

Nestlé India Limited

(CIN : L15202DL1959PLC003786)

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BM: PKR: 25:19

12.03.2019

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

Scrip Code - 500790

Sub: Regulation 30: Intimation of Schedule of Institutional Investors meetings/ telephonic interactions and Presentation to be used during meetings/ interactions

Dear Sir,

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, this is to inform you that meetings / telephonic interactions with the institutional investors of the Company are scheduled between 13th March, 2019 to 25th March, 2019 in India, Singapore, Hong Kong, United Kingdom and United States of America.

Kindly note, the schedule of meetings may undergo change due to exigencies on the part of the Company/institutional investors.

Attached copy of the presentation which will be used during the meetings/ interactions with institutional investors.

The schedule of meetings and presentation is also uploaded on the Company's website at www.nestle.in

Kindly take the above on record.

Thanking you,
Yours truly,
NESTLÉ INDIA LIMITED

B. MURLI
SENIOR VICE PRESIDENT- LEGAL & COMPANY SECRETARY

Encl.: as above



Good Food, Good Life

Nestlé India: Investor Update

'Enhancing quality of life and contributing to a healthier future'



March 12, 2019

Disclaimer

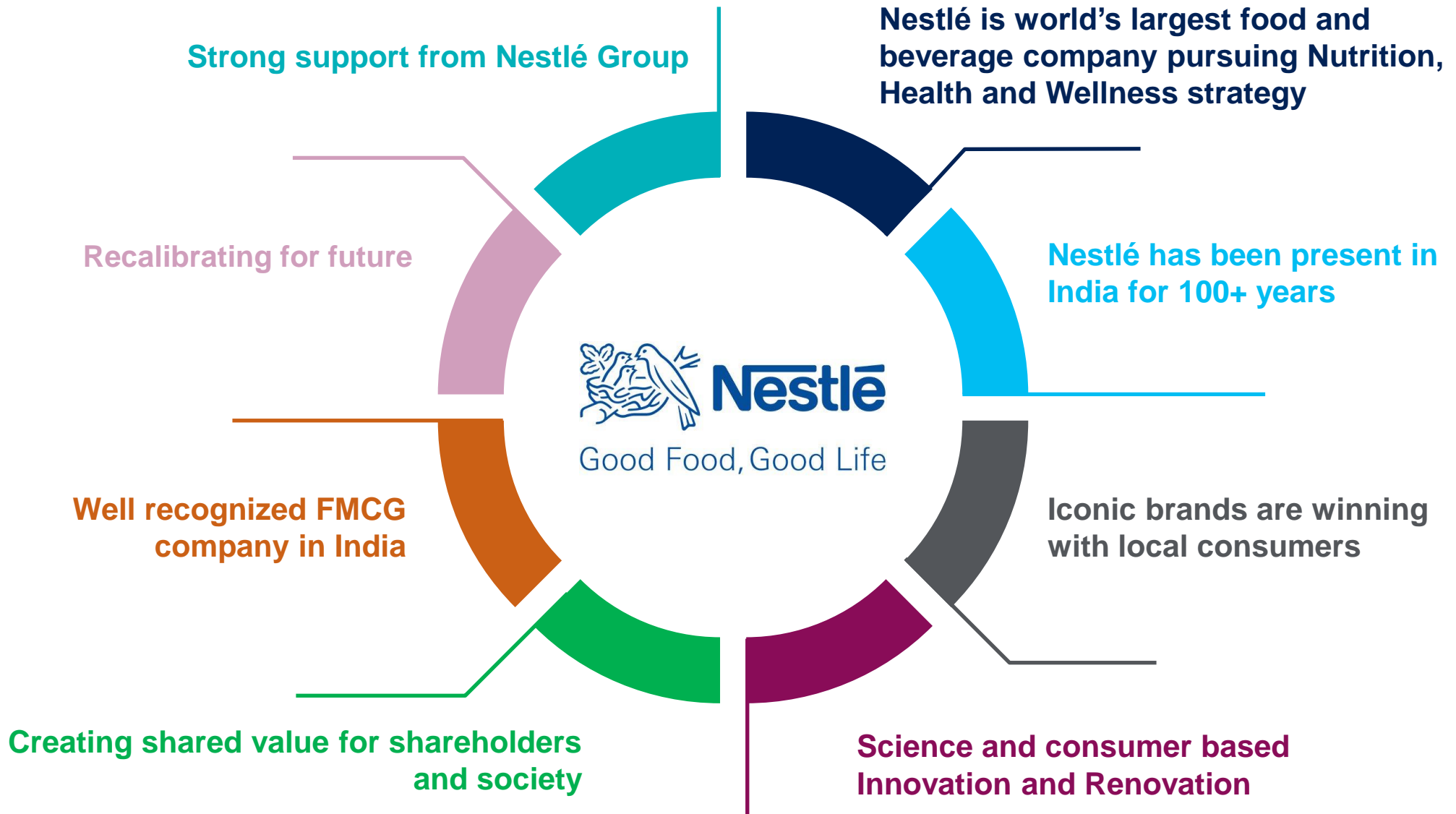
This presentation may contain statements which reflect management's current views and estimates and could be construed as forward looking statements. The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the 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. 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. No unpublished price sensitive information pertaining to Nestlé India Limited and/ or Nestlé Group is intended to be shared at any of the investor meetings.

This presentation contains certain financial performance measures which are not defined by Ind AS. Management believes that these non Ind AS measures provide additional useful information to assess the financial and operational performance of the Company. Such measures may not be comparable to similar measures presented by other companies.

Figures from 2016 onwards are as per Ind AS. Effective 1 July 2017, sales and ratios derived from sales are not comparable due to change in structure of Indirect taxes.

Profit from Operations is arrived from 'Profit before Tax' after reducing Other Income and adding back Finance Costs (including interest cost on employee benefit plans), Net provision for contingencies (others) and corporate social responsibility expense.

Key highlights



Nestlé Group: World's largest food and beverage company

Nestlé (2018)

Where we sell (2018 Sales: CHF 91.4 Billion)¹:

AMS
45%

EMENA
29%

AOA
26%

Providing Safe, Quality Nutrition
for more than **150 Years**

2,000+
Brands Worldwide

Around
308,000 Employees

Presence in **190** countries,
with **413** factories

CHF 1.7 Billion
R&D spends

CHF 91.4 Billion
Sales

CHF 285 Billion
Market Cap²

CHF 13.8 Billion
Operating Profit

CHF 15.4 Billion
Operating Cash Flow

34 Billionaire Brands



Note: 1) EMENA: Europe, Middle East and North Africa; AMS: Americas; AOA: Asia, Oceania and sub-Saharan Africa. 2) As on March 11, 2019



Nestlé Group: Largest food & beverages science and innovation network



31
R&D Centres across
5 Continents

~2,400
Patent Families

**R&D drives innovation and Nutrition,
Health & Wellness journey**



~5,000
Strong Team

Investment of
CHF 1.7 Billion
per year



Nestlé India: Largest listed pure-play F&B company in India

Nestlé India (2018)

Providing Safe, Quality Nutrition
for More than **106 Years** in India

~**8,000** Employees

90,000+ Shareholders

INR 992 Billion
Market cap¹

INR 112 Billion
Sales

INR 24 Billion
Operating Profit

INR 21 Billion
Operating Cash Flow

INR 31 Billion
Contribution to exchequer

8 Factories

Diversified portfolio of Brands

Milk Products and Nutrition



Prepared Dishes and Cooking Aids



Confectionery



Powdered and Liquid Beverages



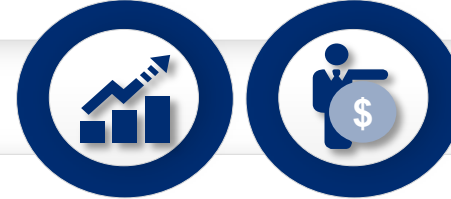
Note: 1) As on March 11, 2019
INR Billion is INR 100 crore.

Favorable market dynamics for processed food sector in India

Market Composition¹ (2018)



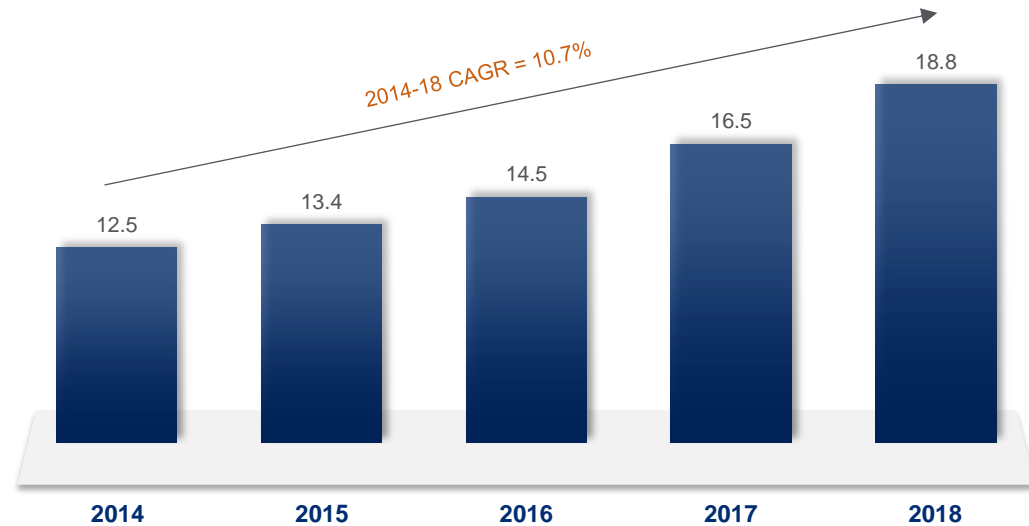
Growth Drivers and Market Size (US\$bn)



- Fast growth in urban population
- Increase in disposable income and propensity to spend
- Increasing demand for premium quality products
- Shift from unorganized to organized sector
- Increase of women in the workplace



Will lead to strong growth in the processed food sector in India with an increasing focus on Nutrition, Health and Wellness



Source: AC Nielsen.

Note: 1) Infant Formula and Infant Cereal included in Processed Foods and Nestlé categories

Manufacturing citadels of Nestlé India

Moga (1961)



Choladi (1967)



Instant Tea largely for exports

Nanjangud (1989)



Samalkha (1992)



Ponda (1995)



Bicholim (1997)




Pantnagar (2006)



Tahliwal (2012)



Nestlé's iconic brands winning with local consumers

Category	Brand	Market Share (Value) ¹	Nestlé Position
Infant Cereals		96.3	
Infant Formula ²		67.5	
Tea Creamer		44.9	
Instant Noodles		59.1	
Ketchups & Sauces		21.3	
Instant Pasta		68.9	
White & Wafers		61.9	
Instant Coffee		50.5	

Note: 1) A.C. Nielsen. MAT January 2018–December 2018; 2) Excludes Amulspray

Science and consumer driven innovation & renovation



Brought to market faster

Our Purpose and Values framework



aligned actions and communications as ONE Nestlé



Living our Purpose



Clean drinking water facilities: Over 136,500 beneficiaries



Nestlé Global Healthy Kids: Over 280,000 beneficiaries



Engaging 100,000 milk, 2,500 coffee and 1,250 spice farmers



Enduring Partnerships



Continuous effort of fortifying products

Fortified with Iron, Vitamin A & Iodine

Fortified with 15 vitamins and minerals including iron, vitamin A, C, D and calcium



For the period 2003-2018, for every tonne produced:

- ↓ energy usage by 45%
- ↓ water usage by 53% & waste water generation by 49%
- ↓ greenhouse gases generation by 55%



Leading the way to a waste-free future. Making 100% of our packaging recyclable or reusable by 2025



Living the Purpose through CSR

For Individuals and Families
Enabling Healthier and Happier Lives




Project Jagriti

Encouraging Good Nutrition and Breastfeeding Practices through Community Action

4.6 Mio Beneficiaries



Helping Adolescents Live Healthier

Over 280,000 Adolescents



Engaging Employees in Social Initiatives

Over 1,850 Employees

For Our Communities
Helping Develop Thriving, Resilient Communities




Creating Access to Clean Drinking Water

Over 136,500 Students



Safe and Hygienic Food

Over 14,000 Vendors



Sanitation facilities for girl students

Over 182,000 beneficiaries





For the Planet
Stewarding Resources for Future Generations




Reducing Water use in Agriculture



Creating Awareness about Water Conservation

Over 112,700 Students



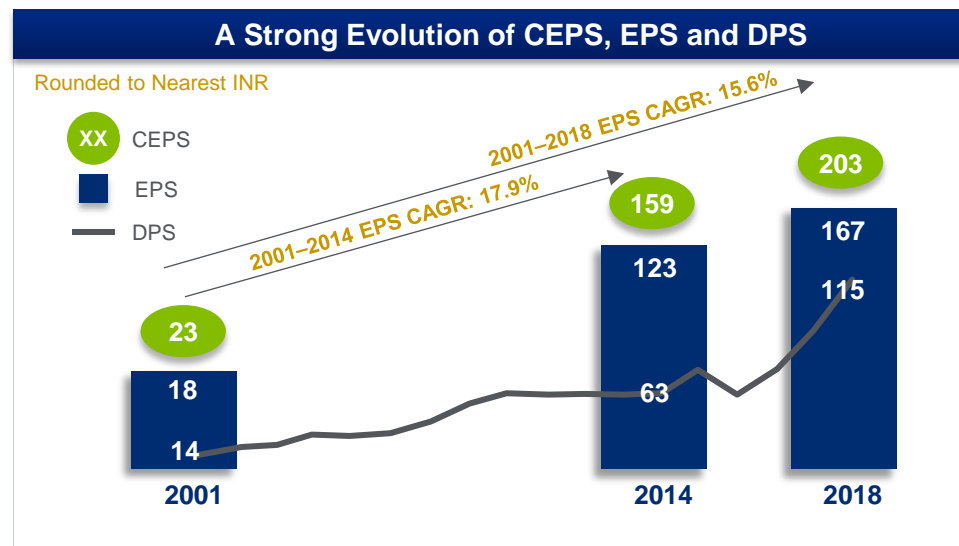
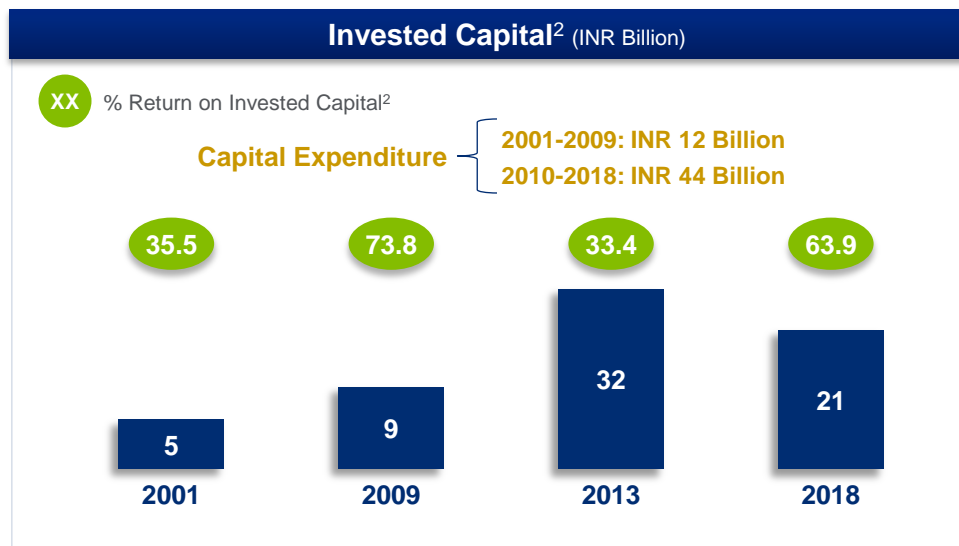
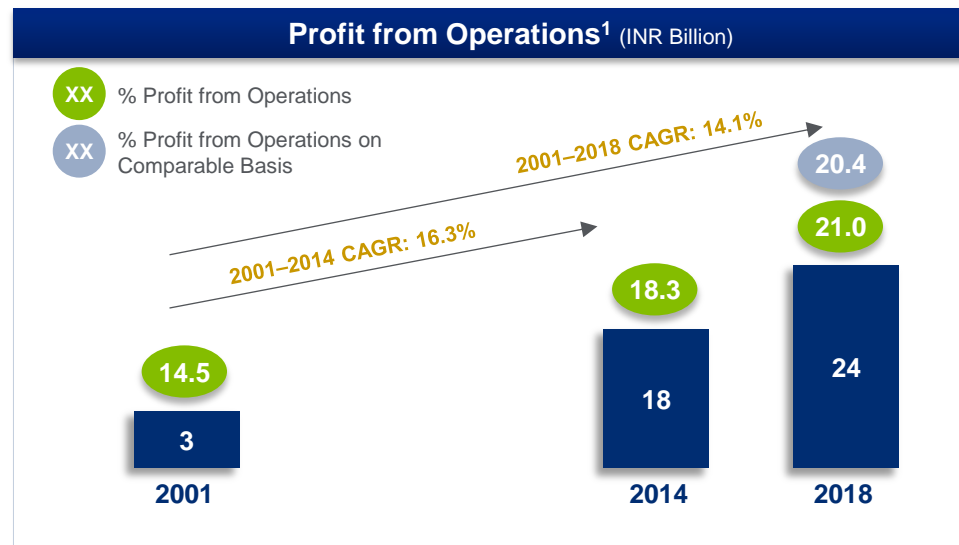
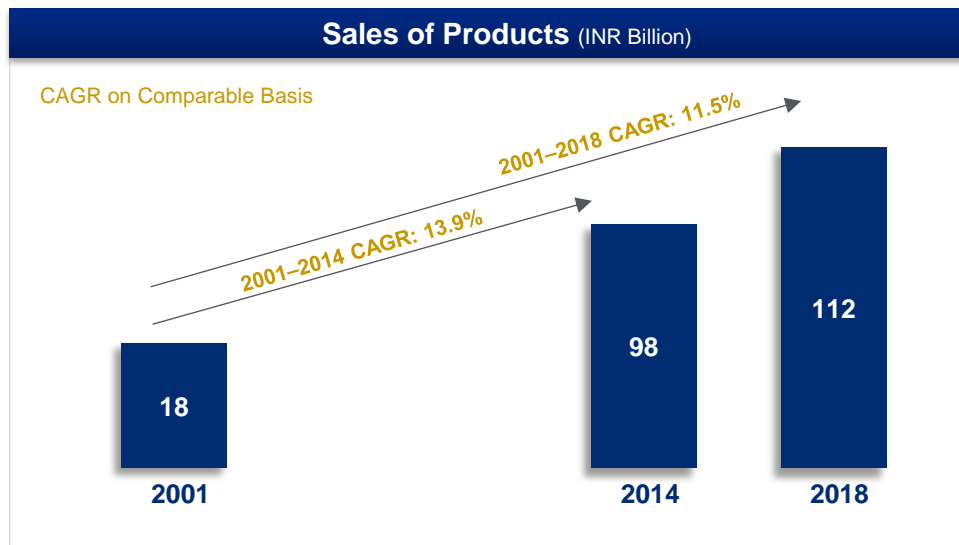
Recycling Waste Paper at Our Offices

Nearly 300 Trees Saved



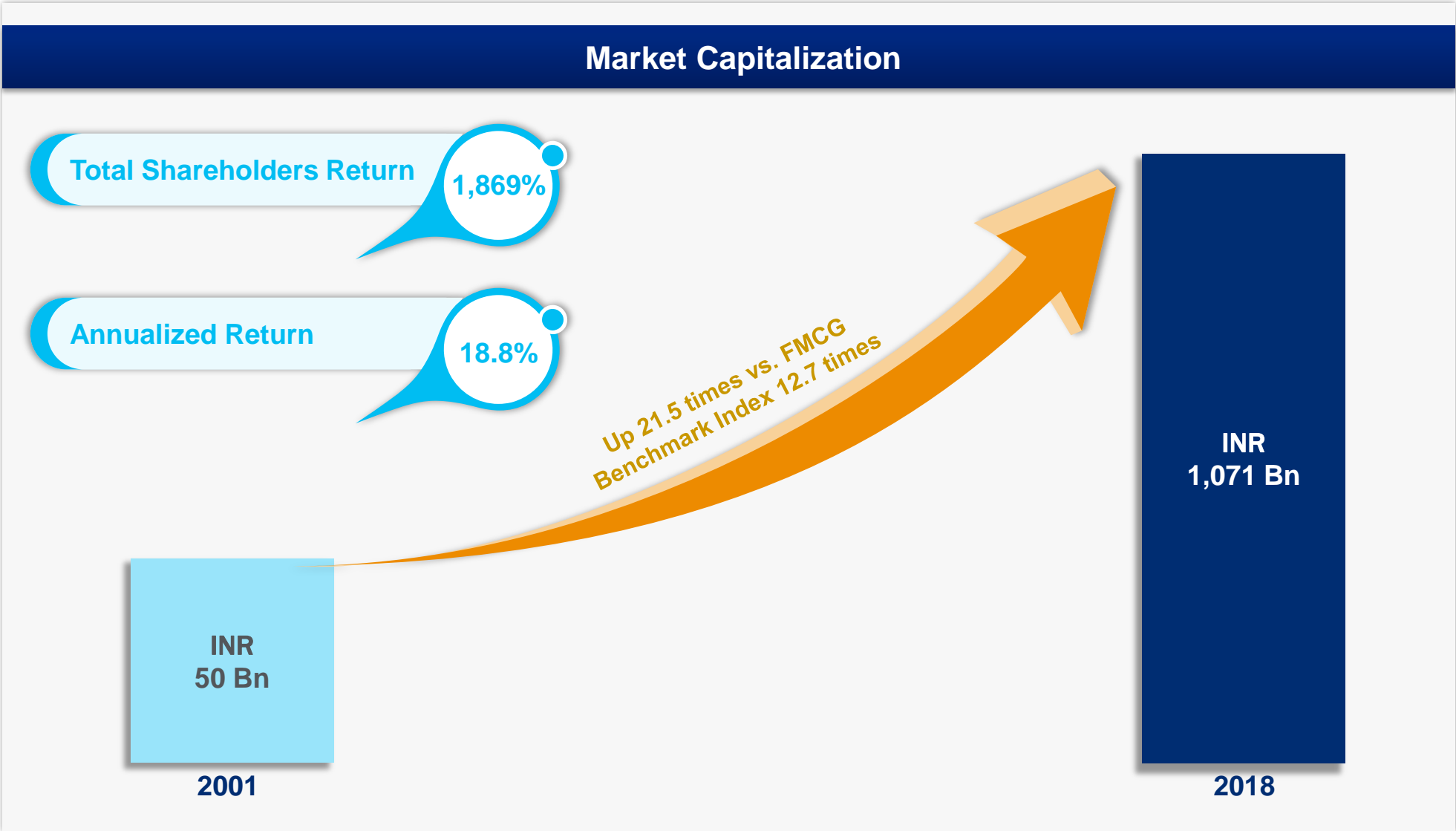


Consistent growth with healthy margins to create economic value



INR Billion is INR 100 crore; Figures from 2016 onwards are as per Ind AS. Note: Effective 1 July 2017, sales and ratios derived from sales are not comparable due to change in structure of Indirect taxes. 1) Profit from Operations is arrived from 'Profit before Tax' after reducing Other Income and adding back Finance Costs (including interest cost on employee benefit plans), Net provision for contingencies (others) and corporate social responsibility expense. 2) Invested Capital consists of net fixed assets, net working capital (trade and other elements), net deferred tax liability. CEPS: Cash Earnings Per Share, EPS: Earnings Per Share, DPS: Dividend Per Share.

Created significant value for investors



INR Billion is INR 100 crore.
Source: Bombay Stock Exchange.



Humbled by the recognition



Note: 1) ET Brand Equity Survey Rankings for 2018 haven't been released yet.

2018 key highlights



Products scoring higher on NHW grow faster and are more profitable

Note: 1) Reported growth rates are adversely impacted due to lower reported sales by the change in structure of indirect taxes.

2) Infant Formula considered without Amulspray.

Domestic volume led growth

Domestic Sales in INR Billion

Milk Products and Nutrition



Broad based growth in key brands; Good response to recent launches like CEREGROW, NAN Excella Pro, NAN Grow

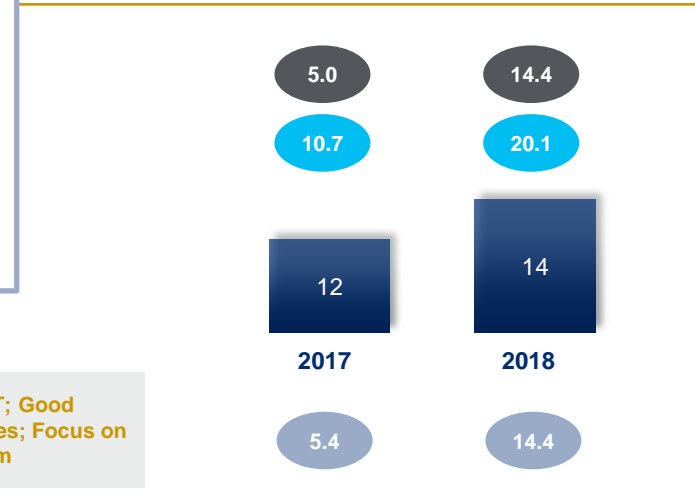
Prepared Dishes and Cooking Aids



Strong performance across MAGGI range; Robust growth in renovated MASALA- AE- MAGIC



Volume growth positively influenced by Liquid Beverages; Strong growth in NESCAFE Classic & Sunrise



Strong growth in KITKAT; Good response to new launches; Focus on Value Up and Mainstream

Powdered and Liquid Beverages

Confectionery

INR Billion is INR 100 crore.

Note: 1) Reported growth rates are adversely impacted due to lower reported sales by the change in structure of indirect taxes.

YoY Reported¹ Value Growth (%)

YoY Comparable Value Growth (%)

YoY Volume Growth (%)



Margins and cash flows

Profit from operations¹ (INR bn)

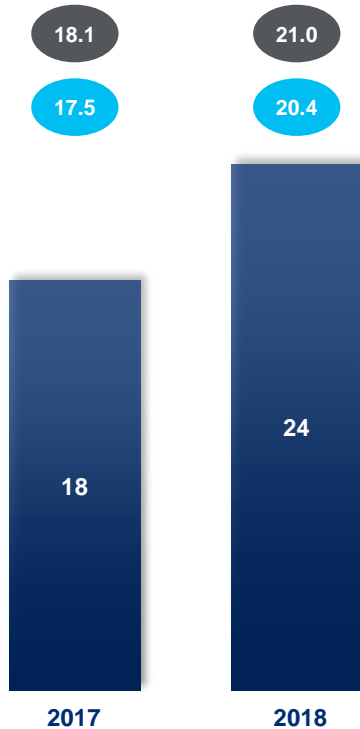
Operating Cash Flows (INR bn)

Invested Capital² (INR bn)

EPS (INR)

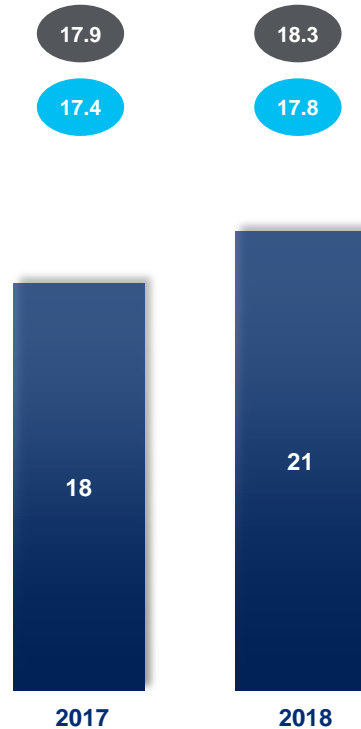
Margin (%)

Margin on Comparable Basis (%)

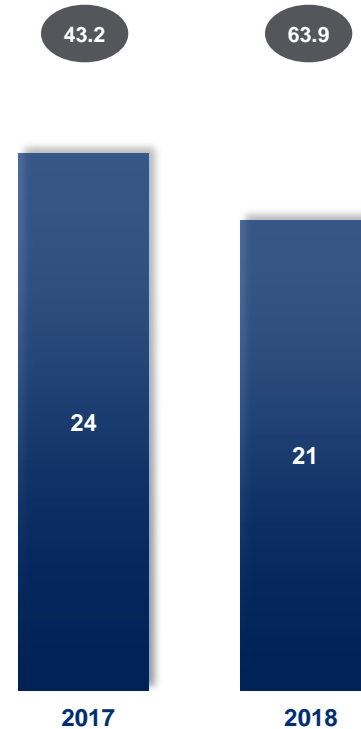


Margin (%)

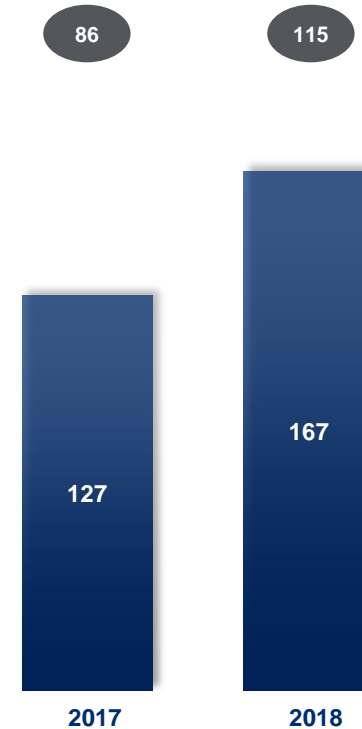
Margin on Comparable Basis (%)



Return on Invested Capital² (%)

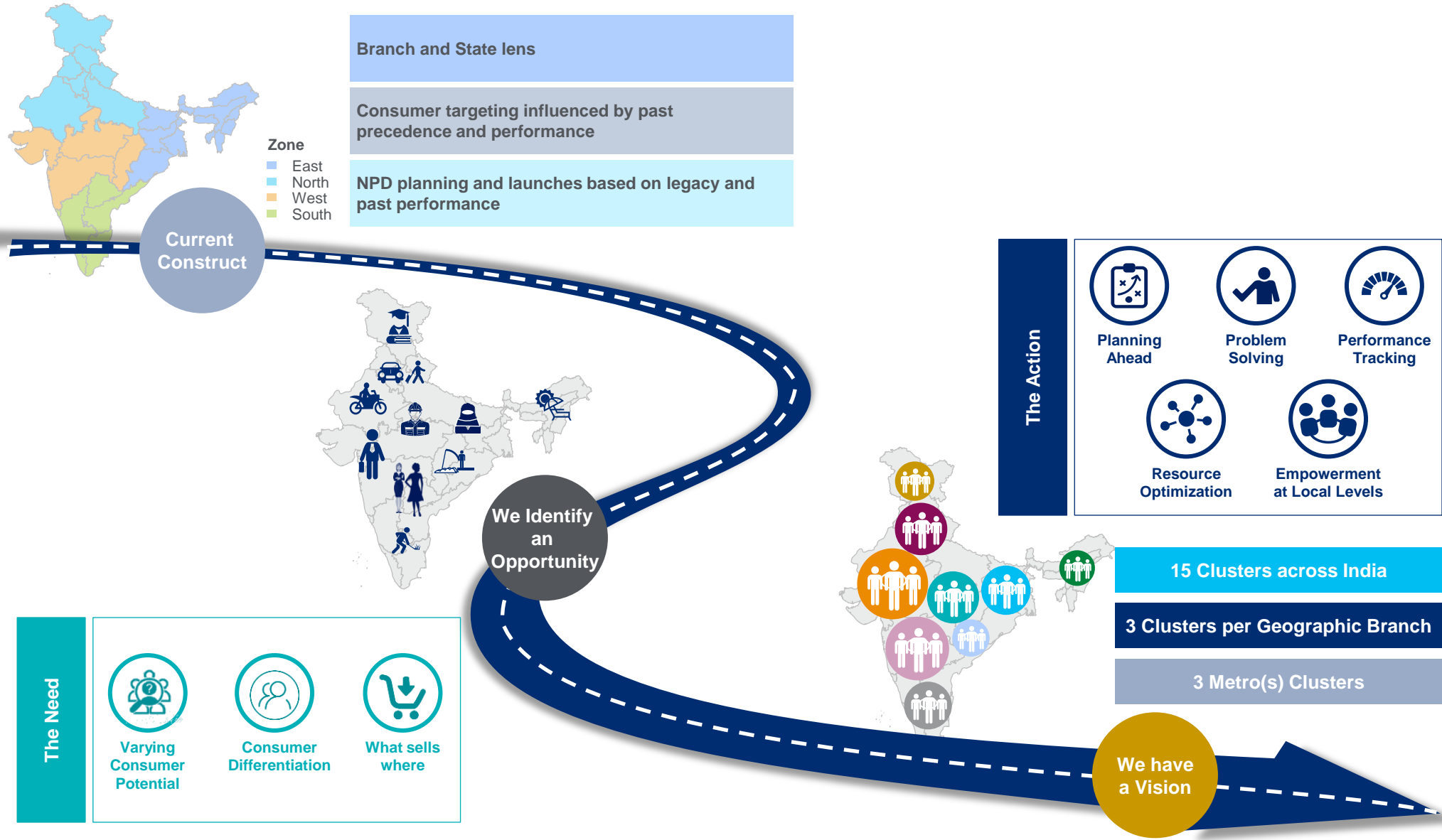


DPS (INR)



INR Billion is INR 100 crore. Note: Effective 1 July 2017, sales and ratios derived from sales are not comparable due to change in structure of Indirect taxes. 1) Profit from Operations is arrived from 'Profit before Tax' after reducing Other Income and adding back Finance Costs (including interest cost on employee benefit plans), Net provision for contingencies (others) and corporate social responsibility expense .2) Invested Capital consists of net fixed assets, net working capital (trade and other elements), net deferred tax liability. EPS: Earnings Per Share, DPS: Dividend Per Share.

Harnessing opportunities through focused consumer clusters



Note: Maps not to scale.

Recalibrating for future

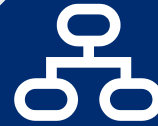


FUEL FOR GROWTH

Our approach: **Standardize. Simplify. Share.**

Our goals:

Support Demand Focused Organizations



Leveraging Skills and Scale to Drive Agility

Center of Scale (CoS)

Global Expertise and World-class Services

Center of Competence (CoC)

Shareable Judgmental or Competence Driven Activities

Provide World Class Business Services



Optimize Global End-to-End Flows

Leveraging Skills and Capabilities of Information Technology and NCE

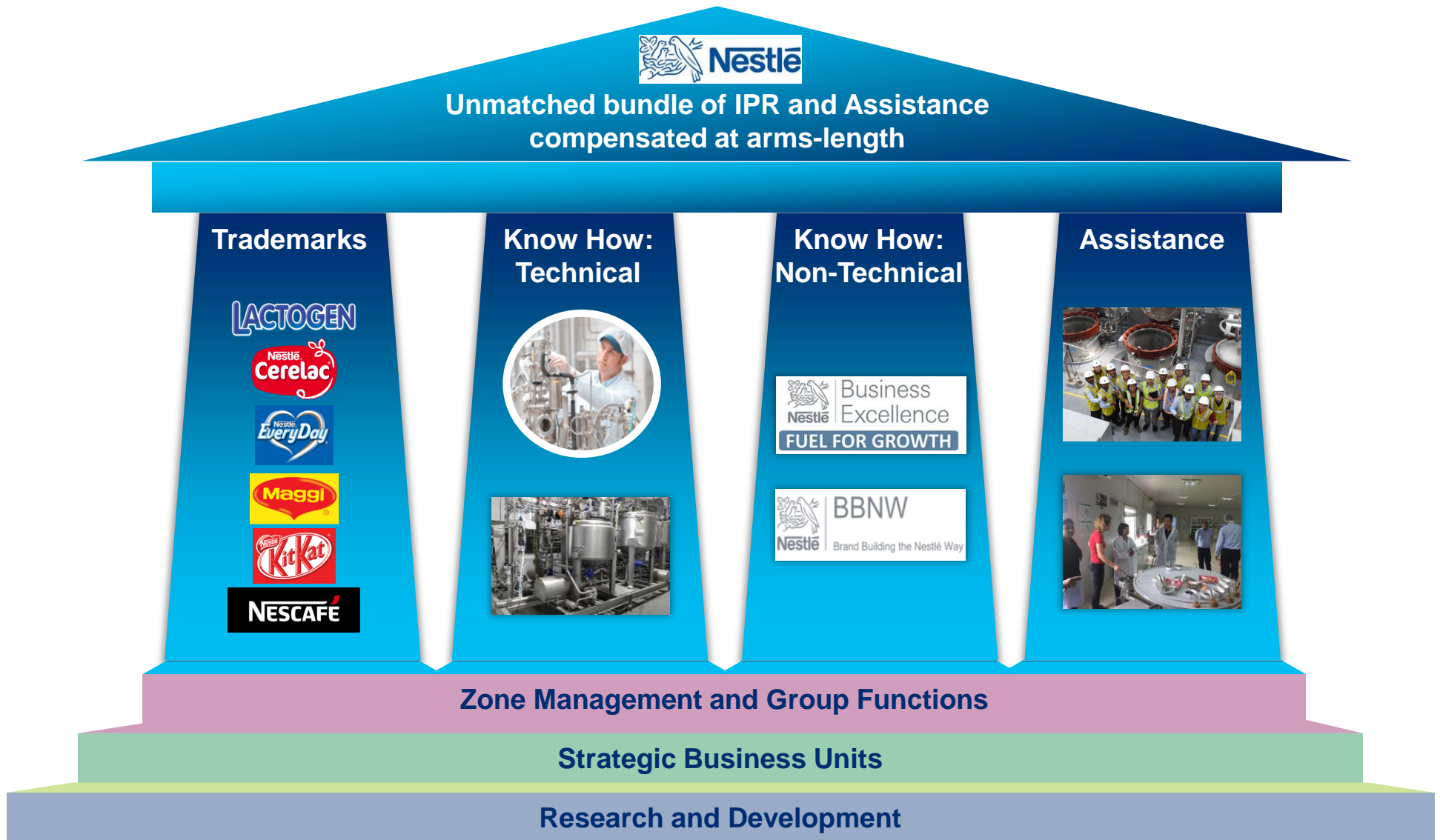


Enable Through People
Alignment, Leadership and Lean ways of working



Enable Through Technology
Processes, Data and Systems

Iconic brands, R&D and know-how: Our strong suits from Nestlé Group



Over 90% of sales in India come from 9 billionaire brands of Nestlé



Access to industry leading R&D...

Nestlé Group has sustained R&D investment of CHF 1.7 Billion p.a. over time

DISCOVER



Nestlé Research:

Drives science and technology, from basic nutrition and health research to applied research for product development and application.

DEVELOP



Nestlé Product Technology Centres

(NPTCs):

Scientific discoveries are translated into innovations fueling business growth in category-focused technology centres.

DISCOVER & DEVELOP



Nestlé System Technology Centre (NSTC):

Supports the Coffee and Beverage Businesses with innovative system solutions and end-to-end R&D.

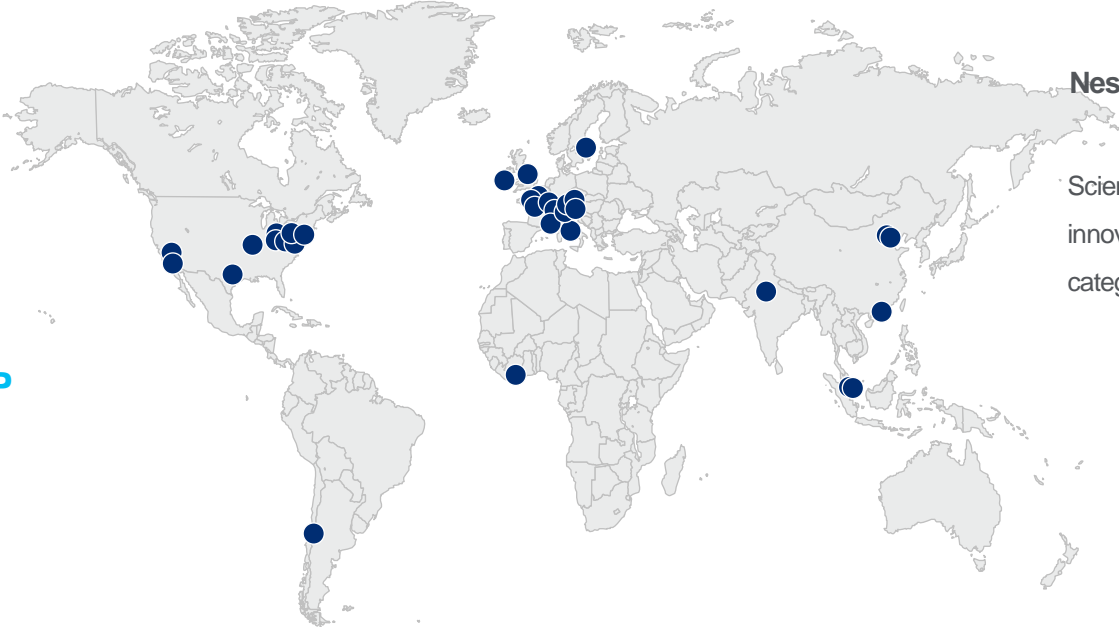
DEVELOP



Nestlé Development Centres

(NDCs) and R&D Centres (RDCs):

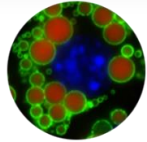
Support NPTCs in product development focusing on a sub-category or a region



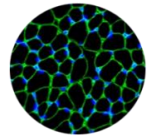
...State-of-the-art research, patents and technology...

Nestlé Institute of Health Sciences

Improving health through nutrition



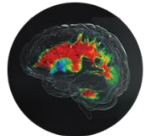
Metabolic Health



Musculo-Skeletal Health



Gastro-Intestinal Health



Brain Health



Nutrition & Dietary Recommendations



Cell Biology



Multi-omics

Nestlé Institute of Medical Sciences

Making healthier the preferred and the tastier choice



Sugar, fat, salt reduction while not compromising taste



Healthful carbohydrates, lipids and plant proteins



Delivery of micronutrients and bioactives



Clean label solutions for taste and texture



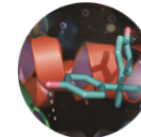
Emerging ingredients and technologies



Conceptualization and Prototyping

Nestlé Institute of Food Safety & Analytical Sciences

Driving trust and innovation



Advanced tools in toxicology and microbiological safety



Pathogen control in mildly processed food



Rapid profiling based on multi-omics principles



Identification of foodborne contaminants

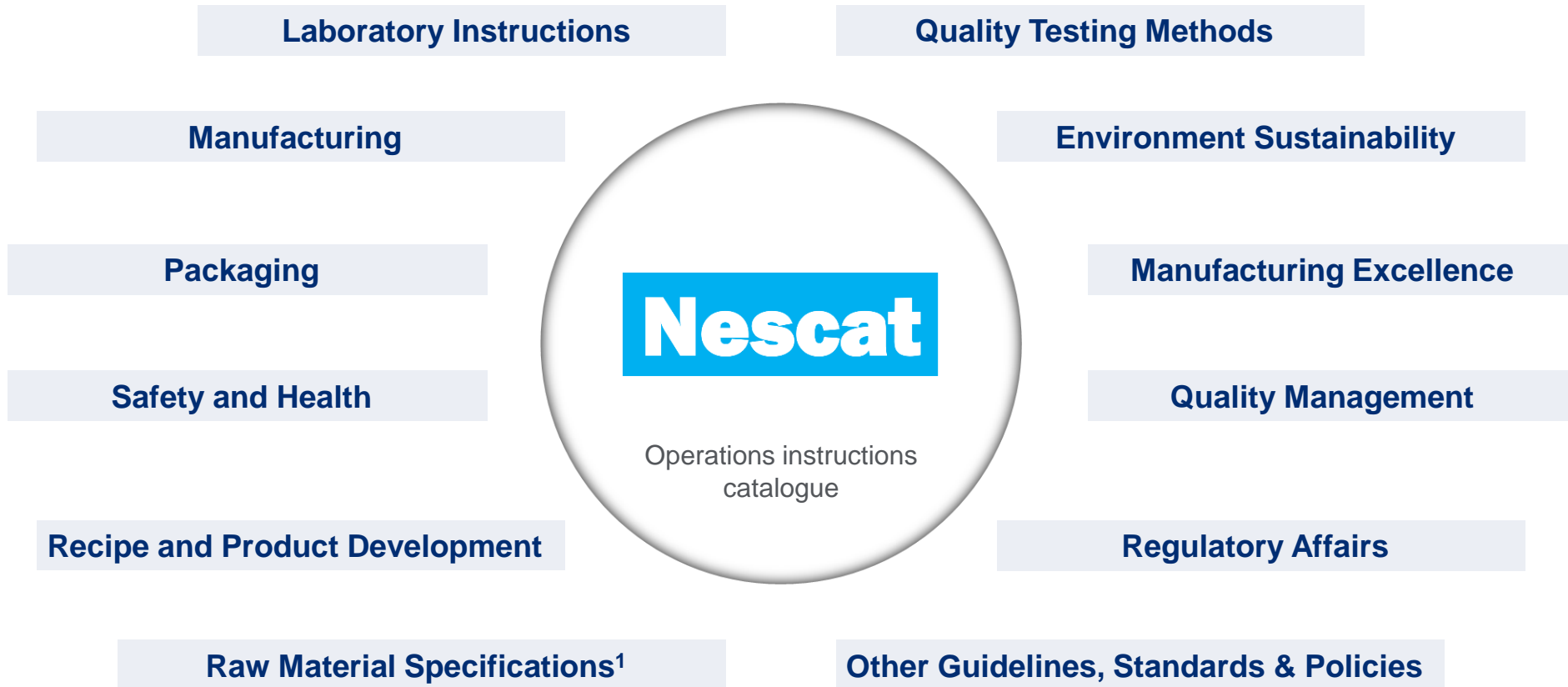


Environment friendly packaging solutions



Big data solutions

...Extensive library of technical know-how documents...



Note: 1) Access to relevant users available through GLOBE (Information Technology)

...Enabling best-in-class products and processes

Product Innovation and Renovation



Nutritious milk drink containing high quality whey proteins, DHA¹, probiotics and immunonutrients, to support the overall growth and development of the child



Intended for dietary management of individuals with diabetes. Has low Glycemic Index, contains 20 vitamins and minerals and high quality protein



Manufacturing Technologies and Processes

- Salt, sugar, fat reduction



↓ Sodium
↓ Fat

- Digital Process Control



Infant Formula
Advanced manufacturing process based on analytics and predictive control

- Automated Cleaning in Process

Optimization and Cost Efficiencies

- Improvement in yields



↑ Green coffee extraction while preserving aroma and taste profile

- Optimization of specifications
- Reduction in processing losses
- Energy efficiency

Environmental Sustainability

- Sustainable use of natural resources



Recycling water extracted from milk and reuse it for processing, leading to reduction in ground water withdrawal by 25%

- Plastics Management



Transiting to Recyclable Mono-material laminate

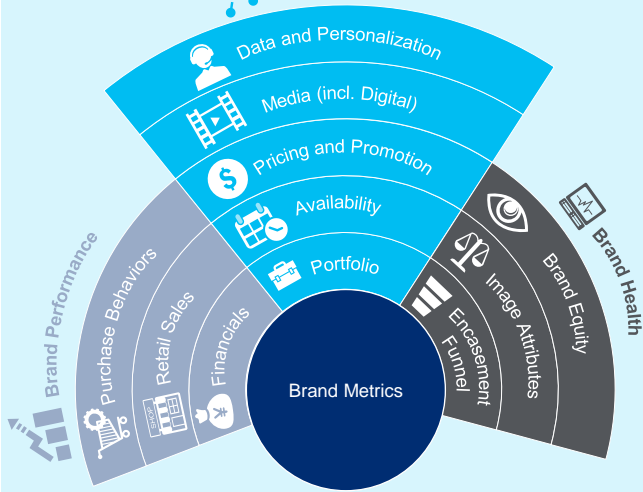
Ongoing access to best practices across the value chain

Comprehensive Repository of Best Practices, Tools, Standards

Commercial



Brand Enablers



Operations

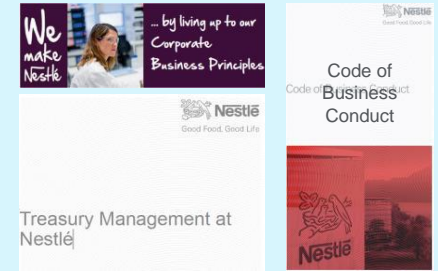
Demand and Supply Planning

<p>Simplified Unbundlor Cycle</p>	<p>Container Forecasting Tool</p>	<p>Routine Early Shipment Benefit Calculation</p>
<p>DSP Leader Cockpit</p>	<p>SKU Rationalization Report</p>	<p>Globe DSP Solutions Catalogue</p>

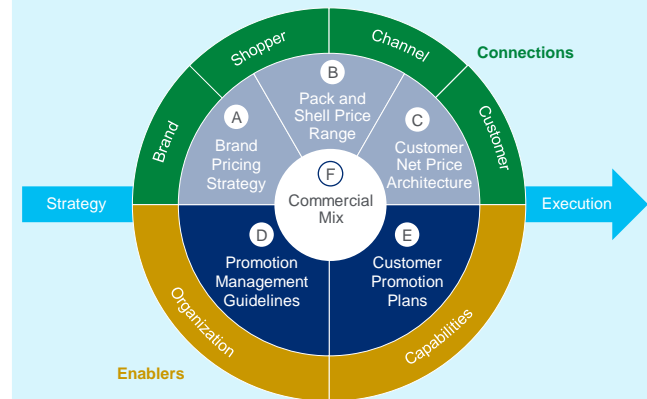
Commerce Supply Chain

Support Functions Finance, HR, IT...

HR Competency Framework



Strategic Revenue Management



Assistance from experts



Coffee Extraction Cell Project Team
(PTC-Orbe)



Offsite Support



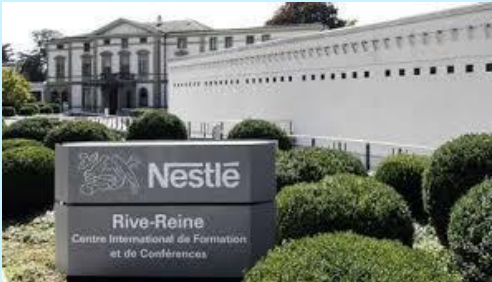
Implementation especially Complex Projects



Consistent Capability Building



Learning Management System



International Training and Conference Centre,
Switzerland

Key takeaways

1 Strong heritage built over 100 years in India

2 Powerful brands winning with local consumers

3 A proven track record of sustained value creation for investors and communities

4 Market with significant opportunity and potential

5 Iconic brands, R&D, know-how & expertise provided by Nestlé Group are key to Nestlé India's success



Nestlé

Good Food, Good Life

Q&A

