

**Nestlé India Limited**

(CIN : L15202DL1959PLC003786)

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Website www.nestle.in

**BM: PKR:08:21****26.02.2021**

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

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

Dear Sir,

Further to our letter BM:PKR:4:21 dated 15<sup>th</sup> February 2021, intimating about the Financial Analysts / Institutional Investors webcast, please find enclosed herewith the presentation to be made to the Financial Analysts / Institutional Investors during the webcast 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.

**Yours truly,**  
**NESTLÉ INDIA LIMITED**



**B. MURLI**  
**GENERAL COUNSEL & COMPANY SECRETARY**

Encl.: as above



**Nestlé** Good food, Good life

**Nestlé India**

**Financial Analyst and Institutional Investor Webcast**

**26<sup>th</sup> Feb 2021**

# Disclaimer

**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 but are not limited to factors such as changes in general economic, political or market conditions, commodities and currency fluctuations, competitive product and pricing pressures, industrial relations and regulatory developments.**

**Significant disruptions in the operations due to unforeseen events (including as a result of the spread of disease)**

**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.**



15.30 – 15.55 :  
Report Card of a  
Resilient  
Organization –  
Presentation by  
Suresh Narayanan

15.55 – 16.30:  
Q&A

# Agenda



## Report Card of a Resilient Organization

# Our Vision



## Key Highlights 2020

Strong domestic sales growth, broad based and largely driven by volume and mix.

Nearly two thirds of our key products, boosted by in home consumption, posted double digit growth.

Innovation and Renovation pipeline continues to be a thrust area.

Demand in Out of Home channels continued to improve.

E-Commerce continues to contribute better towards Domestic Sales.

FY  
2020

# Sales: Broad Based Performance Across All Product Groups





# Report Card of a Resilient Organization

The Consumption  
Opportunity

Our Growth Model

A History of Sustainable  
Performance

Creating Shareholder  
Value

A Strong Thrust on  
Innovation

Rapidly Accelerating our  
Footprint

Consistent Media  
Support to our Brands

Navigating Commodity  
Headwinds

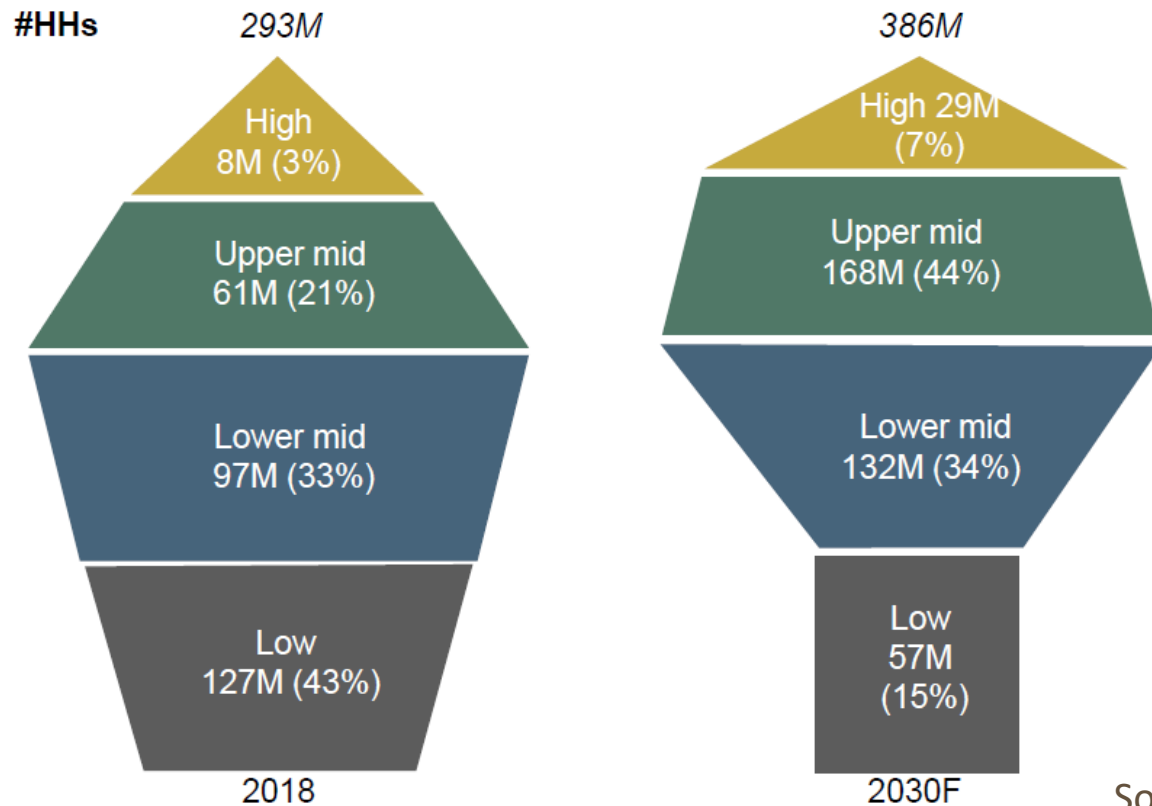
Our People Matter

Unwavering  
Commitment to  
Sustainability and  
Tackling Climate Change

Continuing with Our  
Proven Growth Model

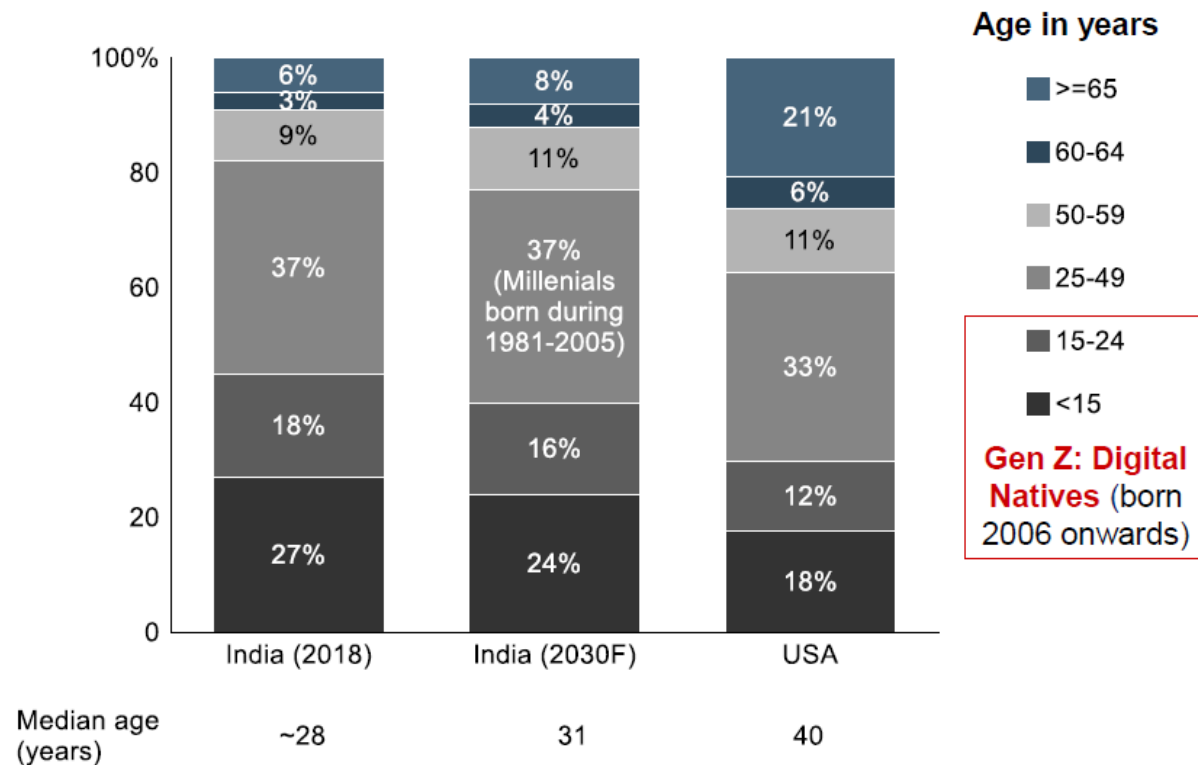
# The Consumption Story – Exciting Opportunities Ahead

By 2030, India will add ~140M middle-class and ~20M high-income HH



India will be one of the youngest nations by 2030, Gen Z and Millennials will form ~77% of India's population

Population by age groups (%)



Source- Bain & Company report on Future of Consumption in India 2018-2030

# Our Growth Model

Strong Cost and Efficiency Management

Penetration Led Growth

Investing and Innovating

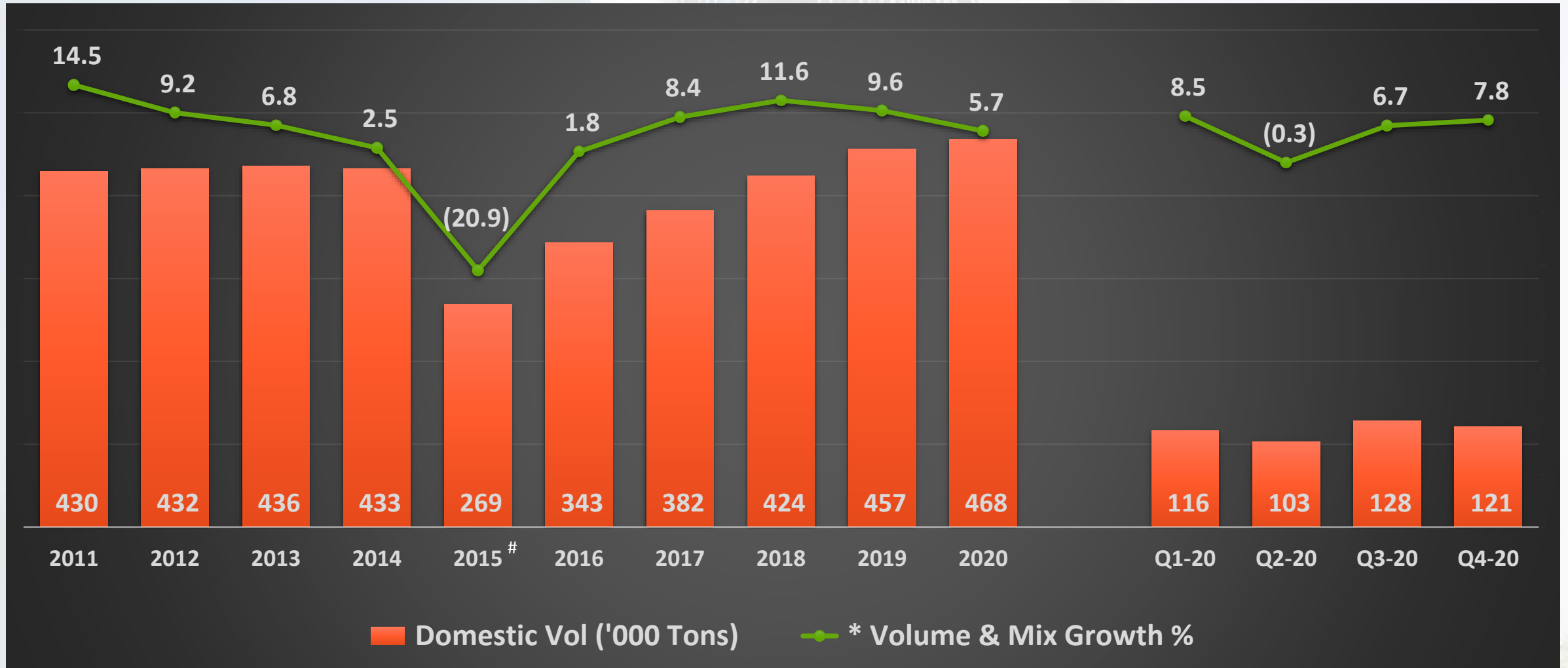
Competitive advantage through R&D expertise

Brand Salience

Leadership Position In Seven Out Of Eight Categories in most years



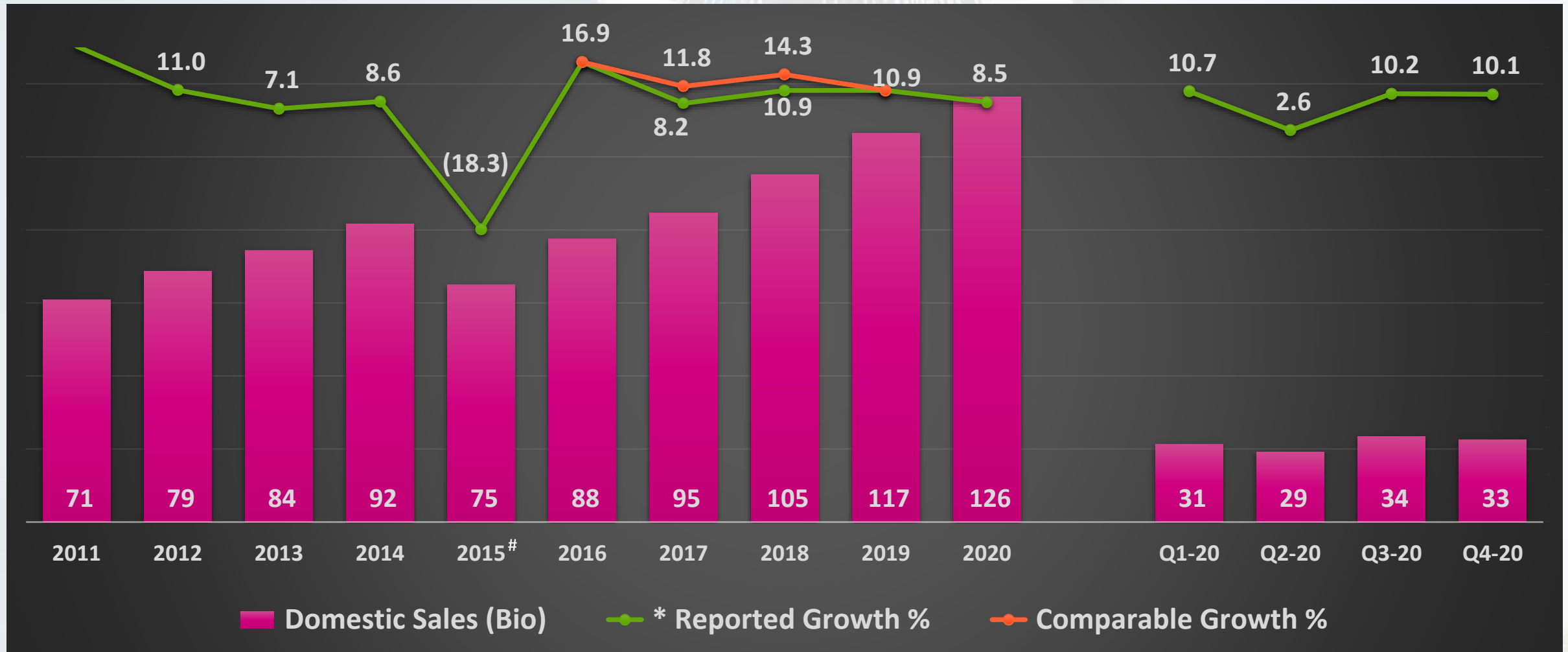
# 10 Years of Sustainable Volume & Mix Led Growth



# 2015 impacted by MAGGI Issue

\* Volume and Mix Growth computed as per Internal reporting standards

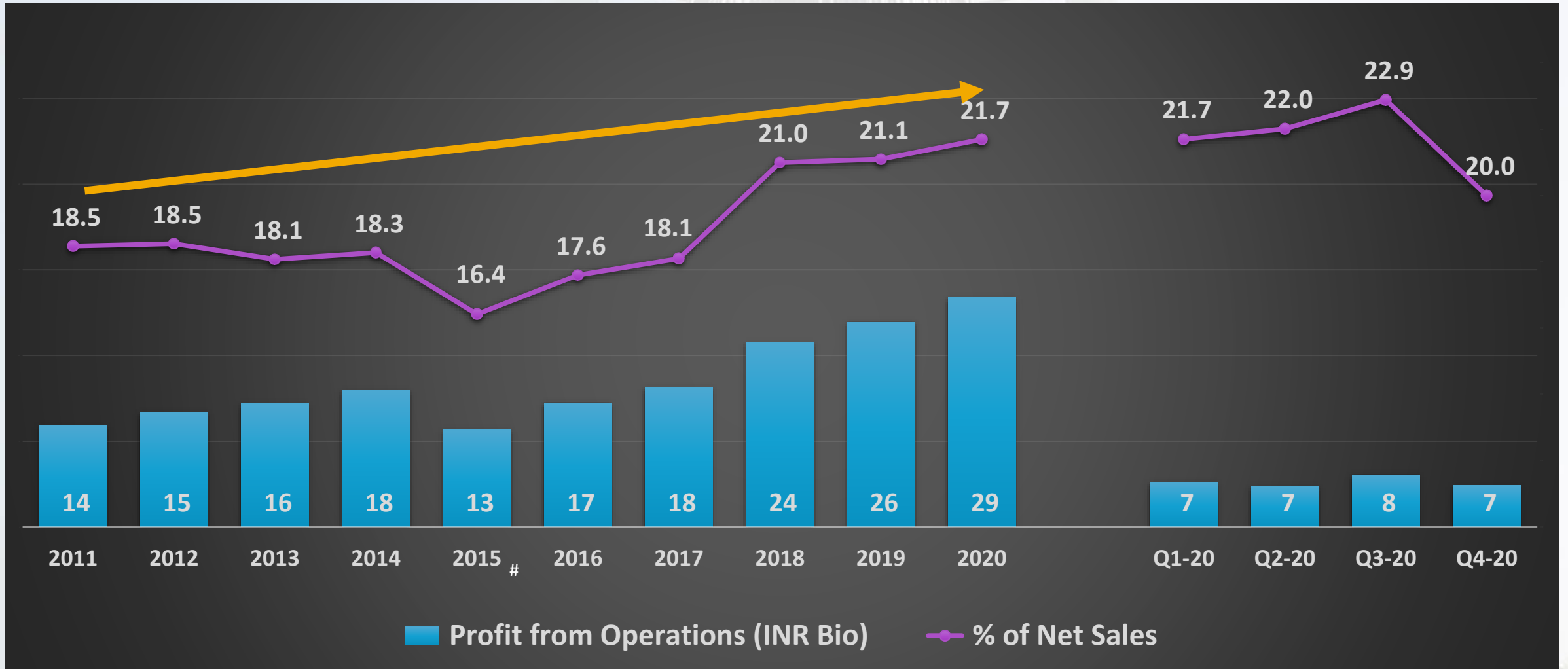
# 10 Years of Sustainable Domestic Value Growth



<sup>#</sup> 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 realizations to pass on the GST benefits

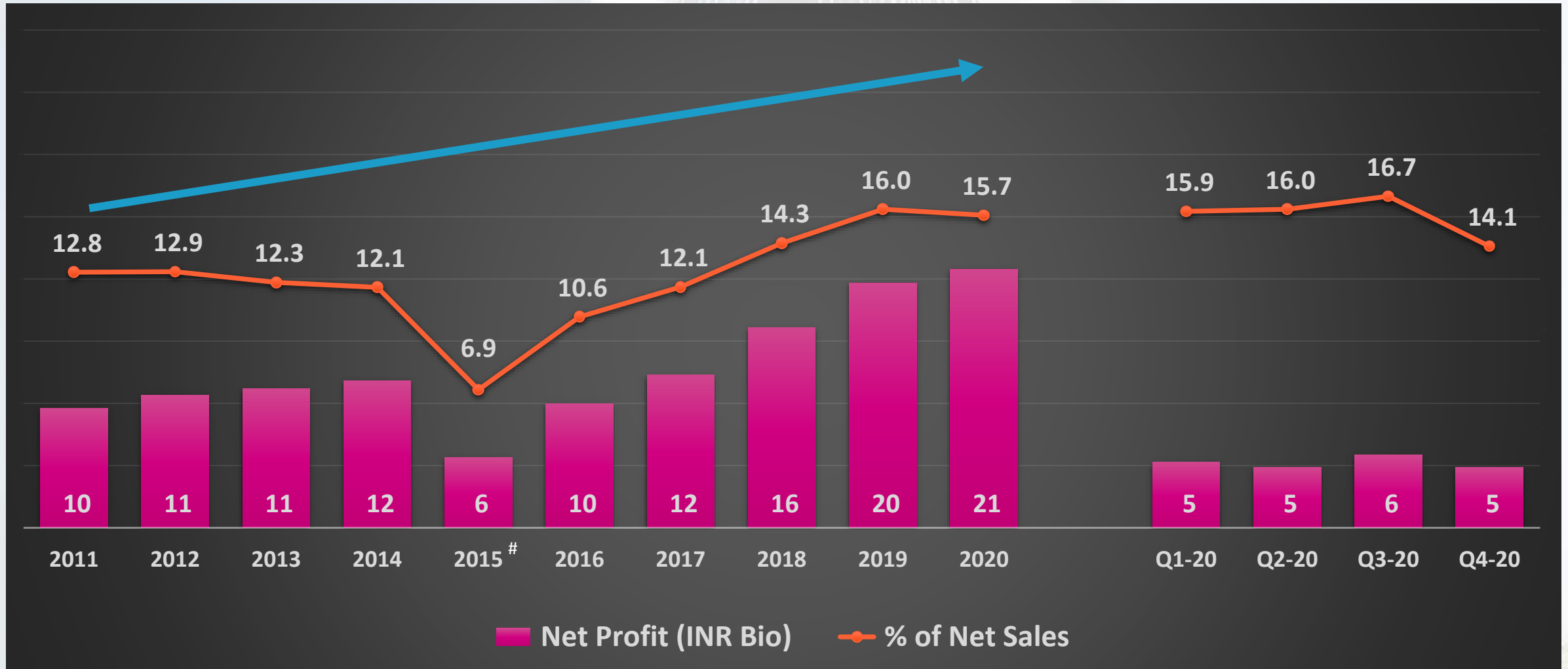
# 10 Years of Accelerating Profit from Operations



Profit from Operations is derived from Profit before Tax less Other Income and adding back Finance Costs (Including Interest Cost on Employee Benefit Plans), Net Provision For Contingencies (Others) and Corporate Social Responsibility Expense.

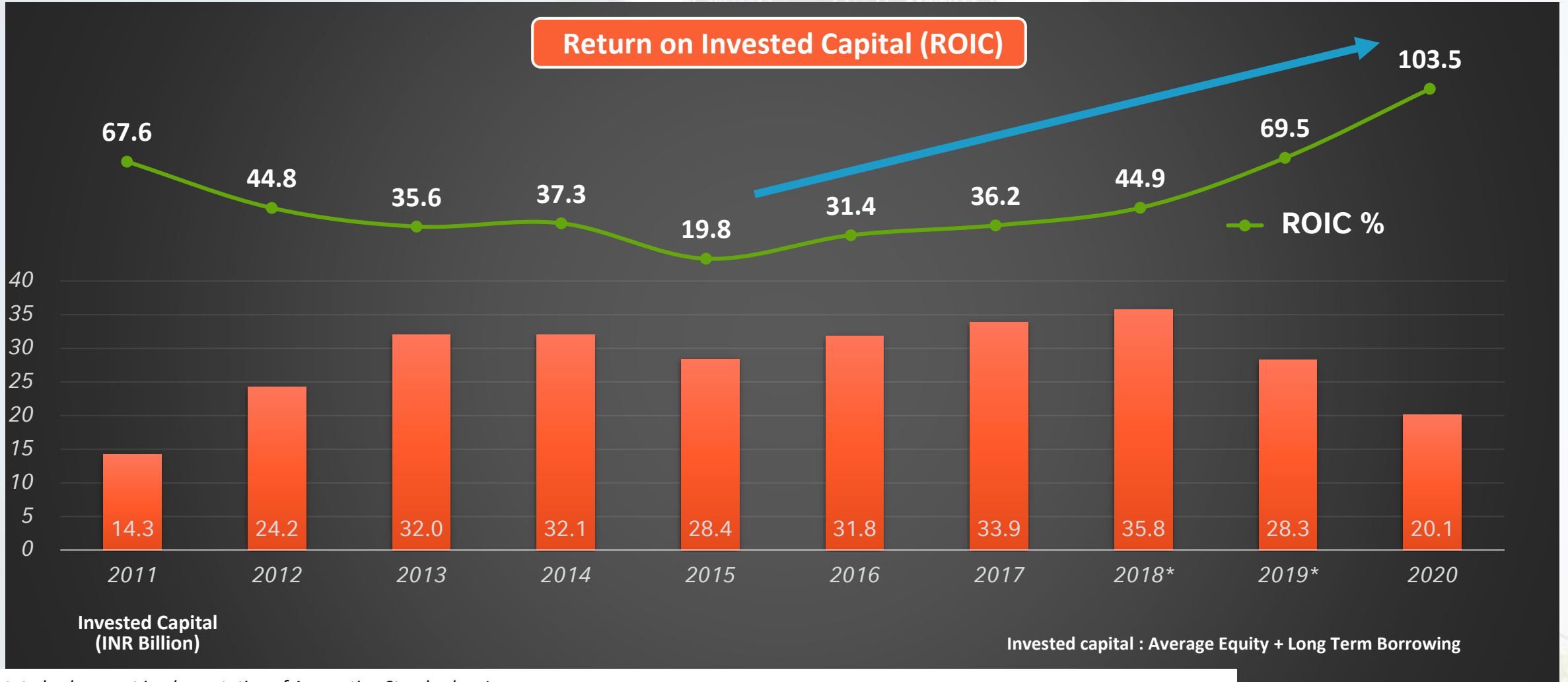
# 2015 impacted by MAGGI Issue

# 10 Years of Accelerating Net Profit



# 2015 impacted by MAGGI Issue

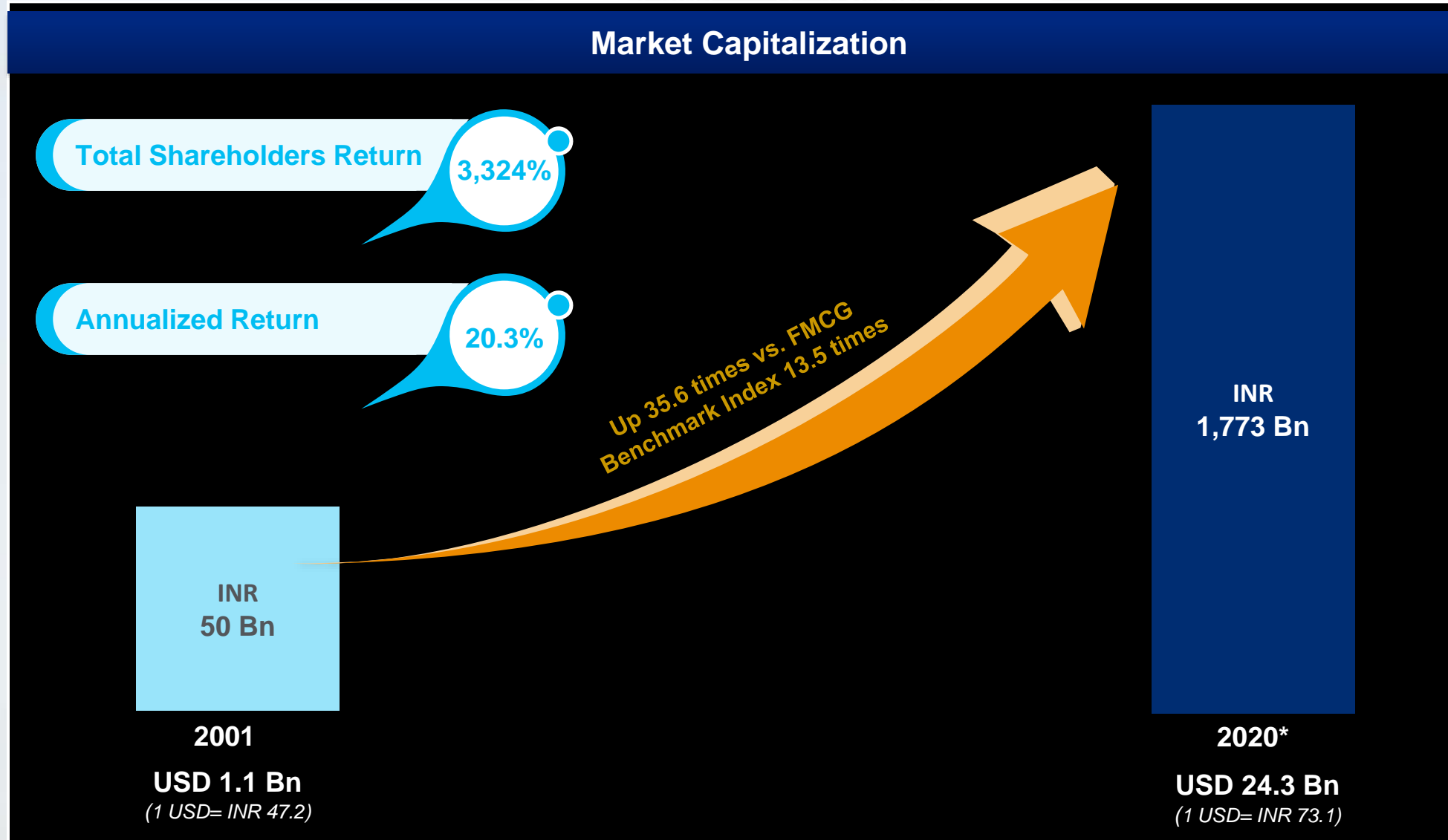
# 10 Years of Strong Value Creation



\* Restated values post implementation of Accounting Standard on Leases

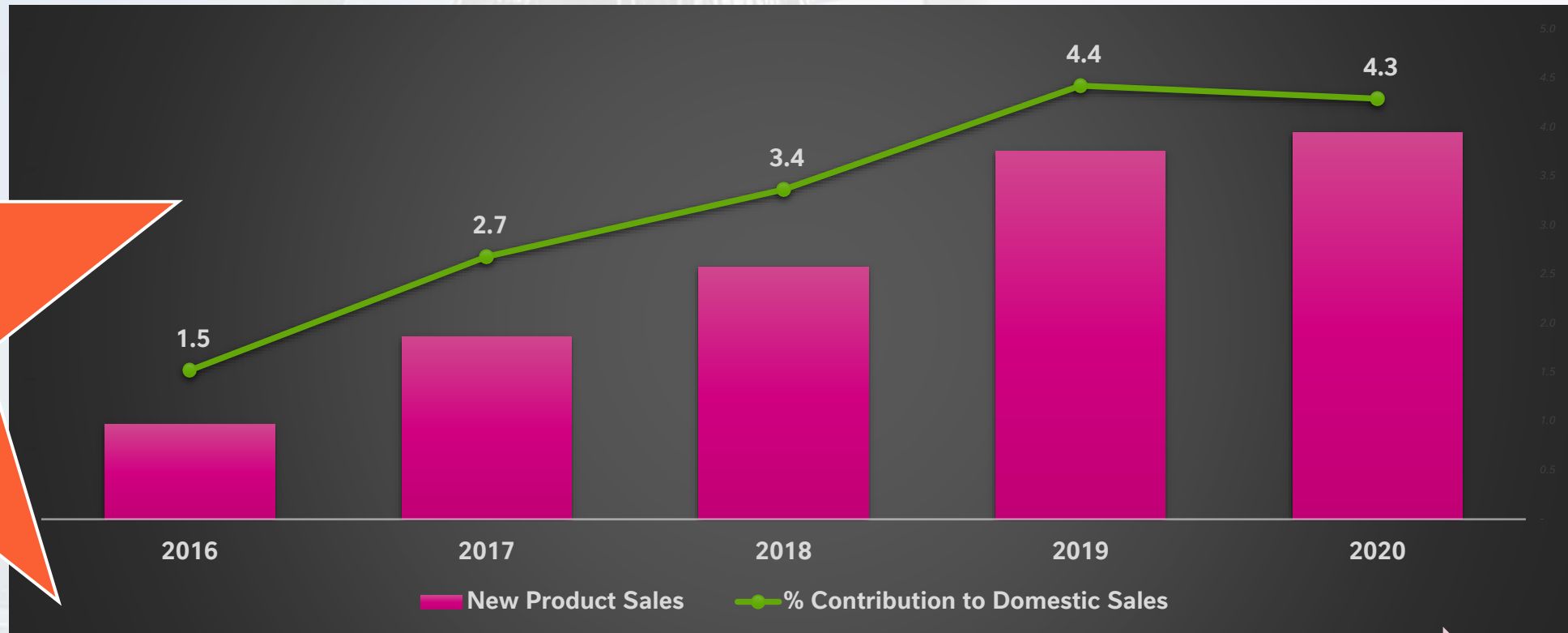


# Leading to...Creating Significant Value For Investors



# A Strong Thrust on Innovation

Over 80  
new  
products  
in 5 years



Over 40 New Innovation Projects in Pipeline



# Rapidly Accelerating our Footprint – Our Actions

## Availability, Visibility & Consumer Connect

### Widen Penetration



Map not to scale

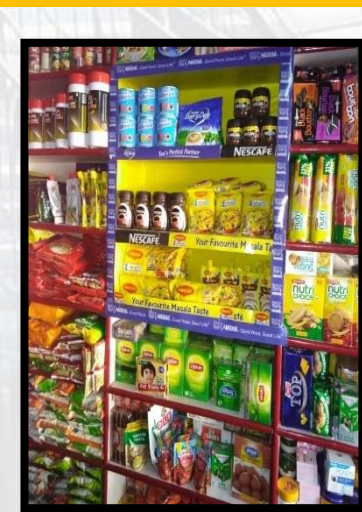
### Portfolio



### People/Structure



### Visibility



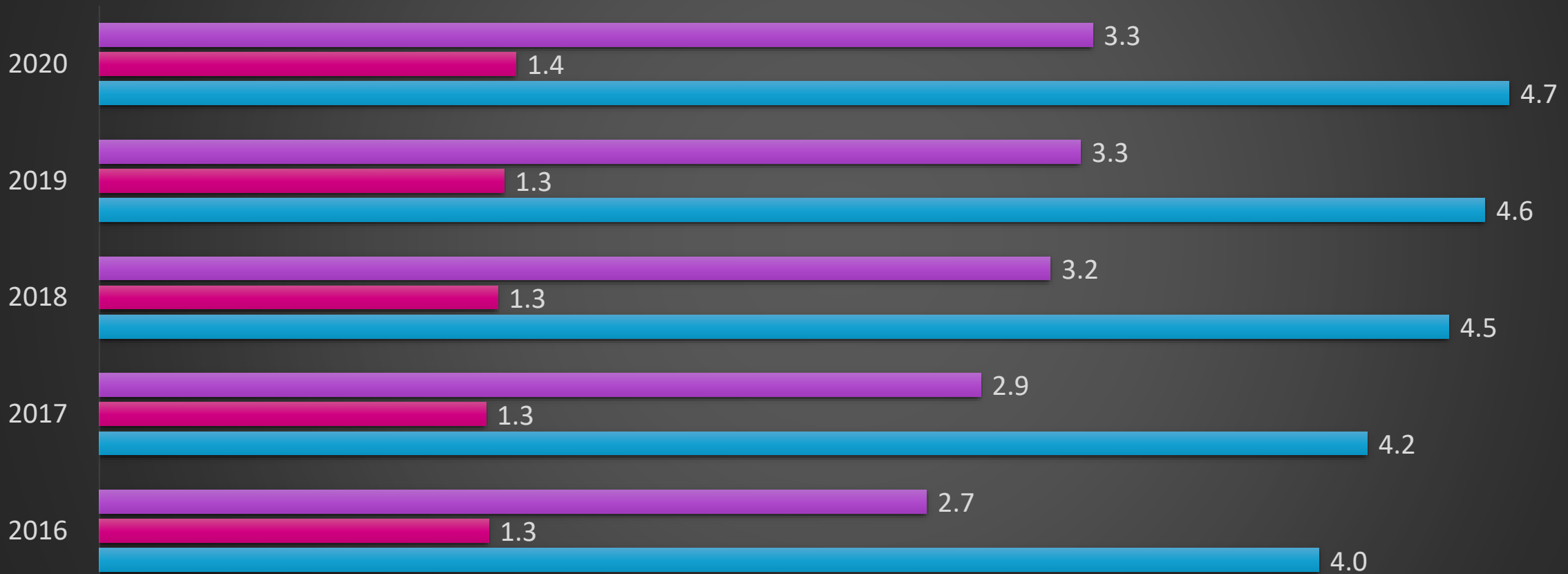
### Consumer Connect



# Rapidly Accelerating our Footprint – Overall Reach

## Strengthening Our Distribution Muscle

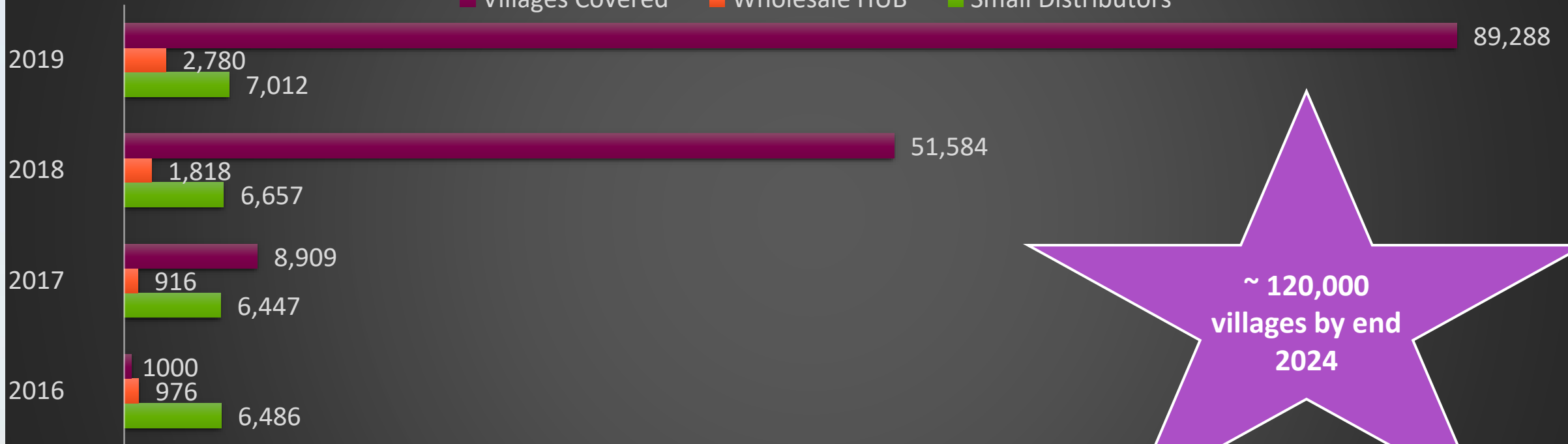
■ Indirect ■ Nestlé Direct Reach ■ Total Reach (Nielsen)



# Rapidly Accelerating our Footprint - RURBAN

## Enhancing Rural Reach

Villages Covered Wholesale HUB Small Distributors



~ 120,000  
villages by end  
2024

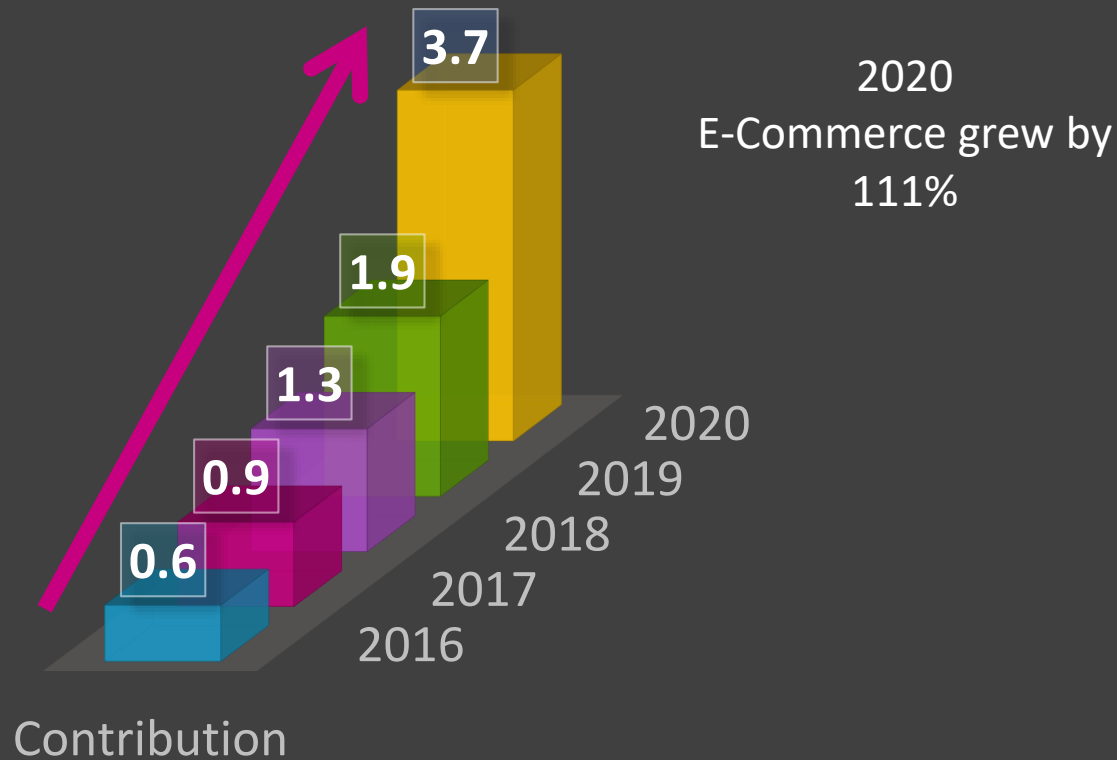
7935

Consistent presence across all Urban towns in last 5 years

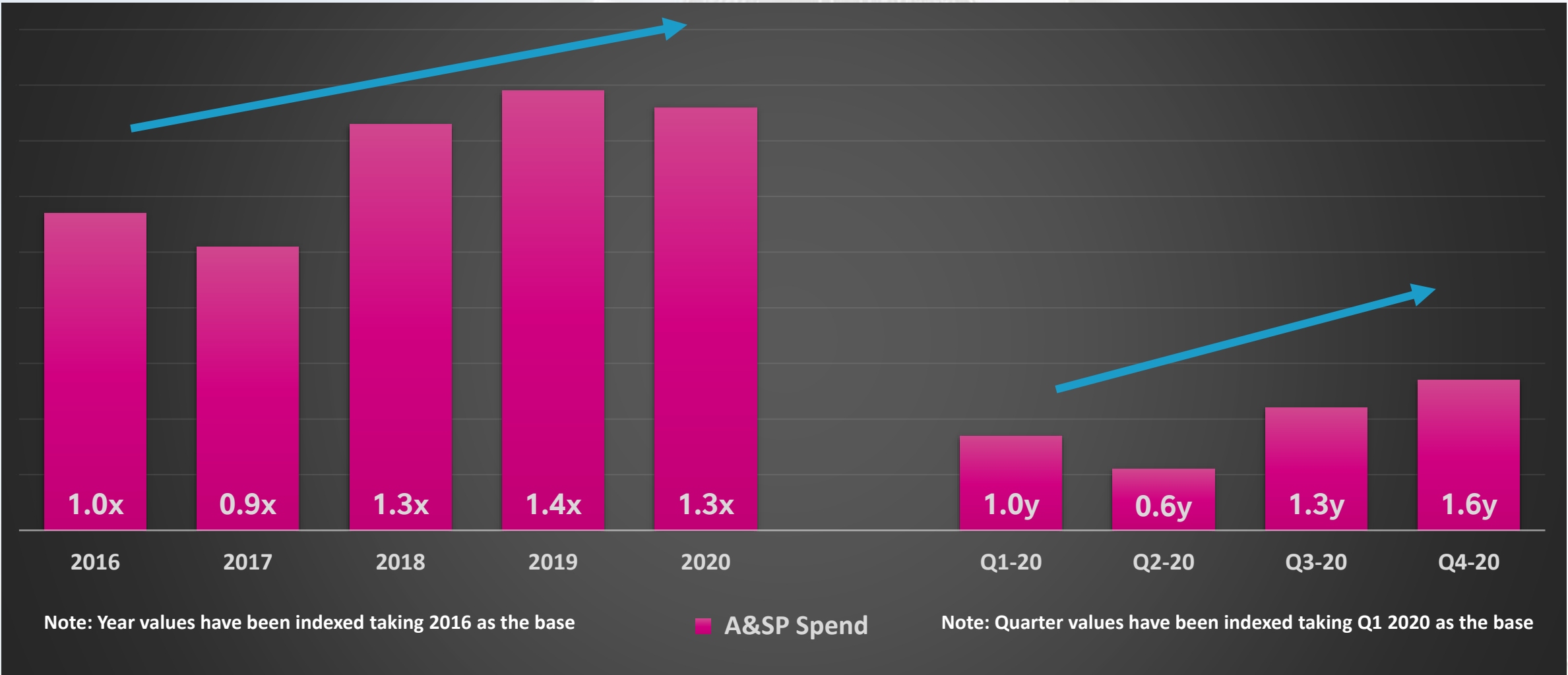
# Rapidly Accelerating our Footprint – New Channels

## GROWING CONTRIBUTION OF E-COMMERCE TO DOMESTIC SALES

■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020

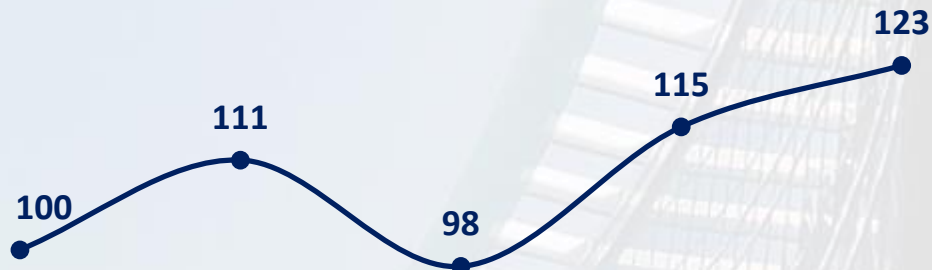
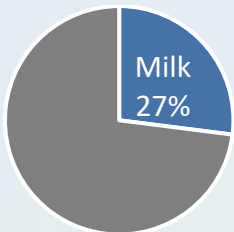


# Consistent Media Support to Our Brands

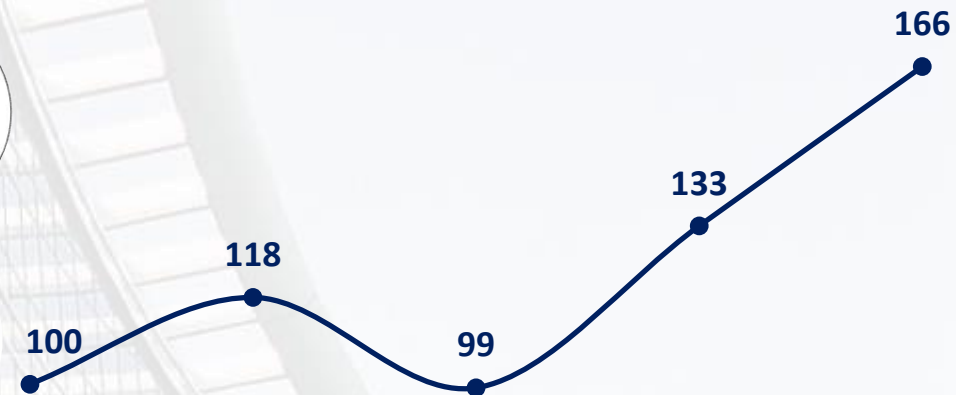
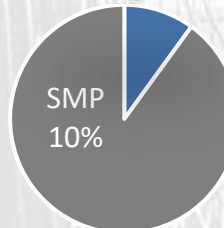


# Navigating Commodity Headwinds

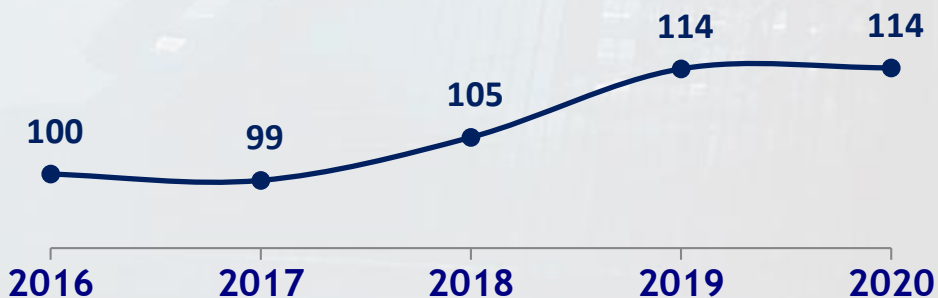
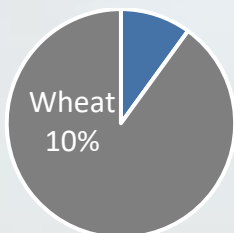
## Milk



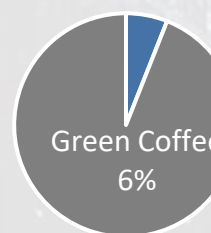
## SMP



## Wheat

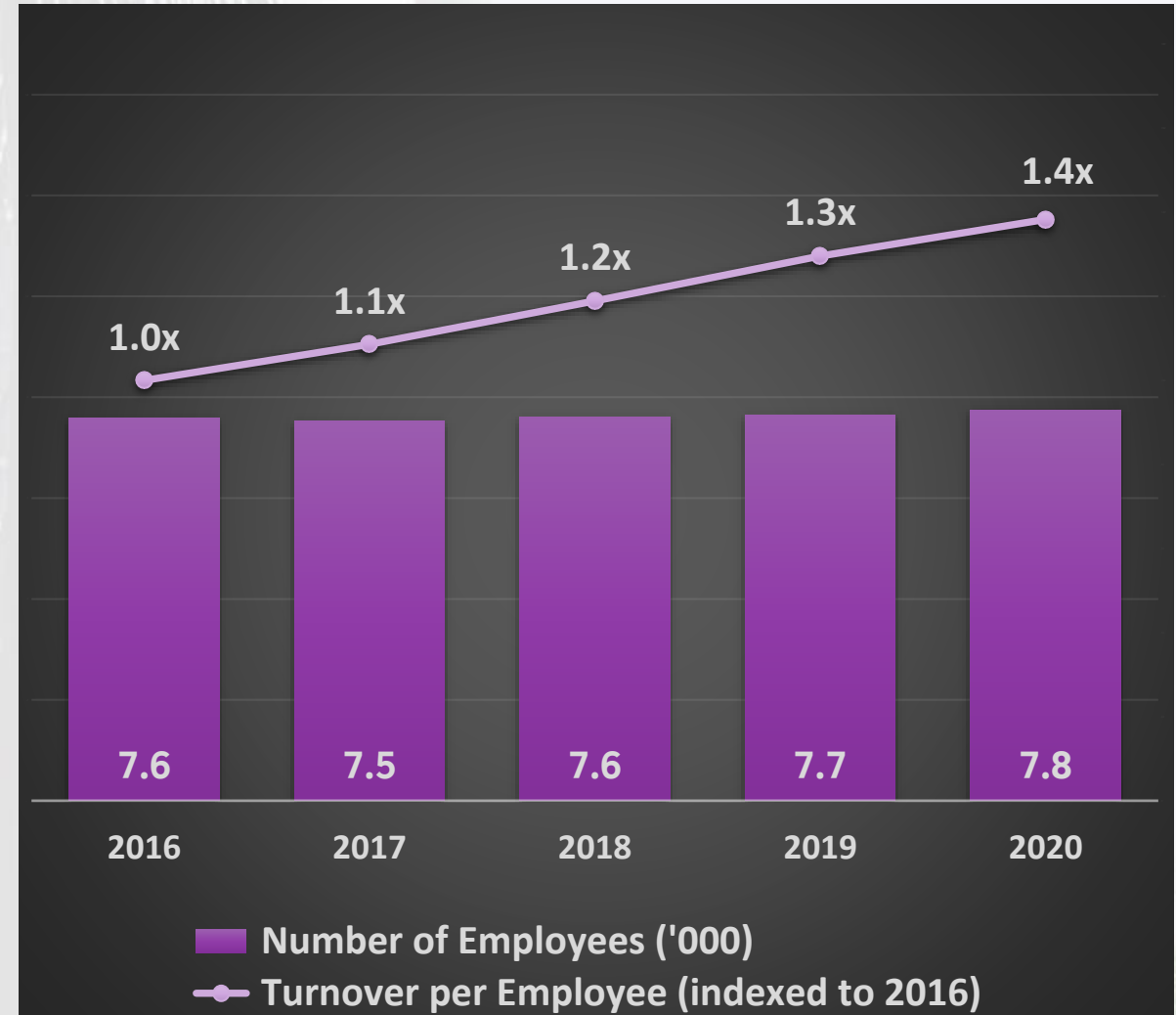
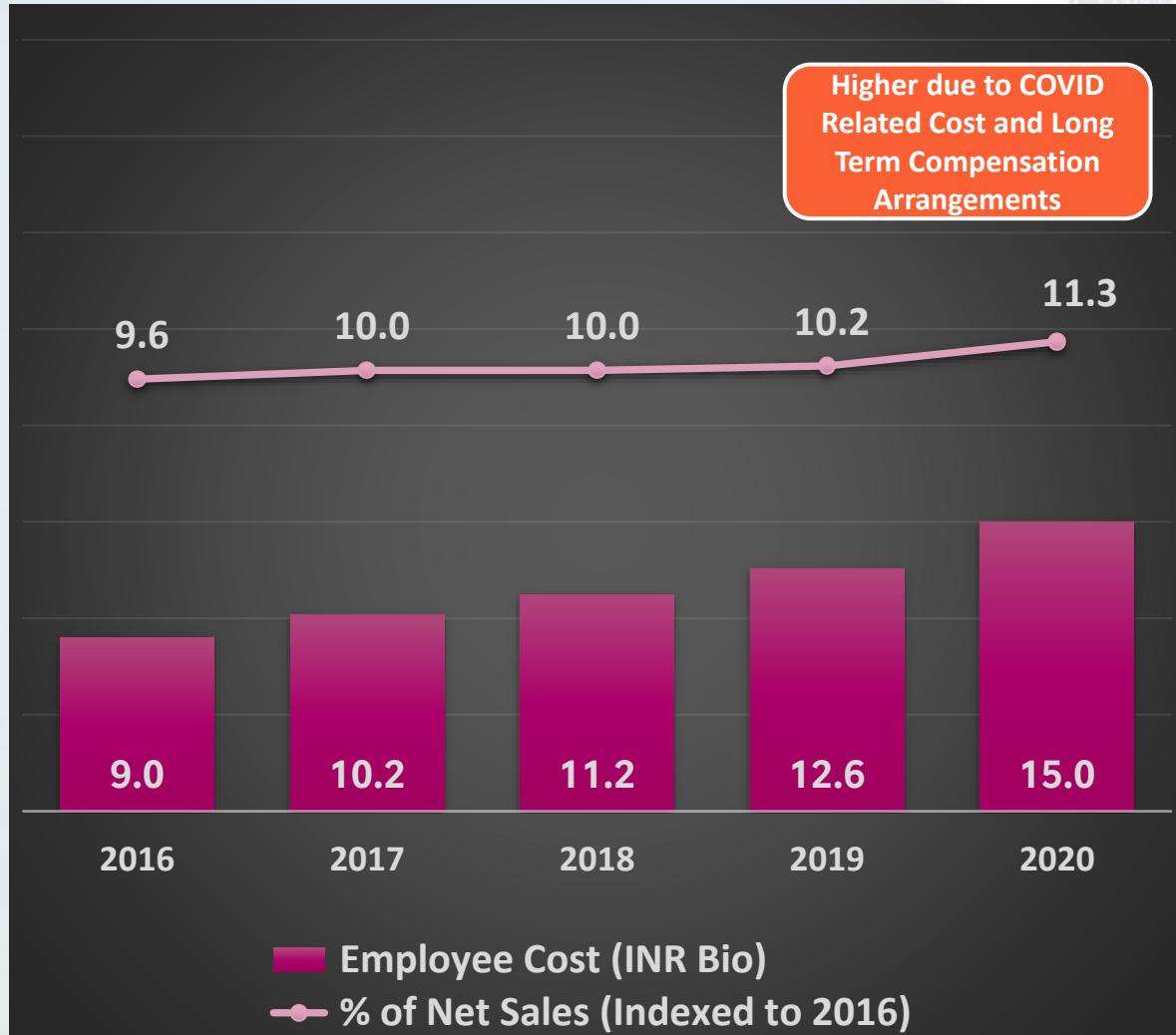


## Green Coffee





# People Matter @ Nestlé



# Unwavering Commitment to Sustainability and Tackling Climate Change

## ■ Accelerating our Sustainability Spend



Indexed 2018

Sustainable Packaging

Commitments on Water

Responsible Sourcing

Reach Zero Net Green House Gas Emissions

# We Continue With Our Proven Growth Model

Strong Cost and Efficiency Management

Penetration Led Growth

Investing and Innovating

Competitive advantage through R&D expertise

Brand Salience

