलटेक प्राइवेट लिमिटेड के सहयोग से वेंटिलेटर एकत्रित किए गए। नारायणा हेल्थ के कमांडर नवनीत बाली ने यह जानकारी देते हुए बताया कि इन वेंटिलेटर को सरकार को देने के साथ कोरोनासे निपटने के लिए स्वास्थ्य विभाग के तमाम प्रयासों में उनके साथ एकजुट हैं। ब्यूरो

குளிர் பூண்டுங்களை அன்புடன் வழங்கிய Nestle நிறுவன அதிகாரிகள் நாராயணன் மற்றும் லோகேஷ் ஆகியோருக்கு நன்றி. Thank you @NestleIndia @CityTirunelveli #அன்புமும்உலகு





Sustainable  
Packaging

Commitments on  
Water

Responsible Sourcing

Zero Net GHG  
Emissions

**Accelerating our  
Sustainable Journey**

# Sustainable Packaging

**Our ambition is to achieve 100% recyclable or reusable packaging by 2025**

**Pillar 1: Pioneering alternative materials**

**Pillar 3: Drive new behaviour**

**Pillar 2: Shaping a waste free future**

# Commitments on Water

## Four key areas

### COMMUNITIES

Providing access to water and sanitation

Over 348,000 beneficiaries



### FACTORIES

Doing more to reduce, reuse, and recycle water

Reduce water use by 54% per tonne of production



### WATERSHEDS

Working with partners to preserve shared water resources

Over 3,000 rice/sugarcane farmers



Over 100,000 dairy farmers and 3,500 coffee farmers

### AGRICULTURAL SUPPLY CHAIN

Helping farmers to improve water management practices



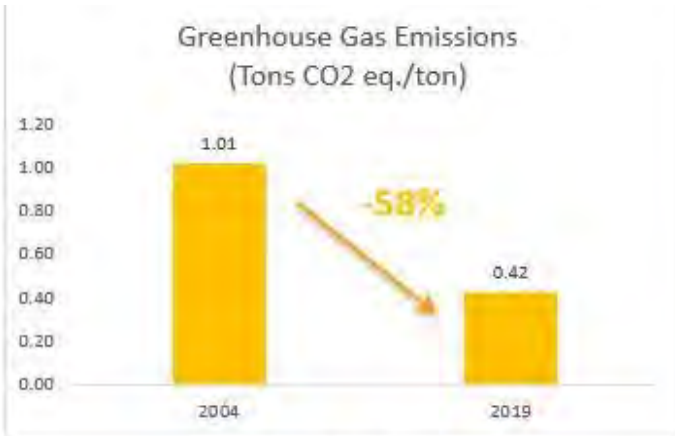
## Responsible Sourcing

Across 100,000 dairy farmers, 3500 coffee farmers, 1200 spice farmers

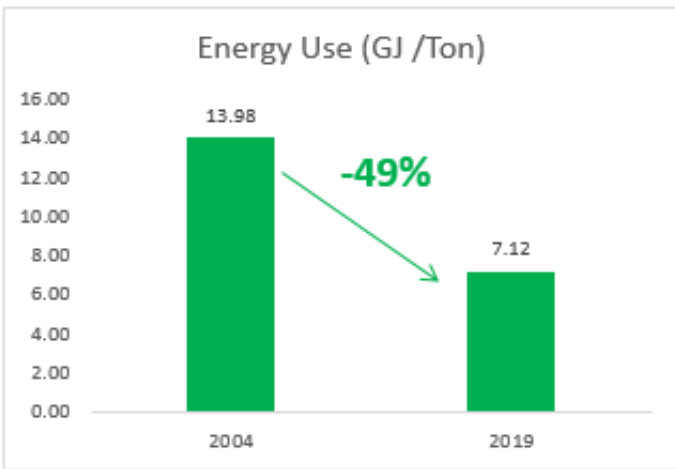
Installed 935 Solar Panels in our milk collection centres

Standardizing water usage for the irrigation in coffee fields has resulted in ~20% of the water being saved.

# Accelerating Our Actions To Reach Zero Net GHG Emissions



2004-19: -58%



2004-19: -49%



**Sustainable Logistics— Less Carbon footprint, High Productivity**



Best Governed Company



NIELSEN Breakthrough Innovations



# Humbled by the Recognitions



# Being consistent 5 years on....



Serving Society,  
Sustainability in Operations



Strong value  
creation



Recalibrate  
I&R in new  
reality



Consistency in  
execution



Winning in  
key channels



NHW leadership



Double digit  
volume growth



Insight led  
Innovation



Execution  
brilliance



Reward and  
Recognition



People  
Purpose  
Partnerships

Unwavering  
core of our  
business



Responding to  
the consumer  
journey



Diversity and Talent  
Retention



Accelerating  
Investments  
'Make in India'  
journey continues



Continuing  
outstanding  
governance



Nimble  
Footed



Consumer  
engagement



People fit for battle



Responsiveness to  
environment



100% compliance

## Our Must Win Battles 2015

## Our Key Takeaways 2020



# Robust Business Built on Strong Fundamentals

Macro Economic  
Indicators

Financial Highlights

David McDaniel

## Robust Business Built on Strong Fundamentals



**Market momentum negative in Q2, improves in Q3**



**Market leadership in majority of the portfolio**

## Robust Business Built on Strong Fundamentals



**Market momentum negative in Q2, improves in Q3**



**Market leadership in majority of the portfolio**



**Broad based organic growth. Out of home channel muted**



**NESCAFE, KITKAT, EVERYDAY, MAGGI Noodles & MASALA-e-MAGIC outperform**

## Robust Business Built on Strong Fundamentals



Market momentum negative in Q2, improves in Q3



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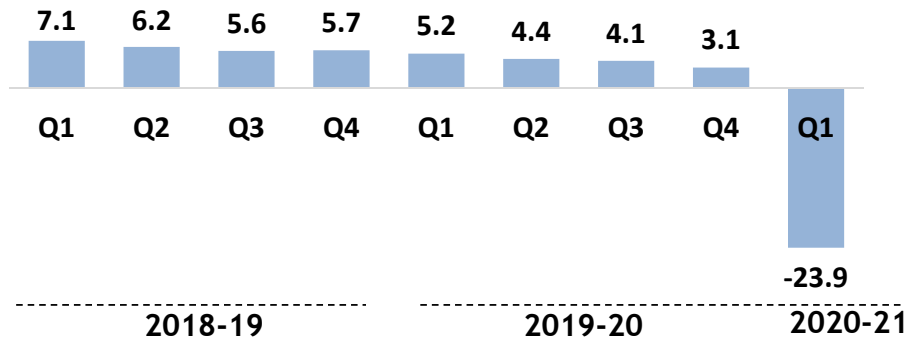
Operating margins enhanced - prudent marketing spend and reduced expenses partly offset by headwinds on commodities



Strong dividend, high asset utilization and return on invested capital

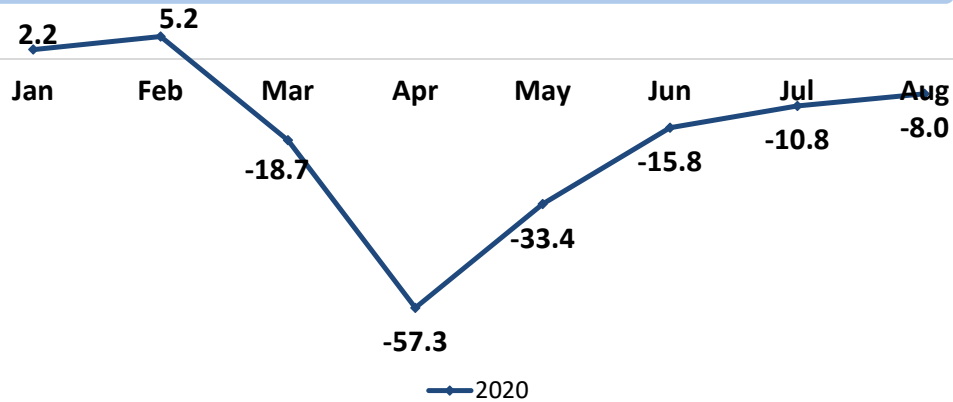
# Macro Economic Indicators

## GDP Growth Rate



Source: Reserve Bank of India

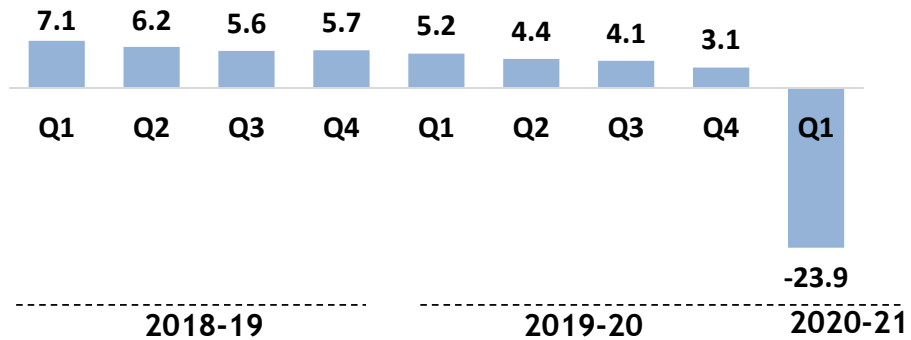
## Index of Industrial Production shows signs of recovery



Source: Ministry of Statistics & Programme Implementation

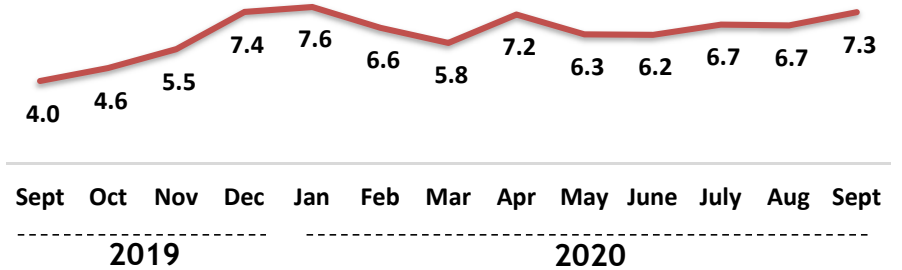
# Macro Economic Indicators

## GDP Growth Rate



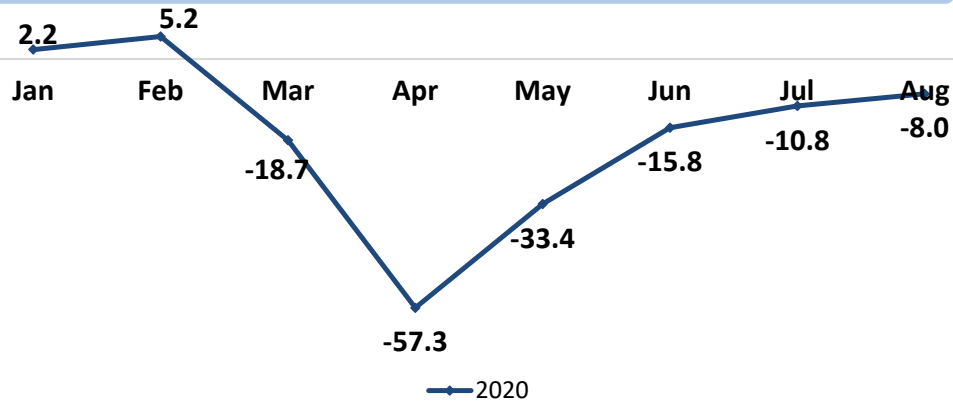
Source: Reserve Bank of India

## Consumer Price Index



Source: Ministry of Statistics & Programme Implementation

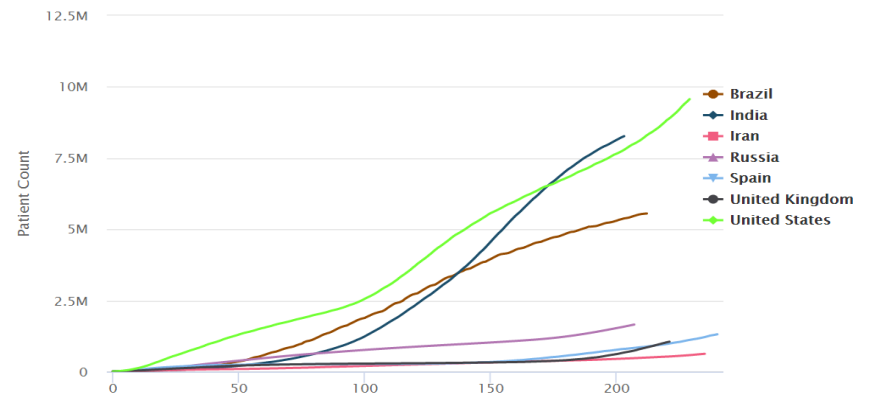
## Index of Industrial Production shows signs of recovery



Source: Ministry of Statistics & Programme Implementation

## COVID-19 cases accelerating in much of the World

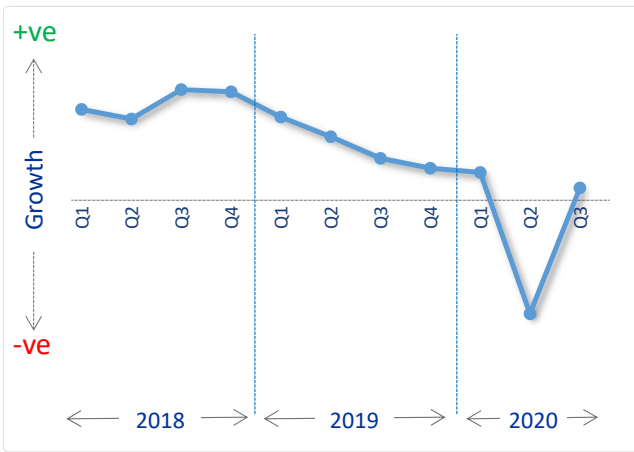
Cumulative number of cases, by number of days since 10,000 cases



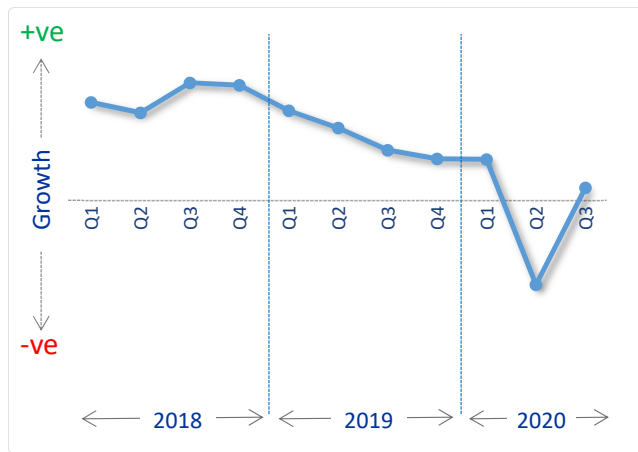
Source: Worldometer - [www.worldometers.info](http://www.worldometers.info) | As at 3<sup>rd</sup> Nov 2020

# FMCG market bounces back strongly in Q3

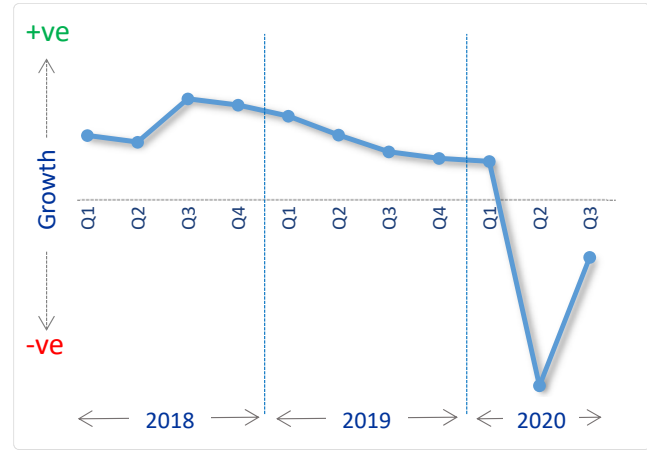
**FMCG - USD 61.4 Billion in 2019 (Nielsen)**



**F&B - USD 35.3 Billion in 2019 (Nielsen)**



**Nestlé Categories - USD 5.6 Billion in 2019 (Nielsen)**



Nielsen used alternate methodology from Q2 2020 due to lockdown – purchase and remote data collection with reduced physical audits / visits

Note: Infant Formula and Infant Cereal Segments included. Water, Juices and Carbonated soft drinks excluded from above data.  
Channels excluded: E-commerce, CSD, OOH, institutional sales to hospitals, hotels & Chain Pharmacies



# Nestlé retains strong leadership in 85% of the portfolio



Source: Nielsen YTD June 2020 / internal estimates

# Financial Highlights: YTD growth impacted by COVID, Operating Profit improved

## Total Sales

+7.7% Growth

91.6

98.7

## Operating Profit

10.8% Growth  
+60 bps

21.6

22.2

19.8

21.9

## Net Profit\*

+6.9% Growth  
-10 bps  
Comparable -80 bps

16.3 / 17.0

16.2

15.0

16.0

## EPS\*

+6.9% Growth  
+2.5% Comparable Growth

155.1

165.9


Values in bars are in INR

Amount in INR billion unless otherwise stated

a) Figures in maroon colour represents comparable numbers

b) Nestlé India follows Calendar Year (Jan-Dec). References to quarters and YTD to be read in this context

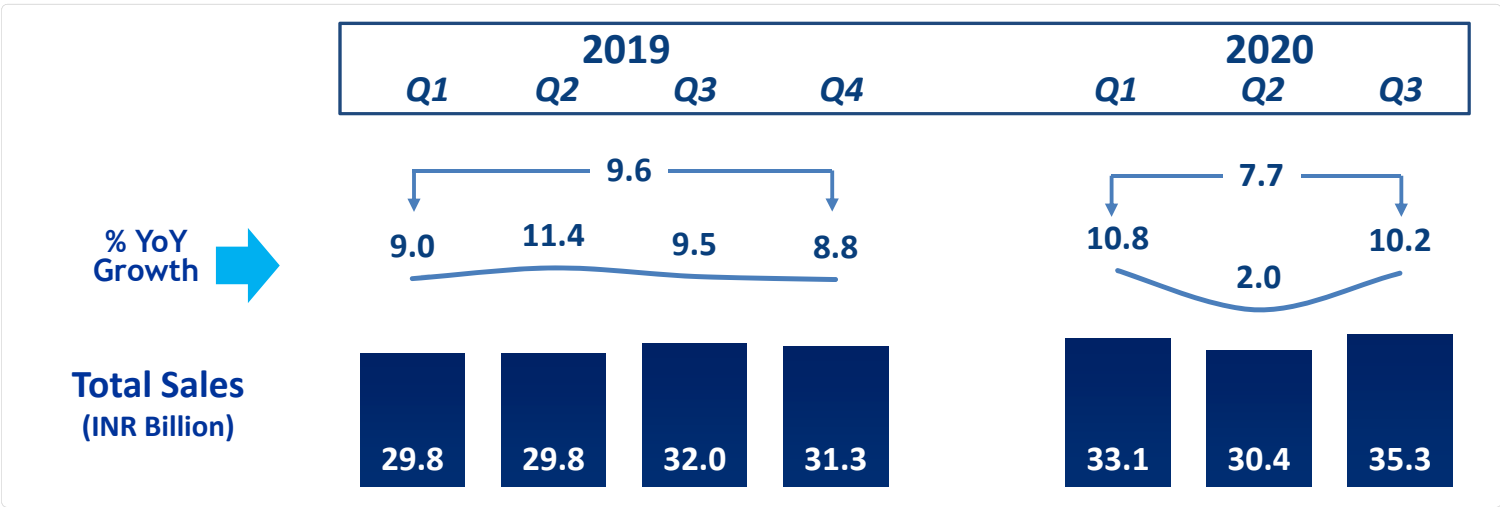
\* Net profit and EPS favourably impacted by change in Marginal Tax Rate (MTR) from 34.9% to 25.2% and are not comparable

 % of Sales

 Jan-Sept 19

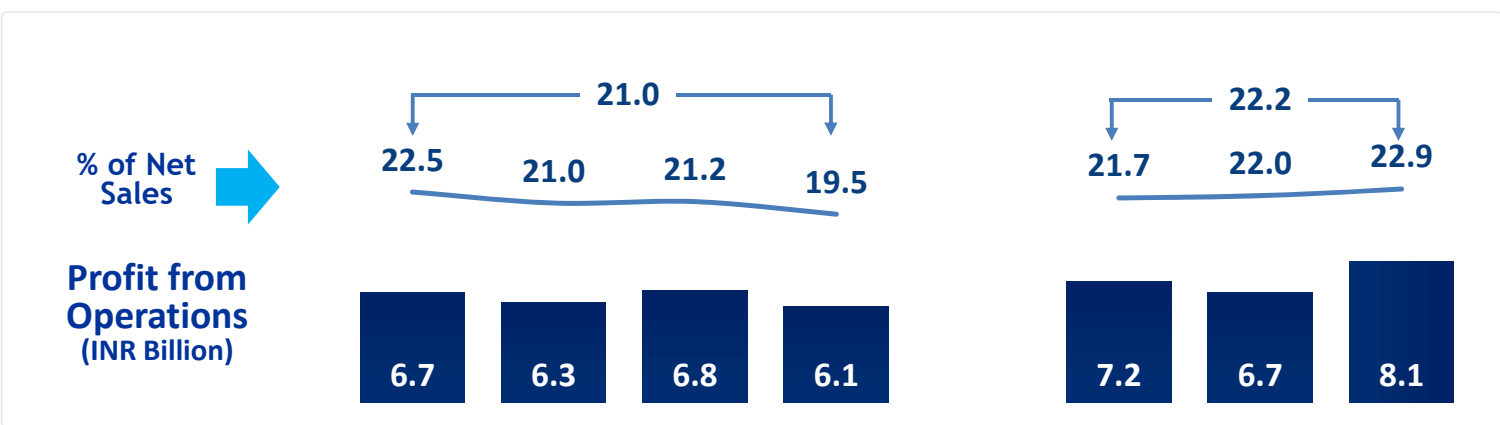
 Jan-Sept 20

# Sales Quarterly Evolution: Growth recovered in Q3 as production output normalized; Margins improved through scale and reduced expenses



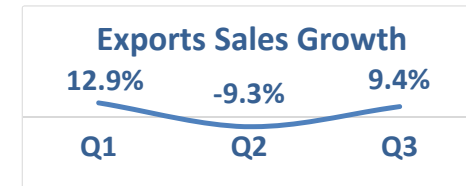
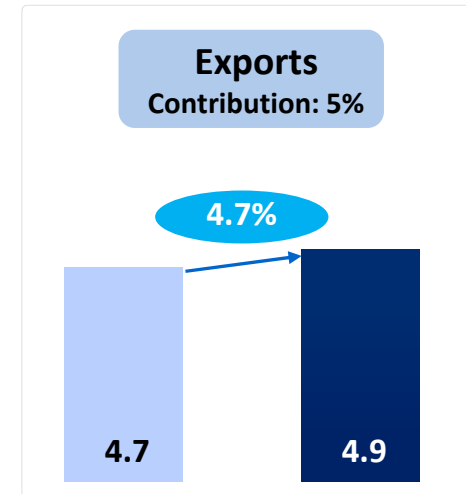
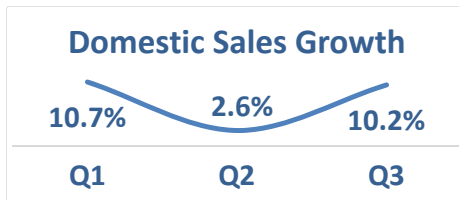
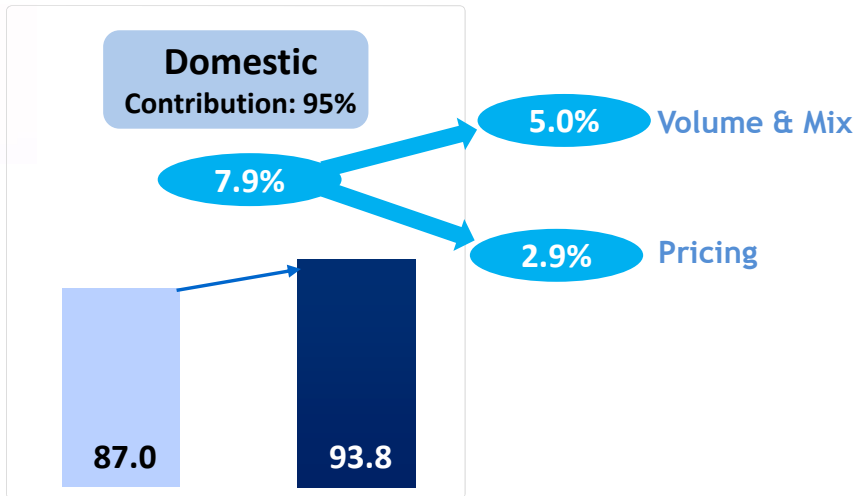
Growth back to double digit in Q3

Broad based growth



Sustained performance over the years

# Sales: Domestic and Export both recovered well in Q3

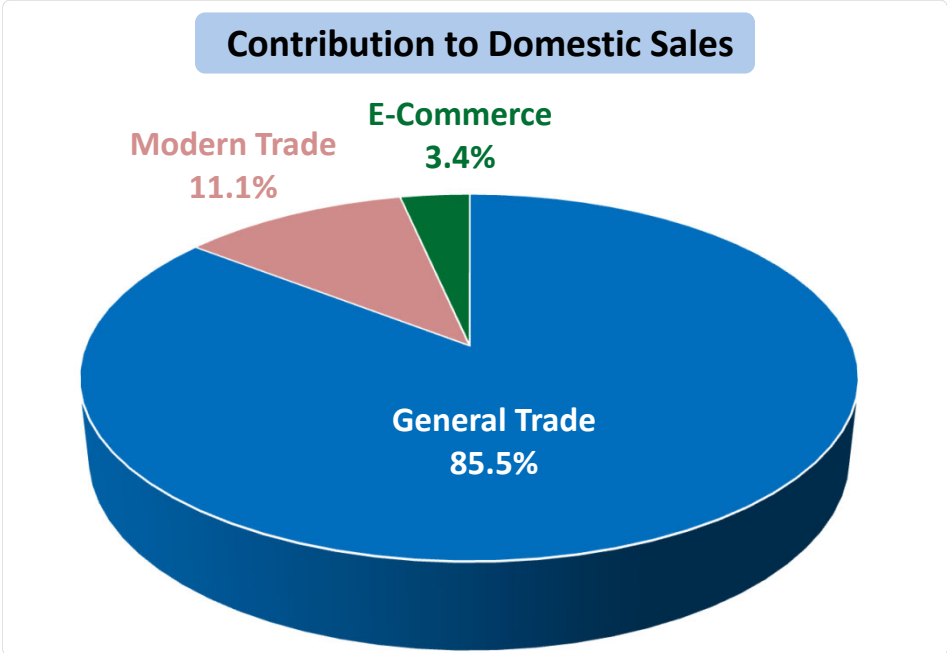
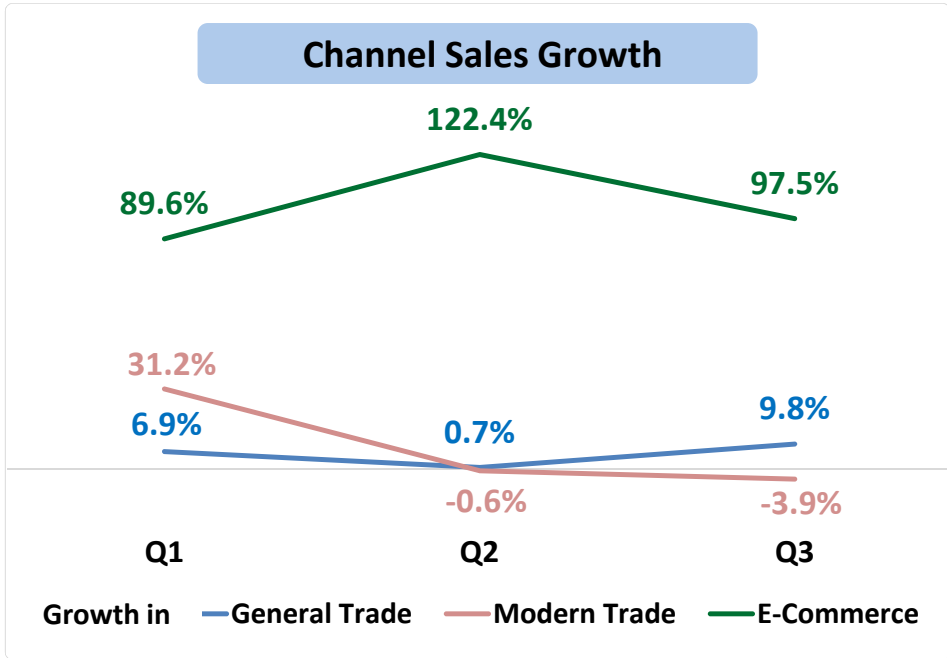


- Boosted by increased in-home consumption
- Key brands - NESCAFÉ CLASSIC, KITKAT, EVERYDAY and MASALA-e-MAGIC witnessed double digit growth

- Nutrition exports grow well
- MAGGI brand expanded in new channels and markets

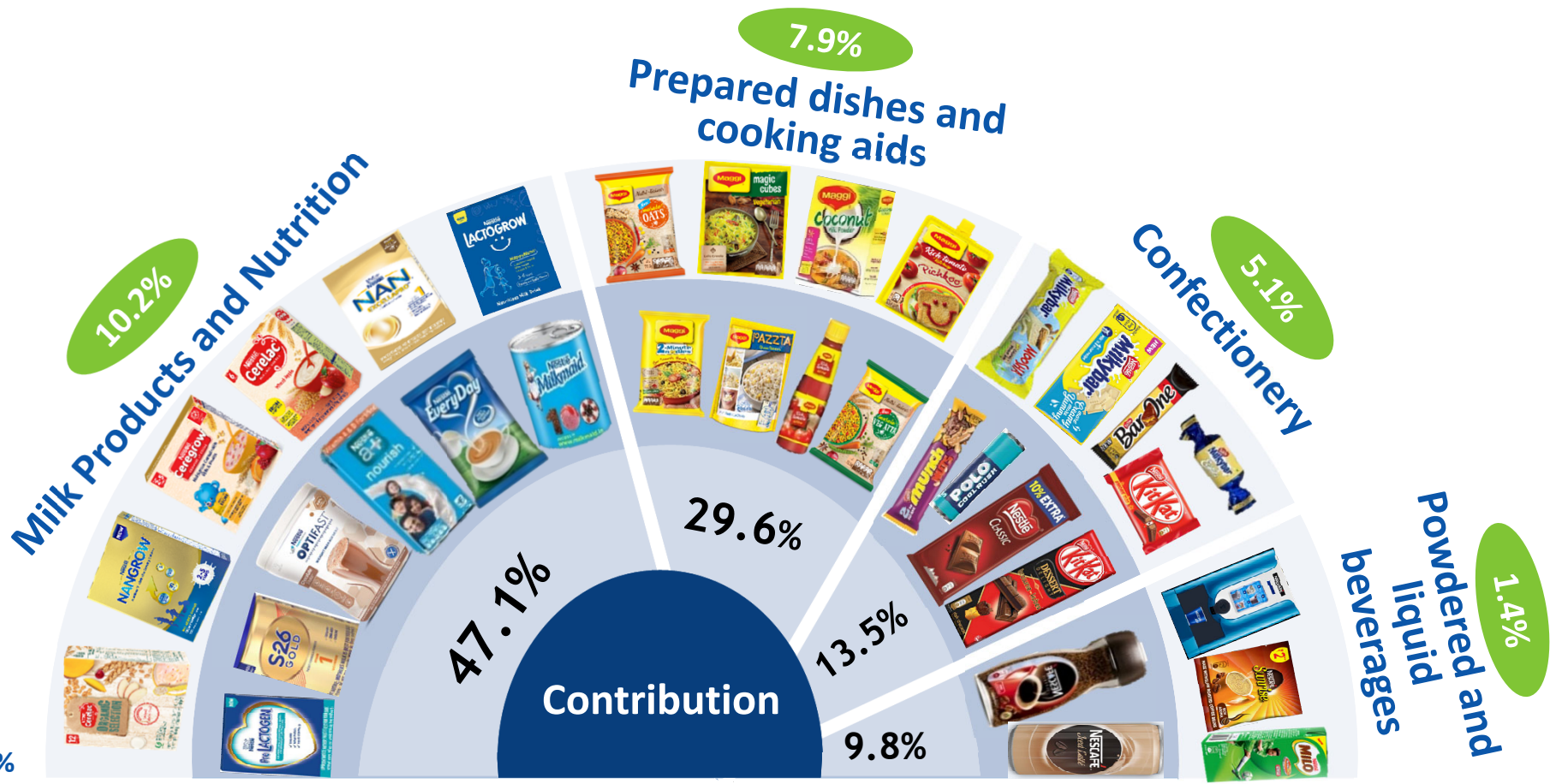
Growth% 
 Jan-Sept 19 
 Jan-Sept 20

# Sales: E-Commerce growing fast



- E-Commerce growth attributed to inflow of first time shoppers due to COVID induced lockdown
- Recovery in General Trade in Q3 as shoppers stay local

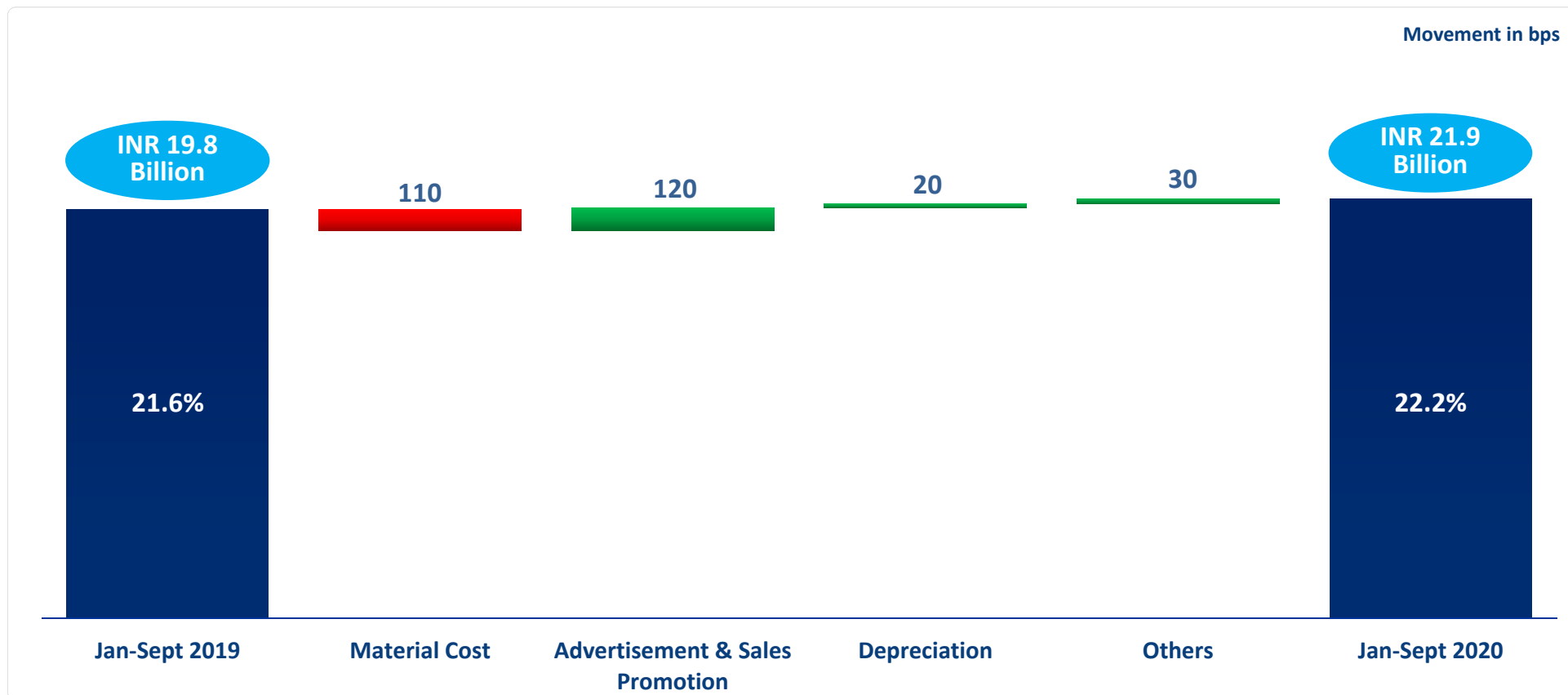
# Sales: Broad based performance across all product groups



Growth %

Data represents Jan-Sept 2020

**Operating Profit ↑ 60 bps: Prudent A&SP spend & lower expenses partly offset by Commodity headwinds**

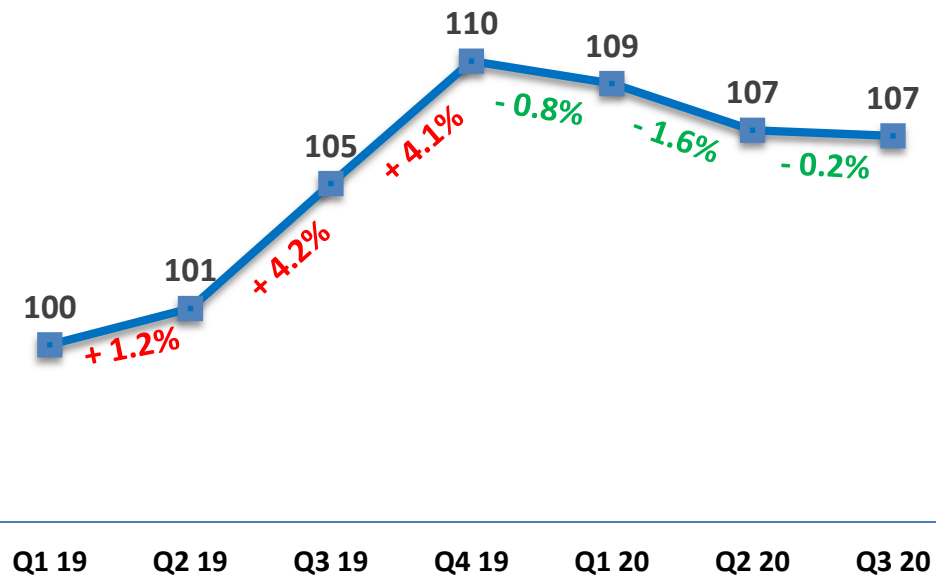


Percentages are of sales

\*Profit from Operations is 'Profit before Tax' after excluding Other Income, adding back (1) Finance Costs (including interest cost on employee benefit plans), (2) Net provision for contingencies (others) and (3) Corporate social responsibility expense. Percentages are with reference to sales

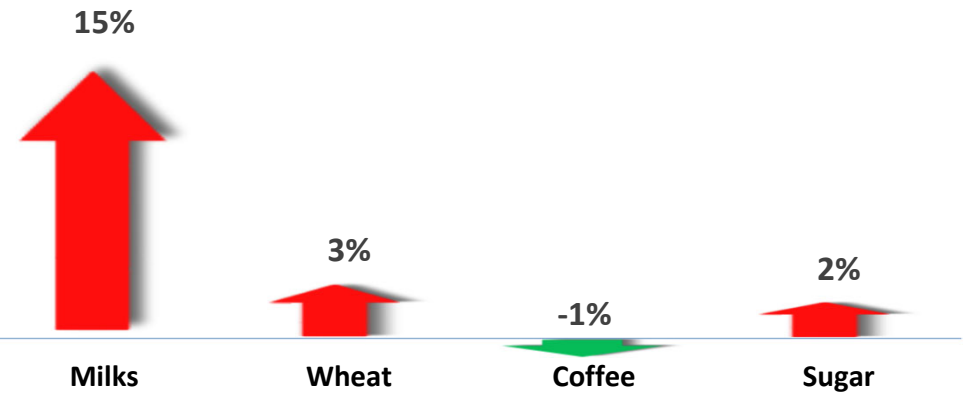
# Commodity Basket Price Index: YTD cost ahead of 2019 but some moderation in Q2 and Q3

## Total Commodity Basket



## Price Movement of Key Commodities

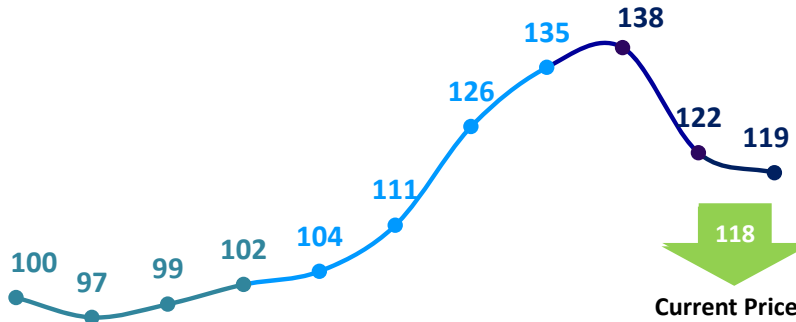
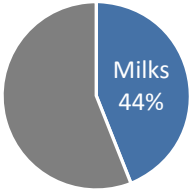
Jan-Sept 20 vs Jan-Sept 19



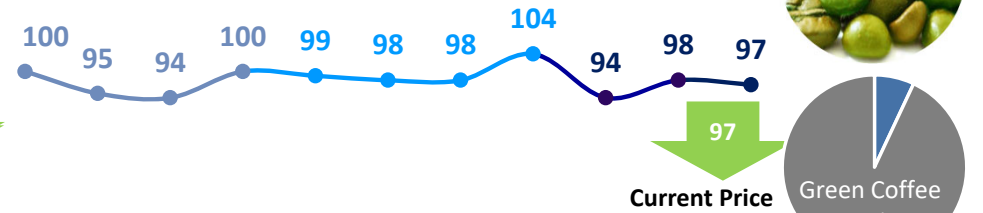
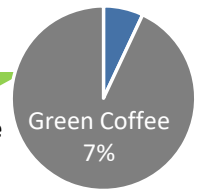


# Commodity Price Index

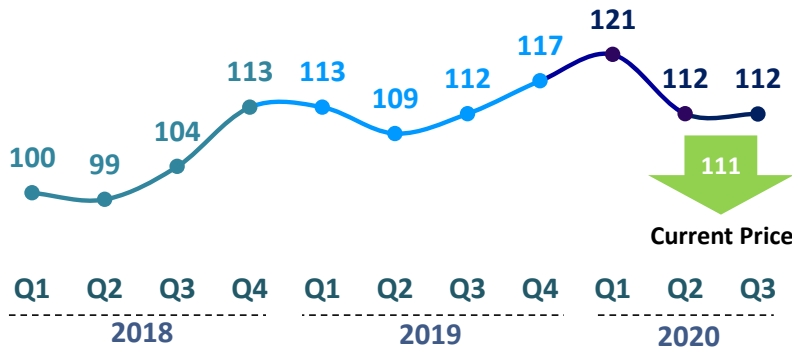
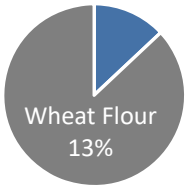
## Milk



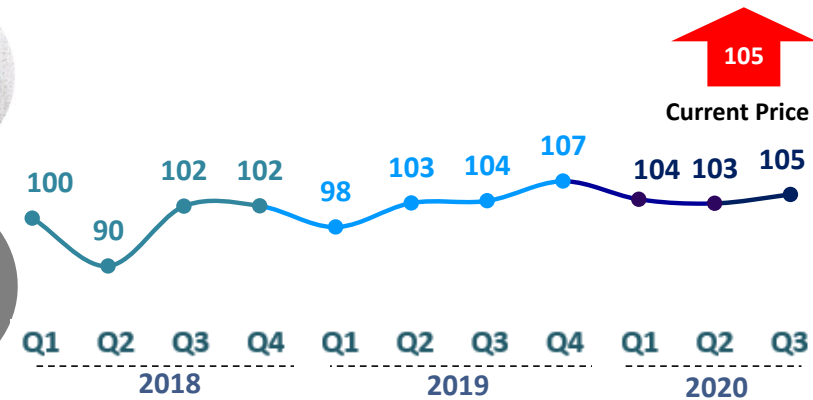
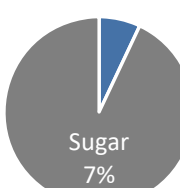
## Green Coffee



## Wheat

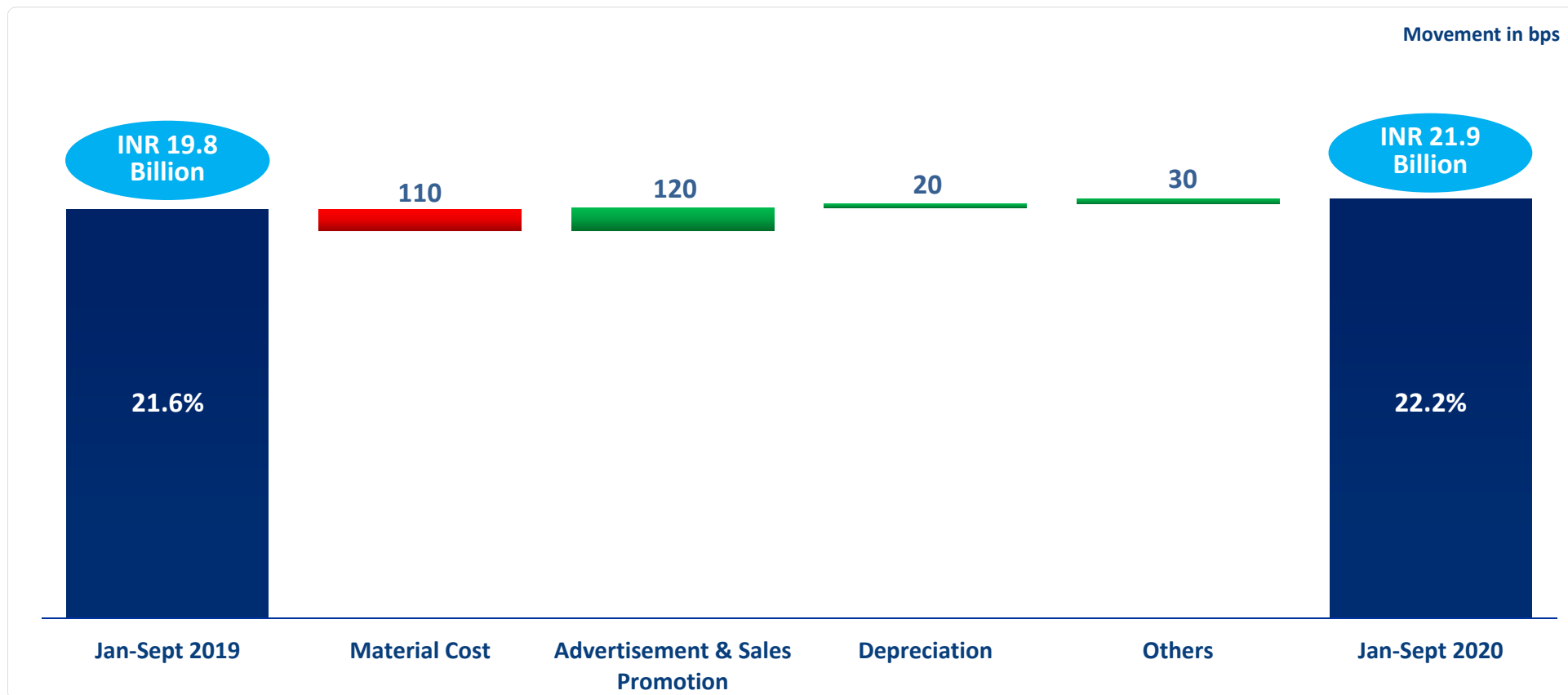


## Sugar



Indexed with base Q1'18

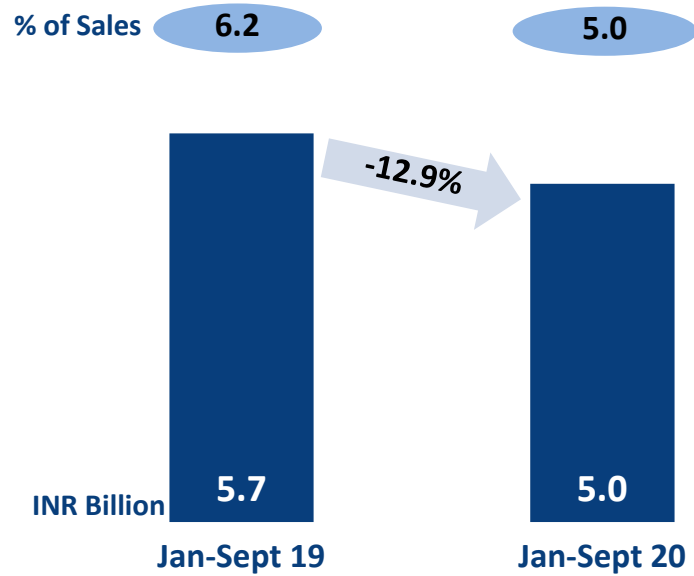
**Operating Profit ↑ 60 bps: Prudent A&SP spend & lower expenses partly offset by Commodity headwinds**



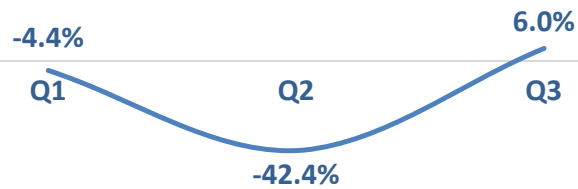
Percentages are of sales

\*Profit from Operations is 'Profit before Tax' after excluding Other Income, adding back (1) Finance Costs (including interest cost on employee benefit plans), (2) Net provision for contingencies (others) and (3) Corporate social responsibility expense. Percentages are with reference to sales

# Advertisement & Sales Promotion: Prudent media spend



## Advertisement & Sales Promotion Growth

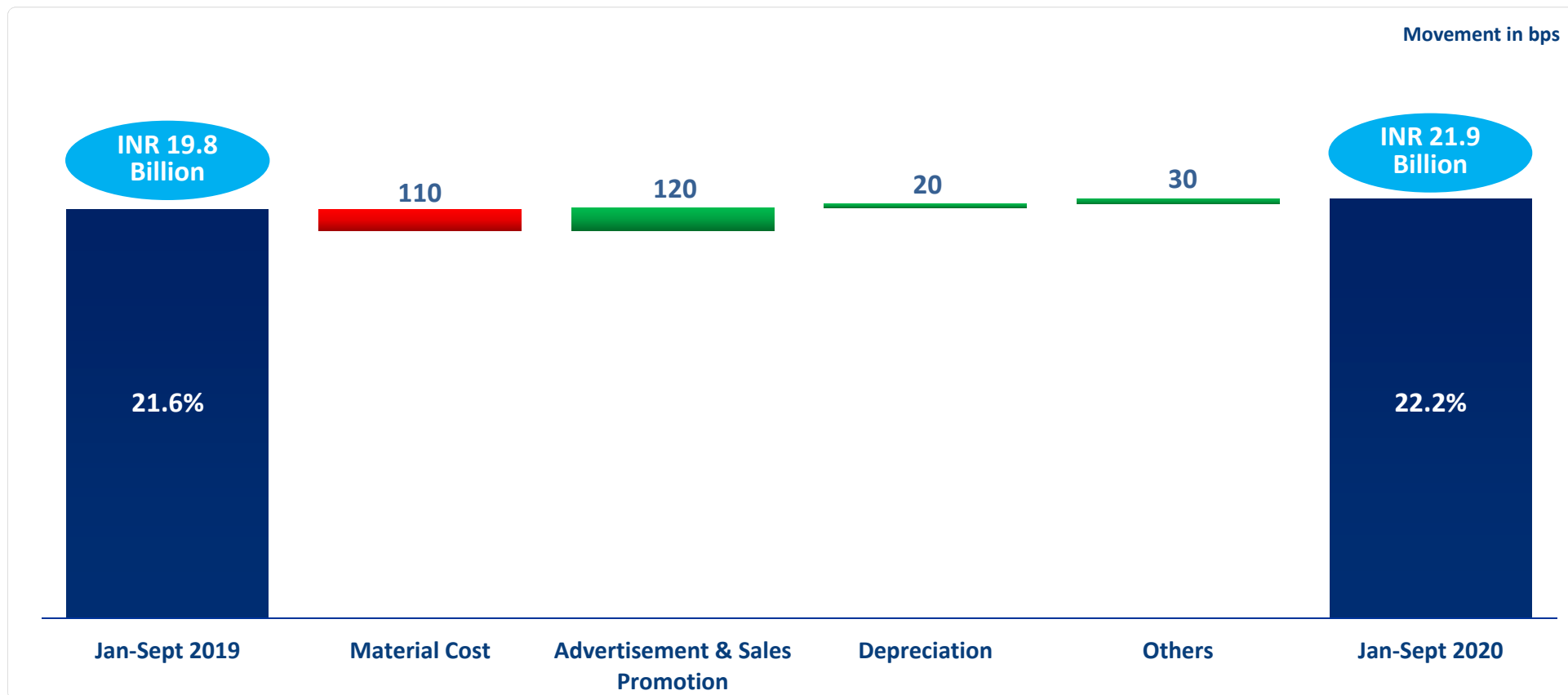


## Brand Campaigns



It all **restarts** with a NESCAFÉ  
#KarneSeHeeHonaHai

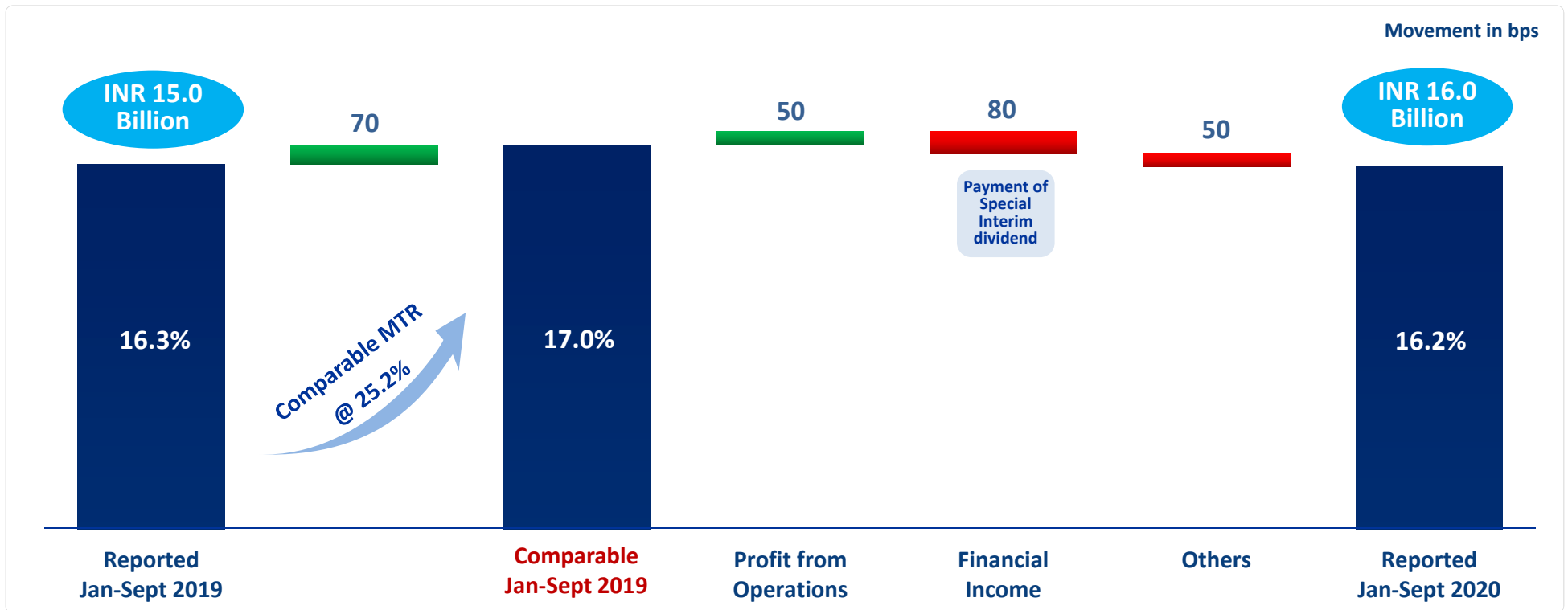
**Operating Profit ↑ 60 bps: Prudent A&SP spend & lower expenses partly offset by Commodity headwinds**



Percentages are of sales

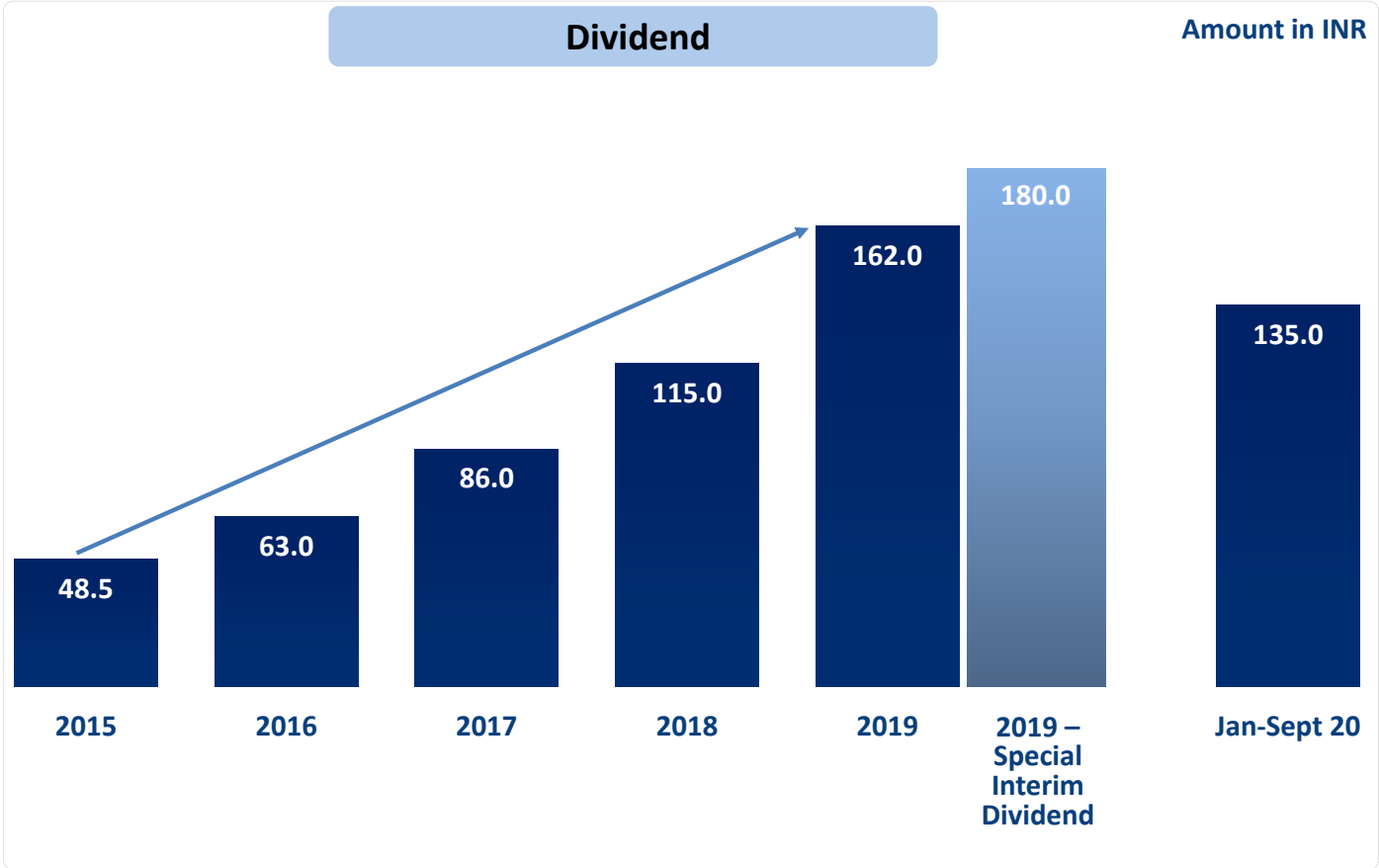
\*Profit from Operations is 'Profit before Tax' after excluding Other Income, adding back (1) Finance Costs (including interest cost on employee benefit plans), (2) Net provision for contingencies (others) and (3) Corporate social responsibility expense. Percentages are with reference to sales

**Net Profit: ↓10 bps. Comparable ↓80 bps**  
**- lower Financial Income partly offset by higher Operating Profit**



% and bps movements are net of effective tax & in reference to sales

# Consistently increased dividend per share contributing to excellent shareholder return

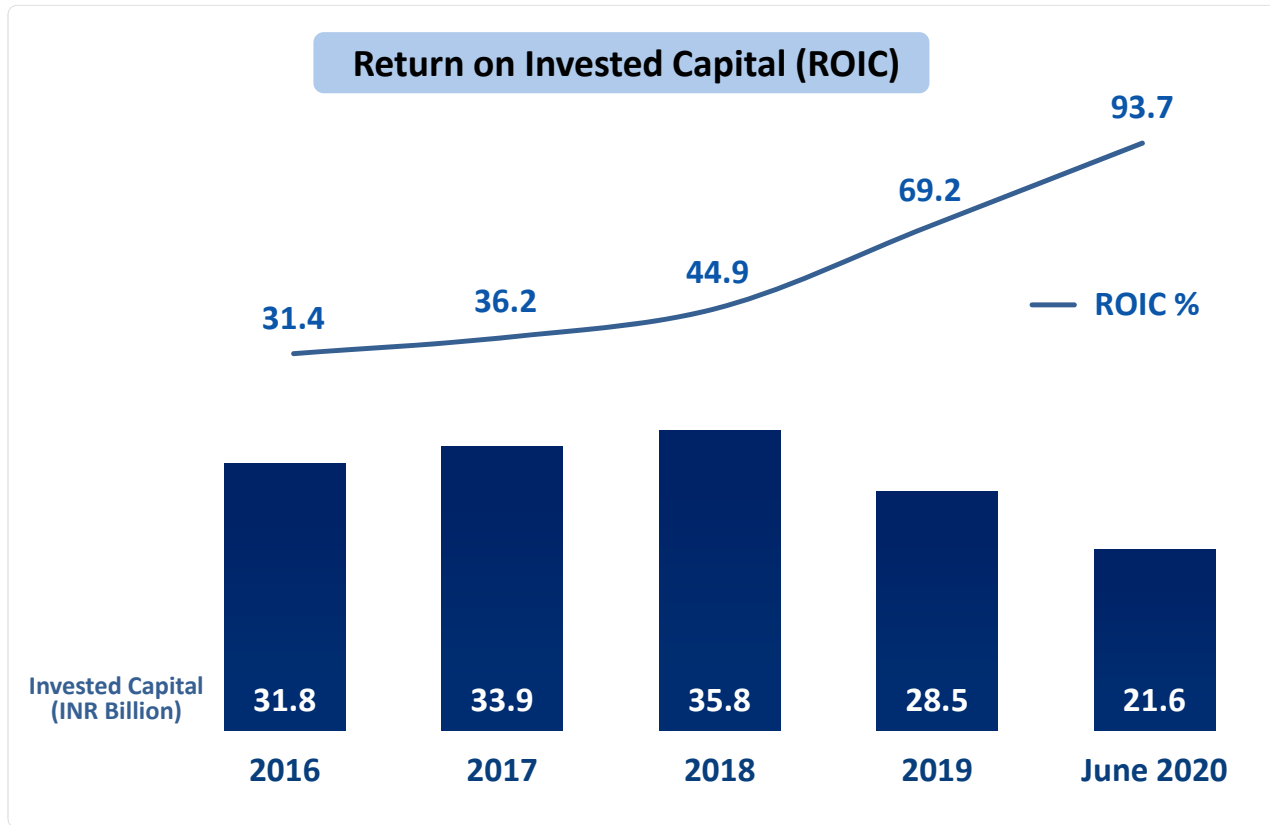


CAGR 35% over last 4 years for general dividend

Plus special interim dividend declared in 2019



# Sustained Value Creation



Invested capital : Average Equity + Long Term Borrowing

Sustained profitable growth



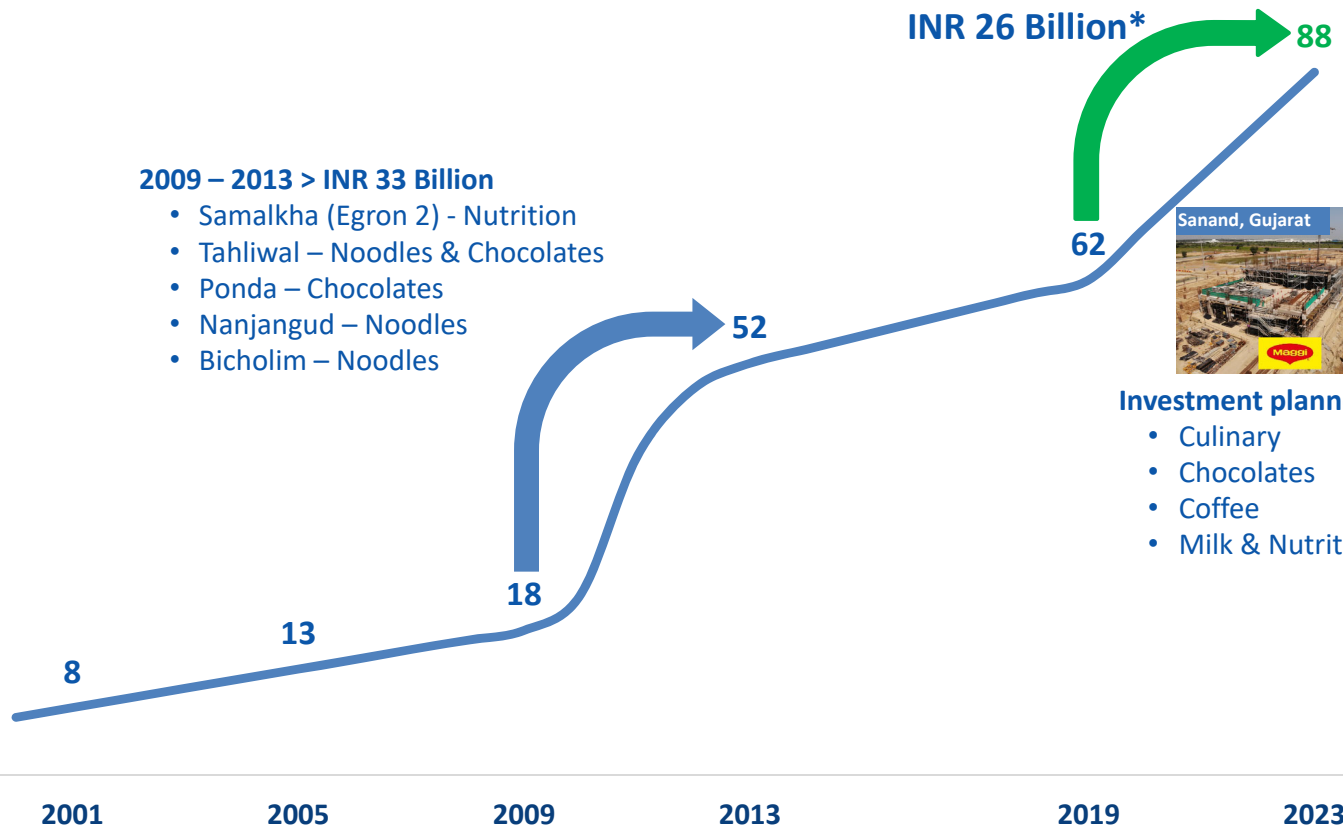
Special interim dividend  
in 2019

Discipline in Investment



# Strong investment plan

## Capital Investment



\*Planned investments are subject to evaluation and approval



## Key Takeaways



**Market momentum improves in Q3**



**Market leadership in 85% of the portfolio**

## Key Takeaways



**Market momentum improves in Q3**



**Market leadership in 85% of the portfolio**



**Q3 back to double digit growth. Out of home showing signs of recovery**



**Core brands continue to be strong growth drivers**

## Key Takeaways



Market momentum improves in Q3



Market leadership in 85% of the portfolio



Q3 back to double digit growth. Out of home showing signs of recovery



Core brands continue to be strong growth drivers



YTD Operating margins up 60 bps – continuing long term profitable growth



Return on Invested Capital and Dividend CAGR > 30% over last 4 years



Planned capital investment of INR 26 Billion.

**Thank You**



# THE FUTURE OF FOOD

Nikhil Chand



# Robust performance backed by increase in penetration of portfolio



**+9.3 Mio**  
Households

**+19.1%**

Prepared Dish &  
Cooking Aids (Q3)



**+1.0 Mio**  
Households



**+1.6 Mio**  
Households

**Adding New Households  
(MAT Sep'20)**



**13<sup>th</sup>** Most Trusted Brand  
ET Brand Equity- 2020  
**23<sup>rd</sup>** Most Valuable Brand  
Kantar Brand Power-2020

Source: Kantar World Panel  
(Urban: Sauces & Blended Spices; Urban + Rural: Noodles)



**THE FUTURE OF FOOD**





# It begins with a deep and rich understanding of how India cooks and eats

**Diverse Cuisines, Snacks and Spice Culture**



*Map: Not to Scale*



**Cooking from scratch: 19 times a week; spending 1 hour per meal; using 3-5 ingredients**



**Food is Emotional**



# Meta trends that shape the future of food



**NEW GENERATION  
CHOICES**

MAKE A DIFFERENCE  
THROUGH MY CHOICE



**AN EYE ON QUALITY**

SEEKING TRUST &  
QUALITY



**QUEST FOR WELLNESS**

SEEKING TASTY &  
BALANCED FOOD



**CONVENIENCE  
WITHOUT COMPROMISE**

SMART COOKING



**PURPOSE**

MEANINGFUL & BEYOND  
PRODUCT



# Executed in consumer centric Omni-Channel network



**Out-of-Home**



**In-Home**



**FIRST TIME  
EVER**

**INDIA WILL DECIDE THEIR FAVOURITE TASTE**



Visit [www.maggi.in](http://www.maggi.in)

**Pick the taste  
you LOVE &**



**VOTE**



# NEW MASALA VEG ATTA NOODLES



GRAINS KI GOODNESS

AWESOME TASTE OF 20 SPICES & HERBS



Refer pack for details





# Staying Topical

## IPL

## Monsoon

What's Your Match-wali Recipe?

**CHEESY ITALIANO MAGGI NOODLES FOR THE KINGS**

**PLAYERS** MAGGI® + Cheese + Tomato

**PLAY TIME** 10 Mins + 3 Easy Steps

**X FACTOR** Cheesy Garlic Twist

What's Your Recipe of the Match?

**THE UNCHALLENGEABLE LEMONY MAGGI NOODLES**

**PLAYERS** MAGGI® + Lemon + Peanuts

**PLAY TIME** 10 Mins + 3 Easy Steps

**X FACTOR** Tangy Lemony Twist

RAIN & A COZY SOUPY MAGGI

#DoubleTheJoy

MAGGI Daal Shorba Recipe

#LetsMakeMaggi

Suggested Garnishing Refer to the pack for more details. Enjoy your MAGGI® noodles (steamed, dried and fried) and consume a variety of other foods like vegetables, fruits and milk.



CORIANDER



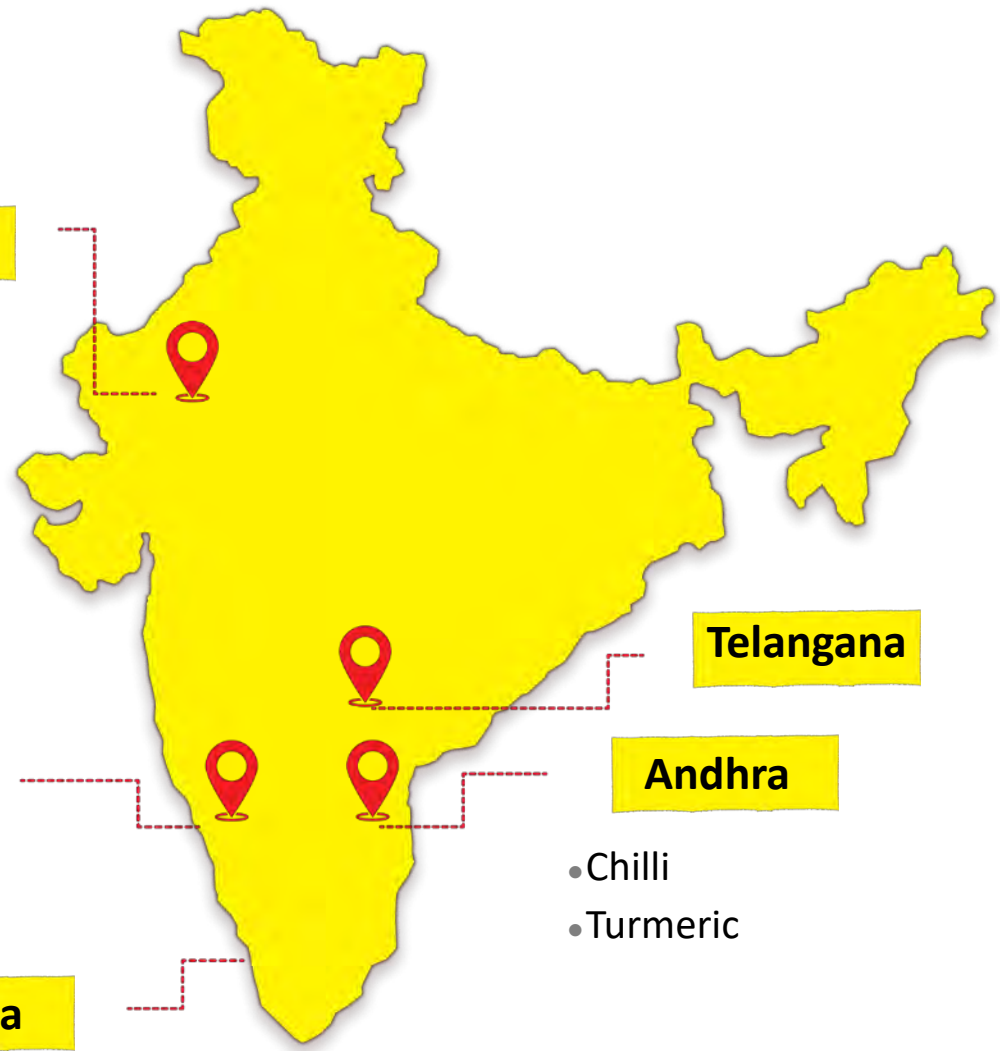
TURMERIC



CHILLI



# MAGGI Spice Plan: Responsible Sourcing from 1270 farmers in 36 villages



**Resilient Livelihood**



**Safe Living & Working Conditions**



**Environmental Sustainability of Farms**







# Communicating to consumers from TV to Packaging





# Ranked No.1 Ketchup<sup>^</sup> in India

★★ By Consumer Voice ★★



<sup>^</sup>Basis Comparative testing of 9 different popular tomato ketchup brands by Consumer Voice, a Government of India supported organization under the 'Jaago Grahak Jaago' initiative, published in the September 2019 edition of Consumer Voice magazine.

# POWER OF TRADITIONAL INDIAN BREAKFAST NOW IN JUST 4 MINS

MADE WITH CULINARY EXPERTISE  
& STRENGTH OF MAGGI



**Maggi**  
**40 YEARS & BEYOND**  
Culinary  
**EXPERTISE**

traditional  
**INDIAN**  
meals &  
**love**  
for  
**HOME COOKED**

TO GIVE YOU A TRADITIONAL BREAKFAST  
JUST IN 4 MINS..





# Making Fresh Vegetables Extraordinary Tasting



IODINE • IRON • VITAMIN A

 Suggested Preparation



■ रचनात्मक चित्रण.

# Bringing Indulgent Pazzta to Home in Quick & Easy Format



**NO. 1<sup>^</sup> INSTANT PASTA BRAND IN INDIA**


 ^Basis Nielsen Market Share (MAT Sep 2020)



Enjoy the aroma & flavour of garlic with fiery chilli note with **MAGGI Chilli Garlic Fried Rice Masala**



Relish the perfect, balanced taste of authentic Fried Rice with **MAGGI Classic Veg Fried Rice Masala**

 Refer pack for details

**Prepare Fried Rice in just 5 mins!**



**Stir fry 2 cups of chopped veggies for 2-3 mins**



**Add boiled rice & full sachet of spice mix**



**Stir fry for 1-2 mins. Serve hot & enjoy with family!**



**Consumers are now looking for more than a product**



# Consumers are now looking for more than a product



Actively Search  
for dish specific  
recipes

Follow influencers  
& engage with  
their content



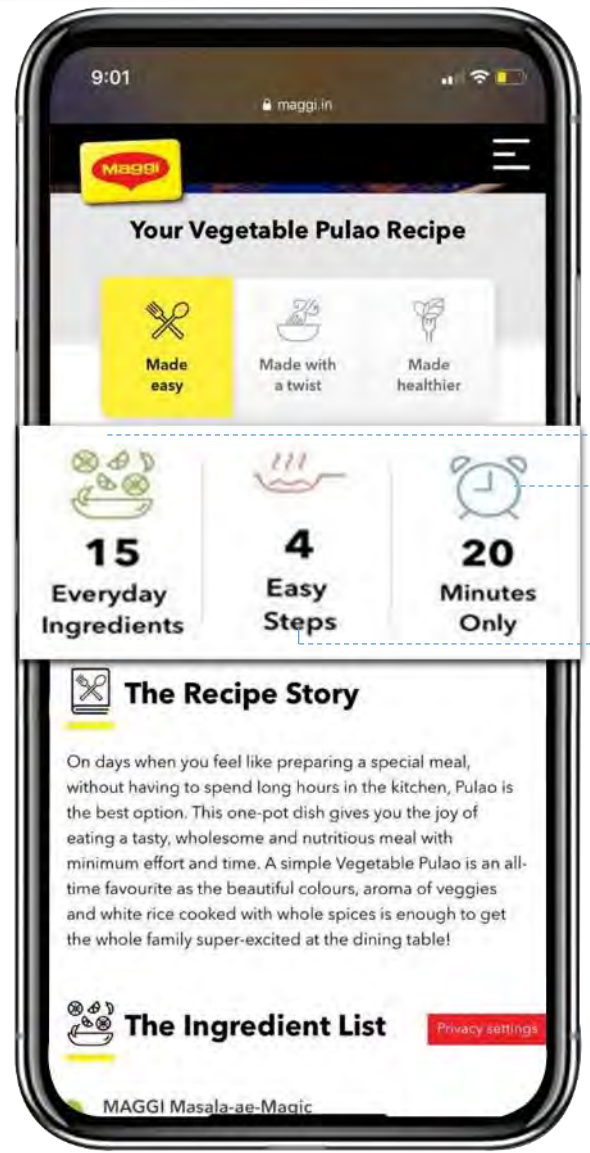
Watch recipes  
videos & other  
subscribed content

Look out  
for different  
product solutions





# Quick & Simple Recipes at MAGGI.IN

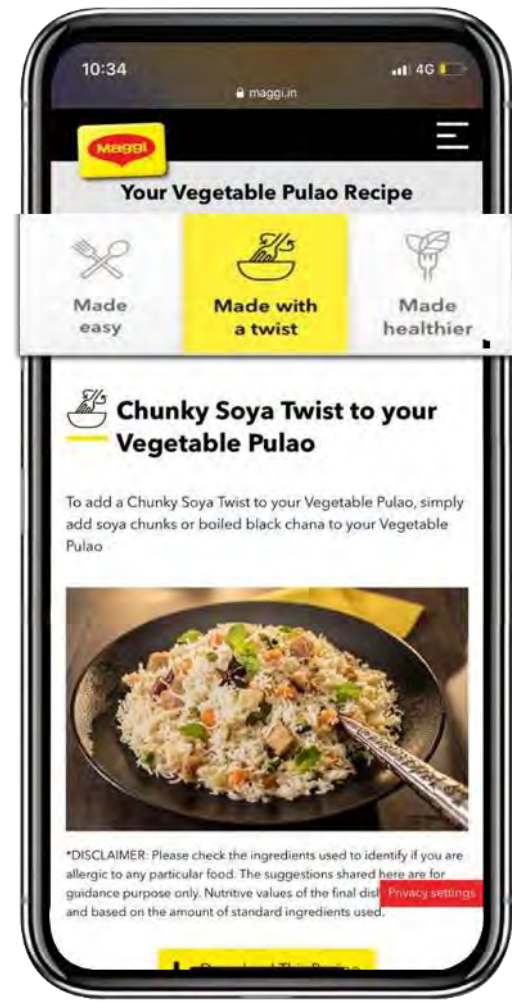


In-Home Ingredients

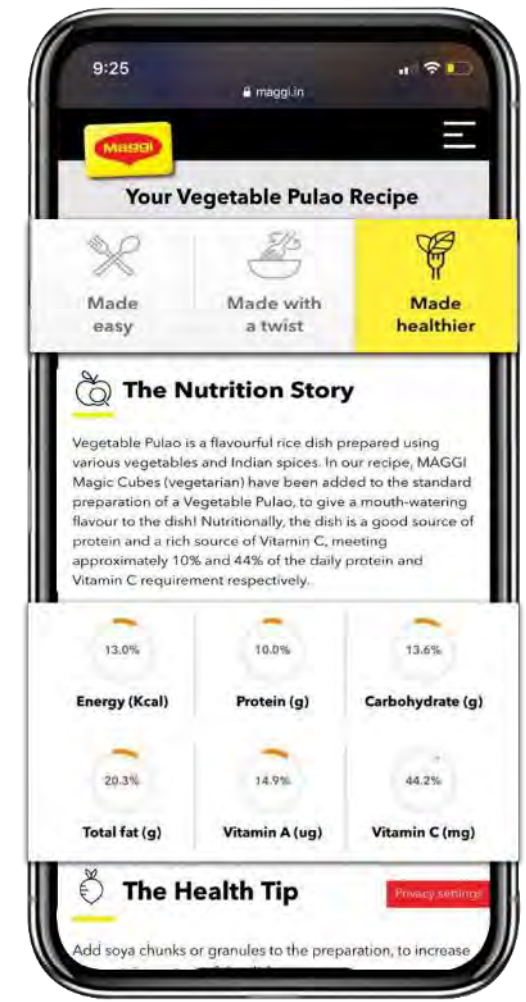
Quick

Simple

Same Dish Made with a Twist



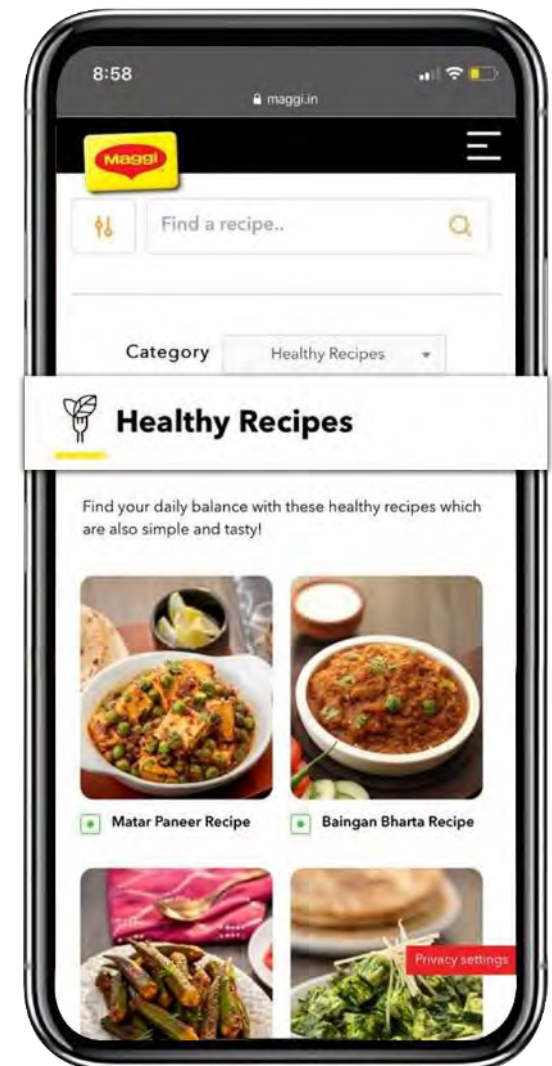
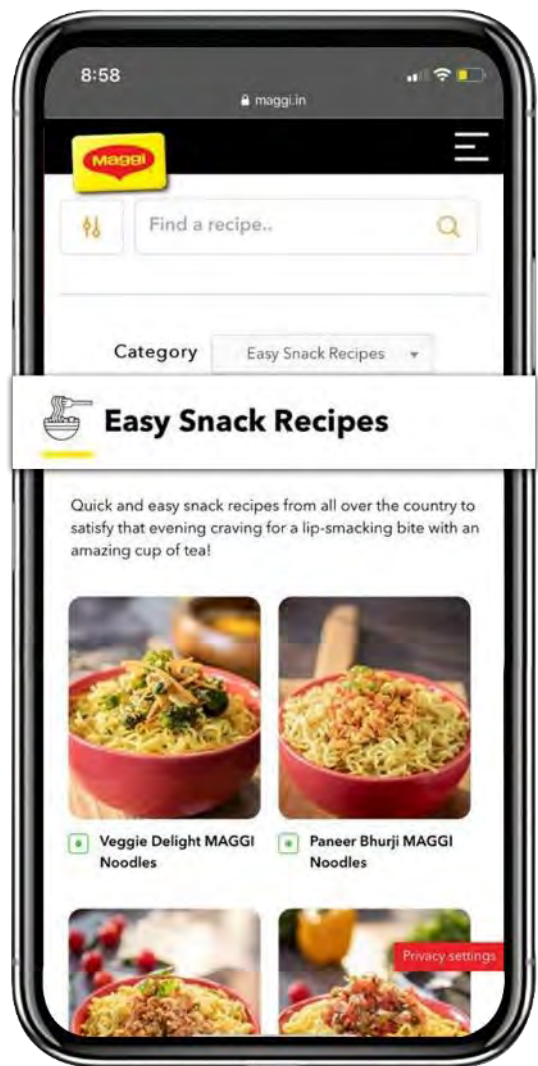
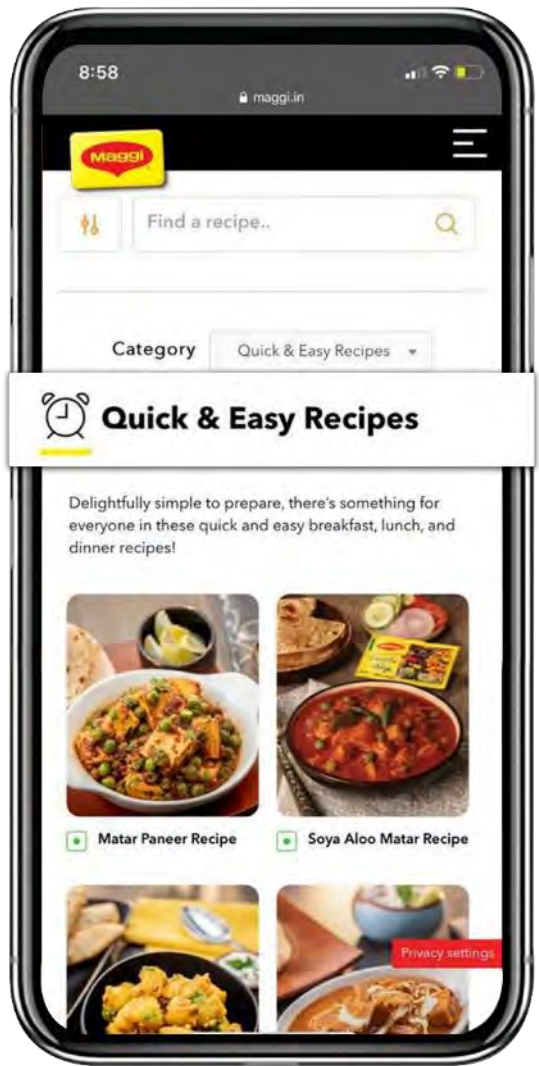
Nutrition Information & Make it Healthy



13.0%	10.0%	13.6%
Energy (Kcal)	Protein (g)	Carbohydrate (g)
20.3%	14.9%	44.2%
Total fat (g)	Vitamin A (ug)	Vitamin C (mg)



# Recipe for Everyone's need





# Recipes & Tips from Experts



Looking for quick & delicious snacks recipe for kids?

MAGGI.IN & Chef Kabita have created a delightfully easy recipe only for you!

—Premiering on Kabita's kitchen  
25<sup>th</sup> April, 1:30 pm—

**Chef Kabita**  
India's favourite Homechef,  
creator of 350+ recipes



Are you looking for a quick & delicious recipe with rice?

MAGGI.IN & Chef Bharat have created a delightfully easy recipe only for you!

—Premiering on Bharat's Kitchen  
28<sup>th</sup> April, 4:00 pm—

**Chef Bharat**  
India's favourite Homechef,  
creator of 350+ recipes



**एक्सपर्ट टिप्स: रोटियों के लिए आटे को मुलायम गूंघना।**

जब भी आपको लगे कि गूंघा हुआ आटा सूखा है या लचीला नहीं है, बस अपने हाथों को गीला करें और लगातार गूंघें। तब तक गूंघते रहें जब तक कि आटा मुलायम और स्मूद न हो जाए। आटे में थोड़ा सा दूध मिलाने से भी आपकी रोटी ज्यादा मुलायम बनती हैं!

क्या आप कोई दिलचस्प टिप शेयर करना चाहते हैं? बस अपनी टिप को हमारे कमेंट्स सेक्शन में डाल दें!

वेस्ट टिप्स को [www.maggi.in](http://www.maggi.in) में पेश किया जाएगा।



**एक्सपर्ट टिप्स: अपने होम मेड पनीर को और भी मुलायम बनाएं!**

अपने होम मेड पनीर को ज्यादा मुलायम बनाने के लिए, दूध को फाड़ने के लिए नींबू के रस की जगह कुछ बड़े चम्मच दही मिलाएं!

क्या आप कोई दिलचस्प टिप शेयर करना चाहते हैं? बस अपनी टिप को हमारे कमेंट्स सेक्शन में डाल दें!

वेस्ट टिप्स को [www.maggi.in](http://www.maggi.in) में पेश किया जाएगा।

Live Masterclass with  
Expert Homechefs

Useful Tips for  
Everyday Cooking



A year-long campaign that  
inspires all Indians  
to take small steps  
that can make a big difference  
to our country

स्वास्थ्य    सहायता    स्वच्छता



**DESH**  
KE LIYE **2** MINUTE

EK CHHOTI SI KOSHISH



## Our Initiatives

### Serve 1 Mio Free Meals



in association with



### Connect Youth to Farmers



Unique challenge  
for Youth to solve  
agriculture problems

In Partnership with  
Dare2Compete & CNN News 18



Videos from  
In-House Experts



Registration of around 5000 Students in 1600 Teams





## Our Initiatives



Apna  
**FOOD**  
Business



*Image Credit: Wall Street Journal; Illustration Purpose Only*



**IODINE • IRON • VITAMIN A**

**Enable 10000 Home Chefs**

**Support 10000 Food Vendors**

**Provide 1 Mio Fortified Seasoning**



## Our Initiatives

### Maggi 2-Minute Safaai Ke Naam



Number of MAGGI pack bought

=



Amount of plastic packs collected and put to great use

**Plastic Neutral**



**Initiative to inspire Behaviour Change**



# Executed in consumer centric Omni-Channel network



**Out-of-Home**



**In-Home**





# One Brand: Delivering in multiple channels

**Restaurant**

**Cuisines made simple with MAGGI**



**Rice Seasoning**



**Pasta Sauce Mix**



**Thai Curry Paste**



**Establishment**

**Travel**





# One Brand: Delivering in multiple channels

Restaurant

Establishment

MAGGI Hotspot in Youth Touchpoints

Travel





# One Brand: Delivering in multiple channels

Restaurant

Establishment

Travel

Easy & Hygienic Solution for Travel



Just add hot water for a delicious cup of meal!





# Innovative E-Commerce Engagement Plans

Leverage the mix of offline and online



Unlocking the power of portfolio



Gamify Shopping





**THE FUTURE OF FOOD**







## The Future of Food: Key Takeaways



Unleashing the power of India's Trusted, Loved and Valued Brand



Consumer Centric, Innovative, On Trend and Omni-Channel



Deeply rooted in the fabric of India – our food, culture, traditions and values



**Thank You!**

