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

Good Food, Good Life

PKR:SG: 36:2026-27 **4th August 2026**

BSE Limited (BSE)
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai - 400 001

BSE Scrip Code: 500790

National Stock Exchange of India Limited (NSE)
Exchange Plaza, Plot No. C-1,
G Block, Bandra Kurla Complex,
Bandra (East), Mumbai - 400 051

NSE Symbol: NESTLEIND

Subject: Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"): Presentation for analyst/ institutional investors meet (virtual) scheduled for today i.e., 4th August 2026 at 2:00 P.M. (IST)

Dear Madam/ Sir,

Further to our letter PKR:SG: 33:2026-27 dated 23rd July 2026 intimating about analyst and institutional investors meet scheduled to be held virtually, and pursuant to Regulation 30 read with Part A of Schedule III of the Listing Regulations, please find enclosed herewith the presentation to be made at the analyst and institutional investors meet (virtual) scheduled to be held today at 2:00 P.M. (IST) and the same is also being uploaded on the Company's website at www.nestle.in. As prescribed under the Listing Regulations, the recording and transcript of the aforesaid Meet will be uploaded on the Company's website at www.nestle.in in due course and will be intimated to the Stock Exchanges.

The above is for your information and record.

Thanking you,

Yours truly,

NESTLÉ INDIA LIMITED

PRAMOD KUMAR RAI
Digitally signed by PRAMOD KUMAR RAI
Date: 2026.08.04 13:10:42 +05'30'

PRAMOD KUMAR RAI

COMPANY SECRETARY AND COMPLIANCE OFFICER

Encl.: *as above*

Consumer First. Brand Strong. Future Ready

Analyst and Institutional Investors Meet, 4th August 2026

Mr. Manish Tiwary, Chairman and Managing Director, Nestlé India

Disclaimer

- Except for the historical financial information contained herein, 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 spread of any disease)
- Figures are on standalone basis and 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 in public domain.
- No person is authorized to give any information or to make any representation not contained in and not consistent with this presentation and, if given or made, such information or presentation must not be relied upon as having been authorized by or on behalf of Nestlé India Limited.
- The Financial Year of the Company stands changed from 1st January – 31st December cycle to 1st April – 31st March cycle. Accordingly, the Financial Year 2023-24 covers a period of 15 months commencing from 1st January 2023 to 31st March 2024.
- Where CY is mentioned, it stands for January – December calendar year

Agenda for **today**

- Our **growth journey**
- The **rising India opportunity**
- Key **focus areas**
- Key **takeaways**

Our Purpose

Unlock the power of food and beverages to enhance quality of life for everyone, today and for generations to come

Our growth journey

Nestlé's **India footprint**

Legacy of **114 years**

8,680
Employees

500,000 +
Shareholders

10,000+
Distributors & re-distributors

6.2* million outlets
Total reach

9
Factories in India

Data till 31 March 2026; *Source: Nielsen RMS – MAT Jun'26

Powered by **brands you love**

13.2+ Billion cups

5.7+ Billion serves

5+ Billion fingers

2+ Billion feeds of science-based products

Nestlé Nutrition & Health

34.2+ Million tins

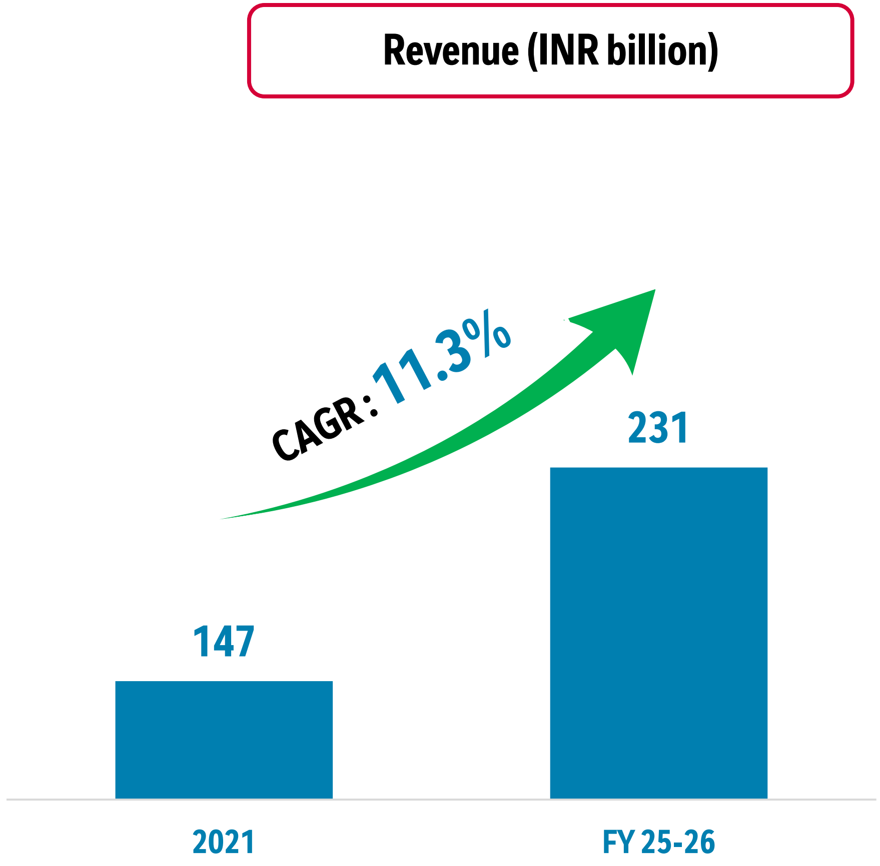
13 Million packs

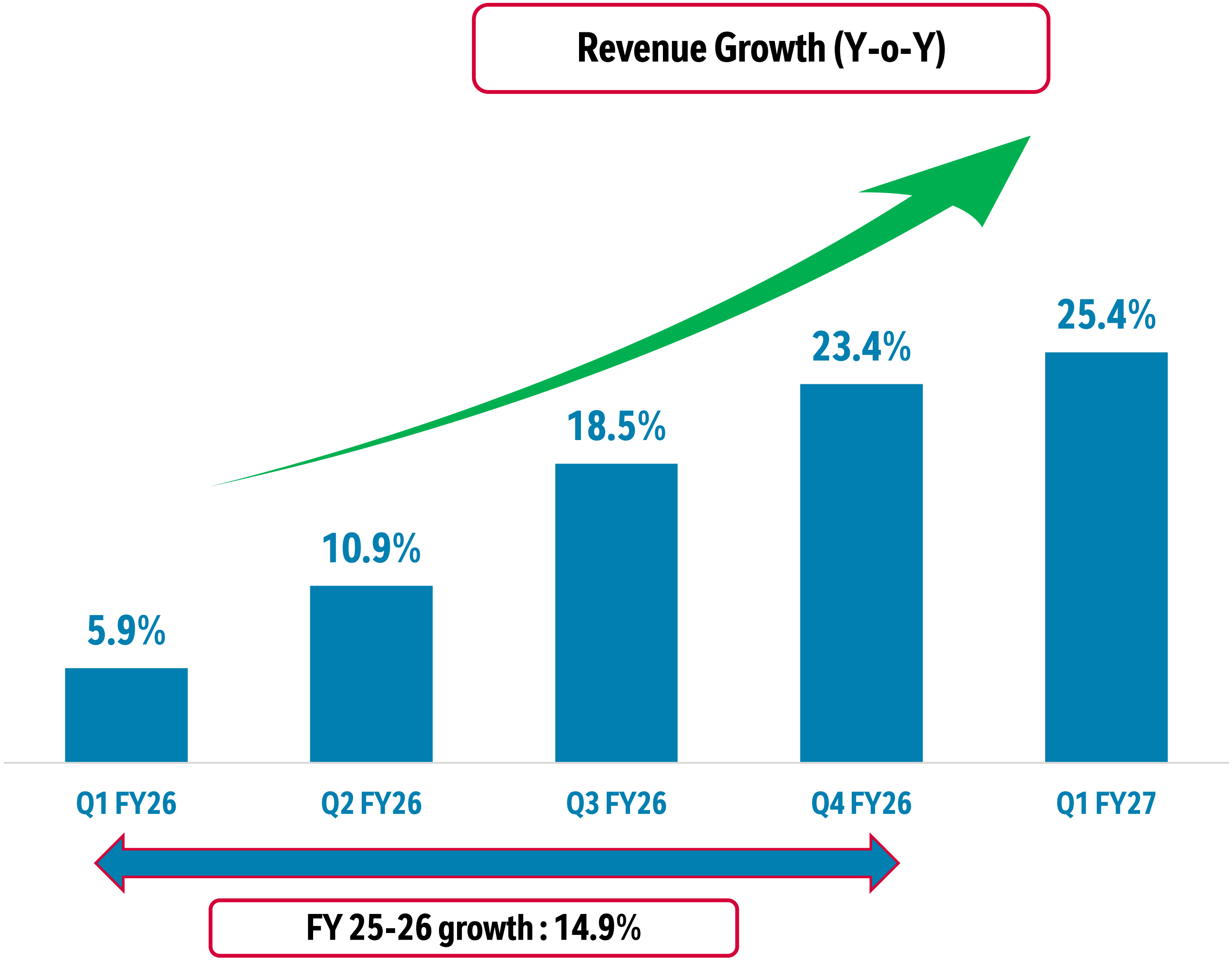
535 million serves

A Nestlé product reaches 2 out of 3 households in India

*Data from 1st April 25 – 31st March 26

Consistent revenue growth and accelerating

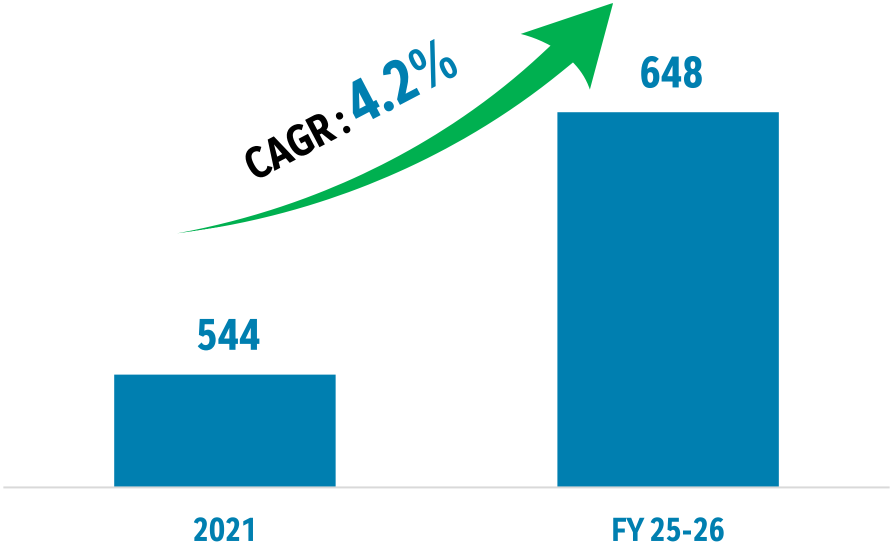




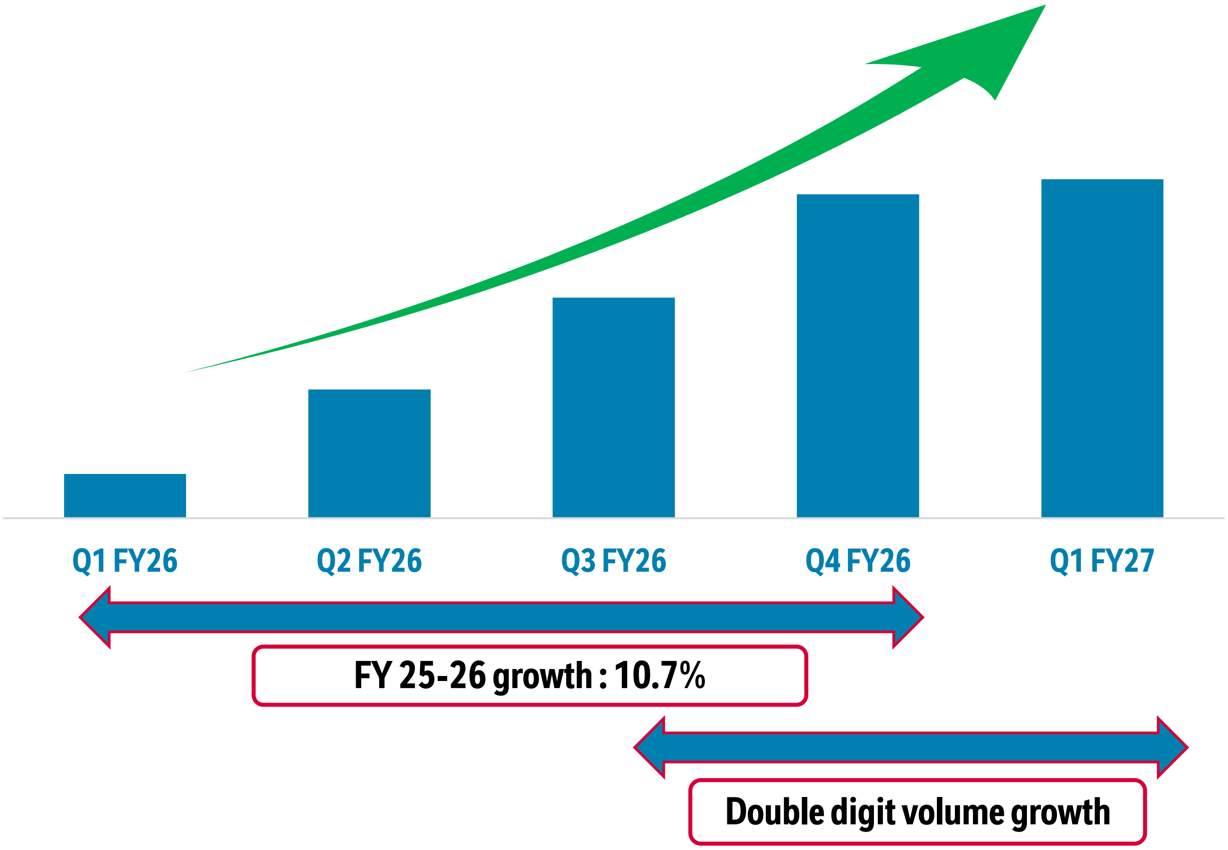
Source: Internal data, as per best estimate

Backed by volume growth; regaining momentum

Volume ('000 tonnes)

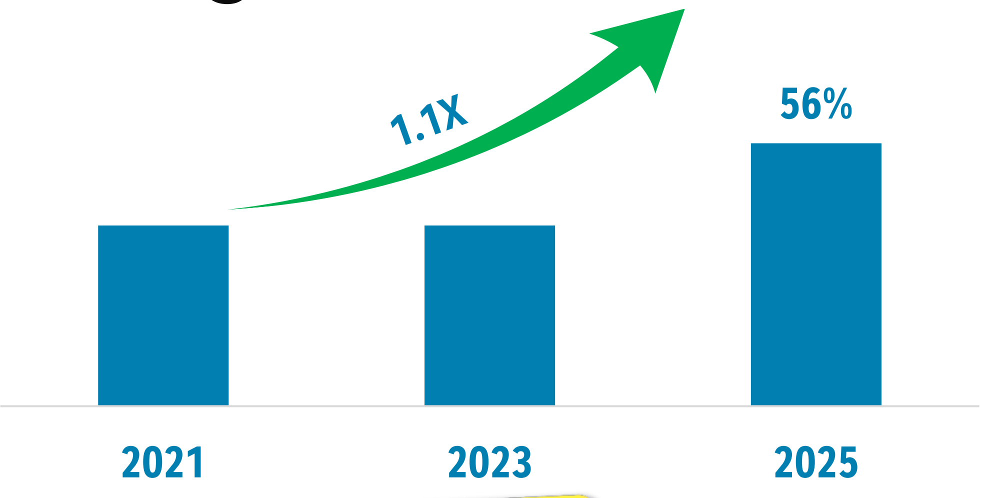


Volume Growth (Y-o-Y)

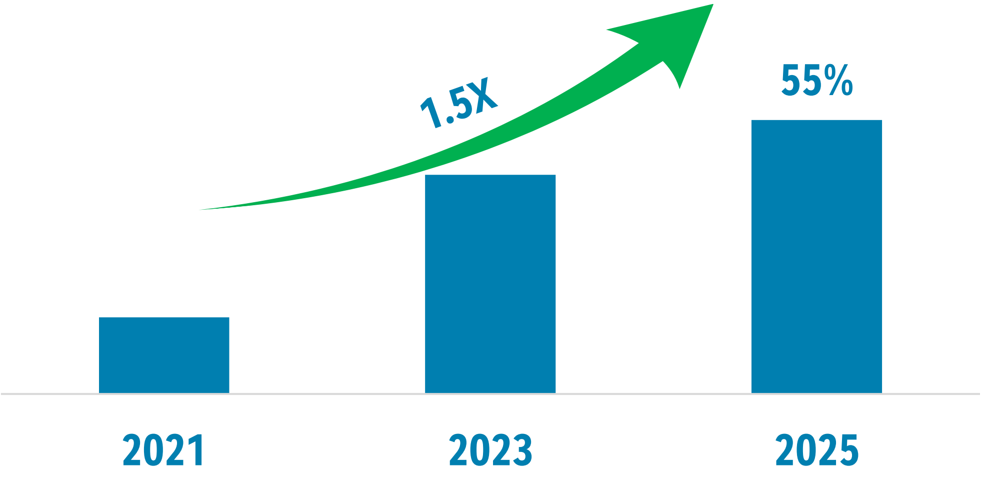


Source: Internal data, as per best estimate

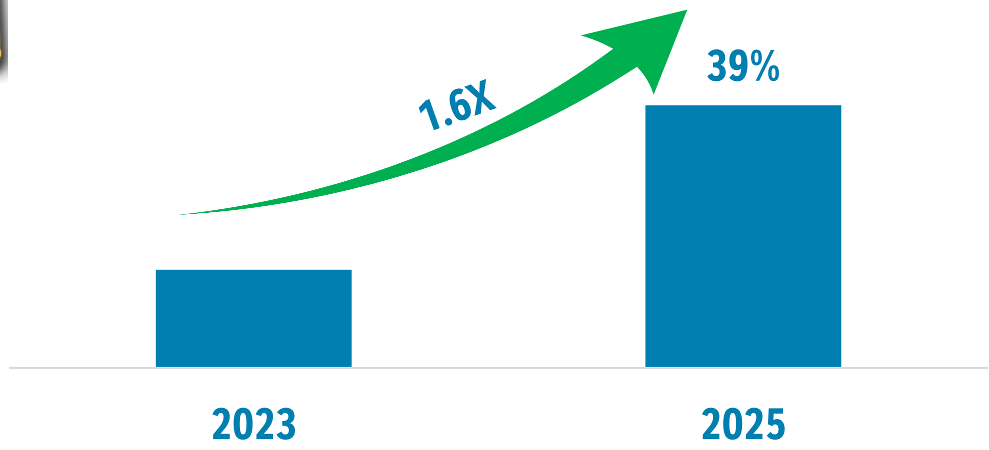
Scaling household reach; **significant growth headroom**



Maggi



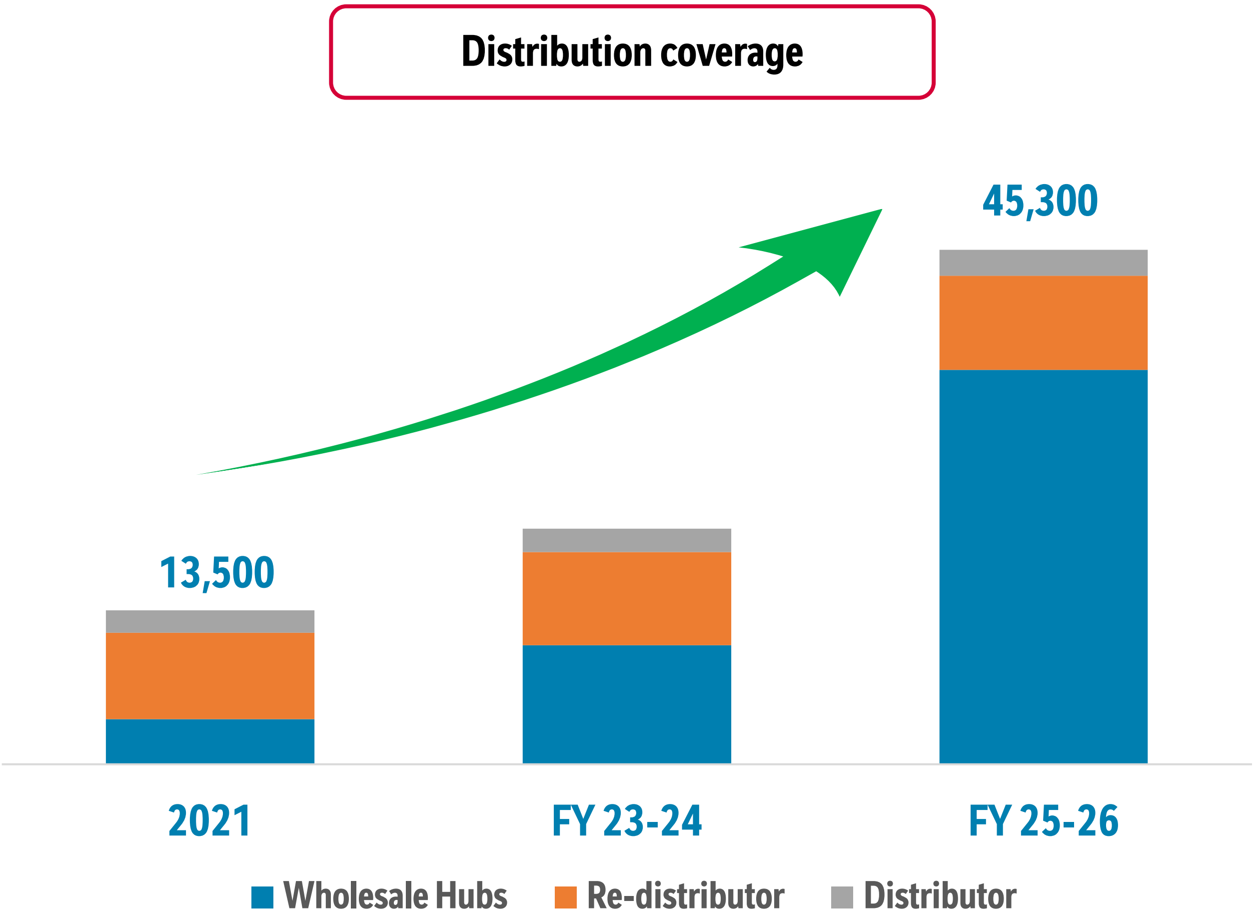
NESCAFÉ

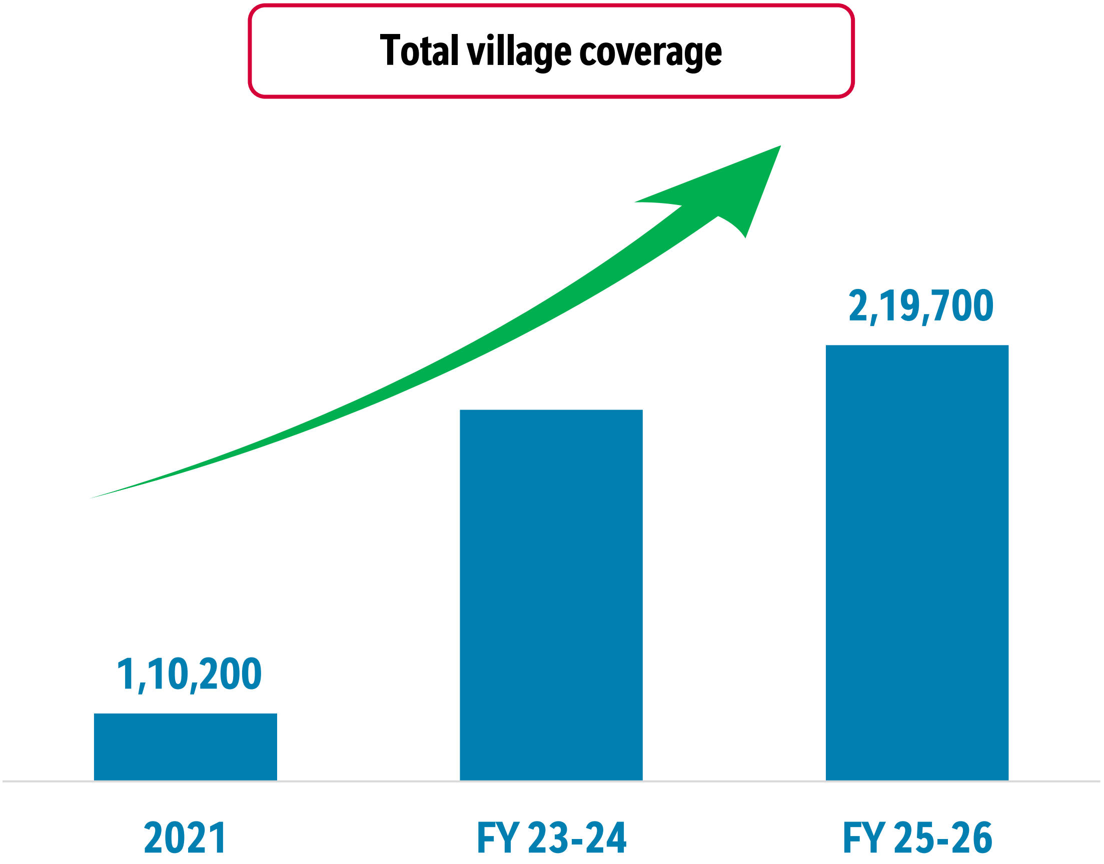


KitKat

Source: Kantar Household Panel; Annual penetration 2025 - Urban + Rural for Maggi; Urban for Nescafé and Kitkat

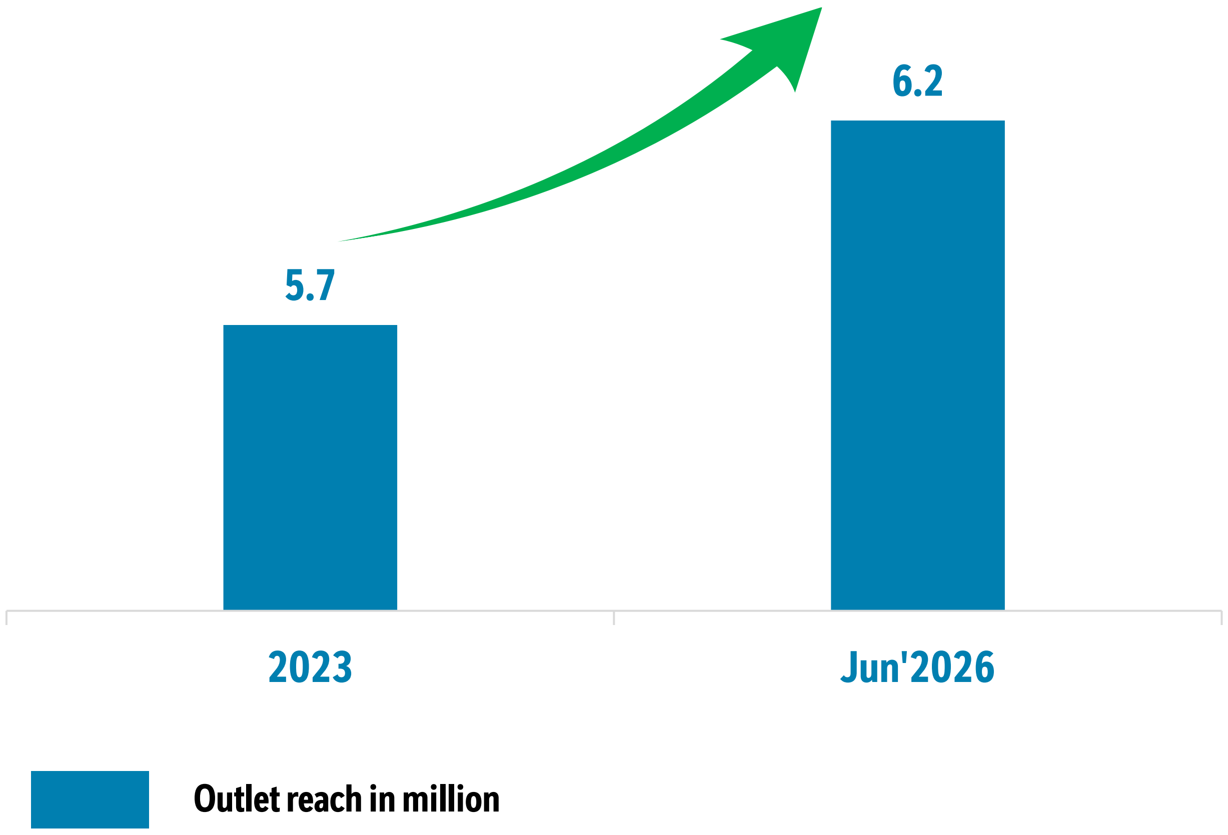
Winning rural consumers; **deepening coverage**





Source: Internal data as on year end, as per best estimate

Widening reach; **highest ever gain versus peers**



500,000+

Retail outlets added since 2023

Winning in urban; scaling & leveraging emerging channels

Leveraging increasing salience of E-commerce

2x

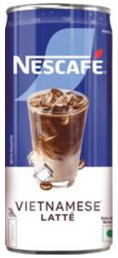
Contribution of E-commerce since 2021

Winning with premium consumers

2x

Contribution as compared to Traditional channels

Launchpad for new products



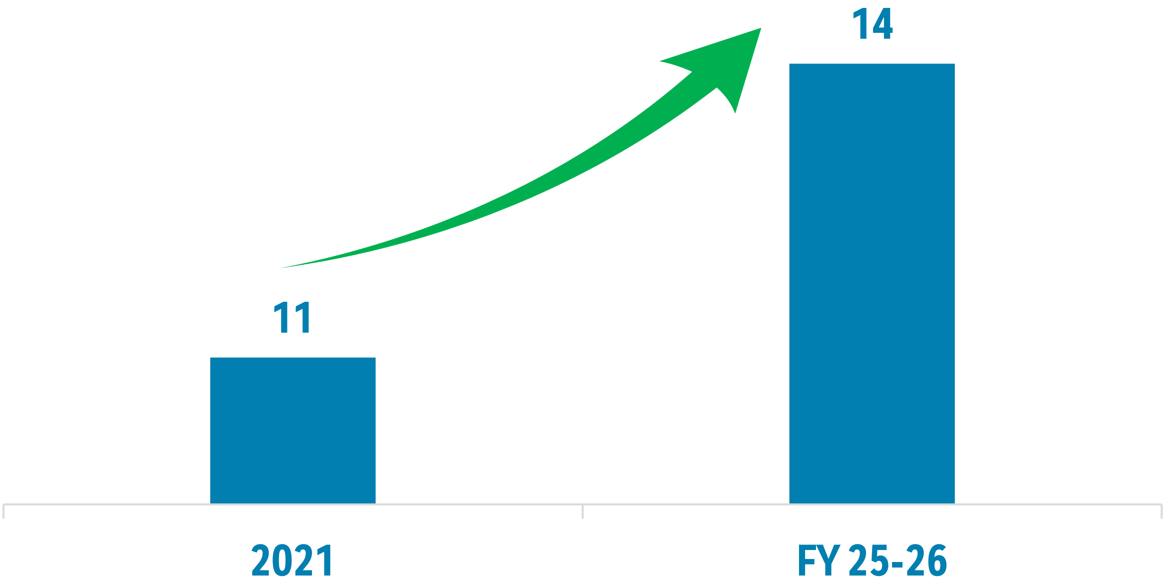
Fit for Purpose portfolio

Leveraging key topical events

Off-platform collaboration

Source: Internal data, as per best estimate

Stepping up premiumization; future growth engine



Premium portfolio contribution %

~17%

Nestlé Premium portfolio CAGR since 2021

+500 bps

Premium growth vs. total growth

Source: Internal data, as per best estimate

Our value creation **journey continues**

1. INVESTMENT IN BRAND BUILDING → **2. STRONGER BRANDS** → **3. HIGHER SALES GROWTH** → **4. HIGHER PROFITABILITY** → **5. CASH GENERATION**

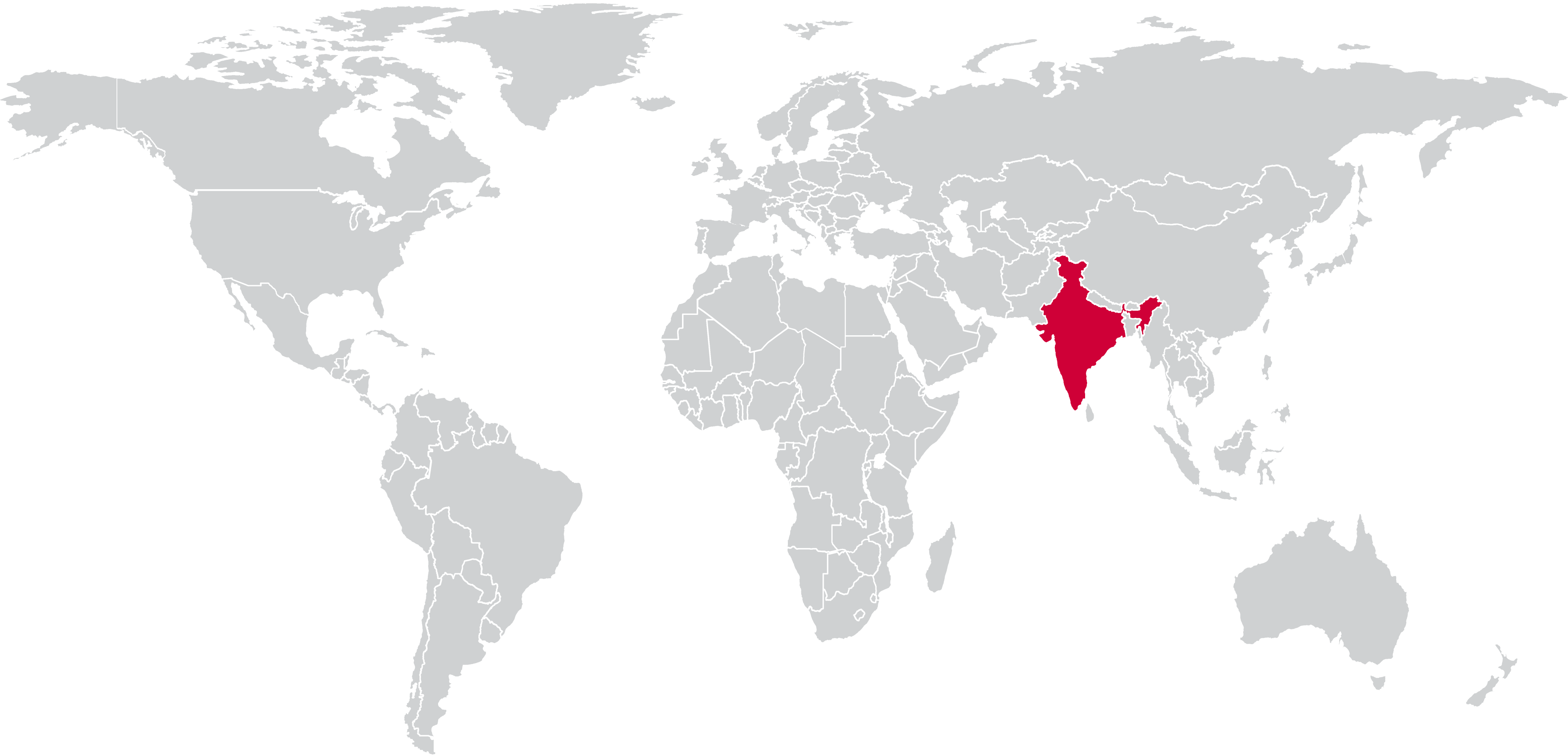
1. Investment in Brand Building	2. Stronger Brands	3. Higher Sales Growth	4. Higher Profitability	5. Cash Generation
26.7% ↑	10.7% ↑	14.9% ↑	11.2% ↑	72.0% ↑

REINVEST IN BRAND BUILDING
Virtuous Growth Cycle

Total Shareholder Return for last 1 year : 15.2%

1 – A&SP growth; 2. Volume growth; 3. Revenue Growth; 4. EBITDA growth; 5. Net cash flows generated from operating activities growth | Growth % - FY 25-26 vs. FY 24-25

The rising India opportunity



Expanding consumer base; opportunities across tiers

HH Classification	2025	2034 P
Elite	5.5% 18 mn	9.8% 40 mn
Affluent	14.1% 47 mn	20.3% 83 mn
Aspirers	25.5% 84 mn	29.9% 122 mn
Next billion	42.1% 139 mn	34.3% 140 mn
Strugglers	12.6% 42 mn	5.6% 23 mn
Number of HHs	330 million	407 million

Expenditure share increase

	2025	2034P
Elite + Affluent	19.6%	30.1%
Elite + Affluent + Aspirers	45.1%	60.0%

Source: BCG

Strategy

Key focus areas

Key **focus areas**

Growth – Penetration-led volume, Premiumization

Cost Efficiency – Optimization across value chain

Investment – Brands and capacity scale-up

Digital – Tech-led sales and operations acceleration

Profitability – Disciplined margins and cash generation

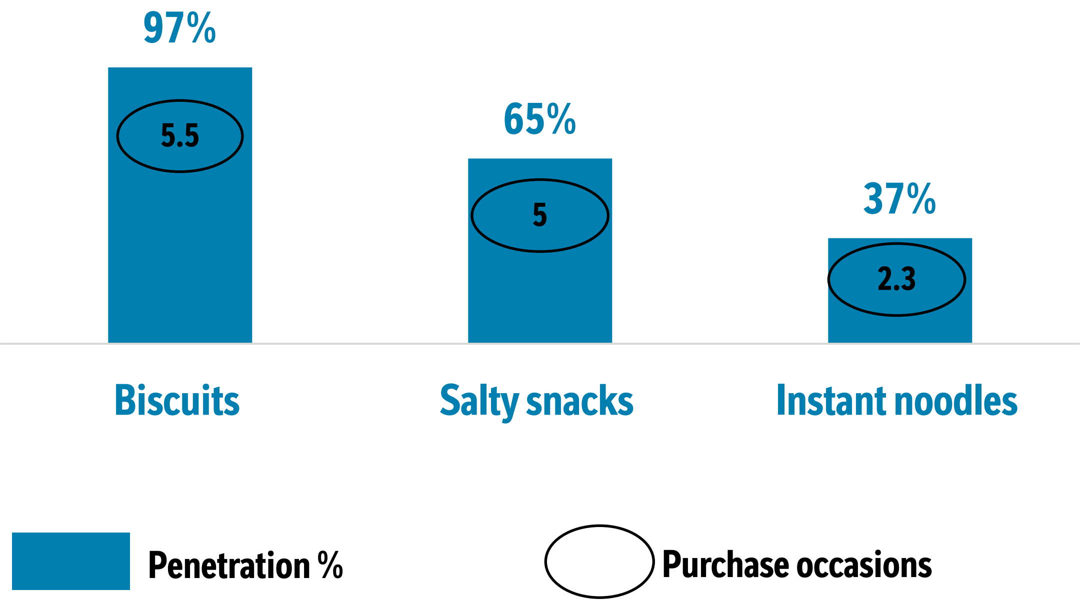
Growth underpinned by execution excellence

1. Growth

Penetration-led
Premiumization
Consumption cohorts
Science-backed

Significant headroom, powered by strong brands

Five decades of Taste, Trust and Togetherness

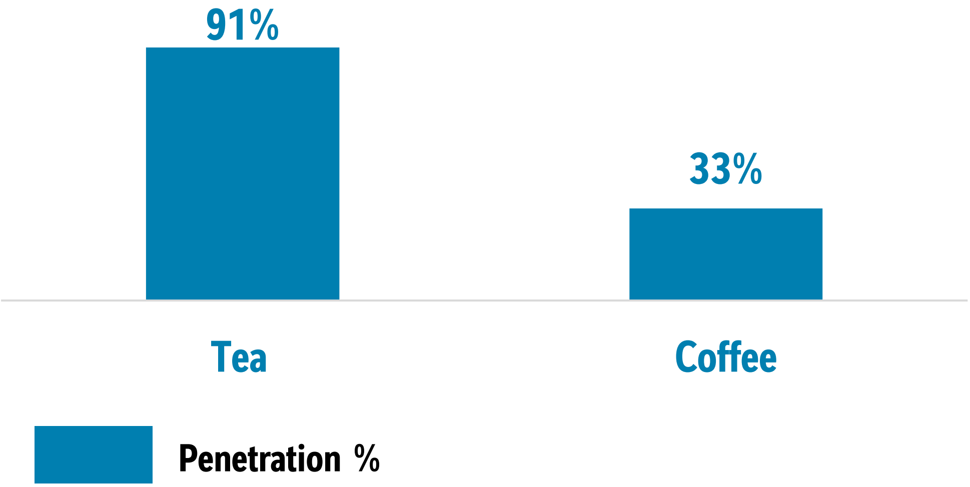


50 years of MAGGI

Source: Kantar Household Panel; Average Monthly penetration (Urban + Rural); Monthly Purchase occasions (Urban + Rural)

Significant headroom, **powered by strong brands**

Stirring India's Coffee Culture

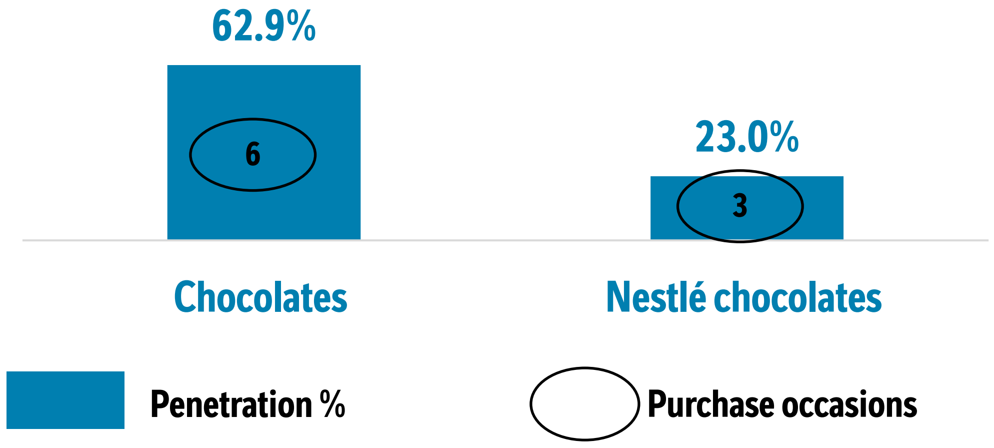


NESCAFÉ marked 20th consecutive quarter of double-digit growth

Source: Kantar Household Panel; Monthly penetration for Coffee (Urban), Monthly penetration for Tea (Urban + Rural)

Significant headroom, powered by strong brands

Sweetening everyday moments

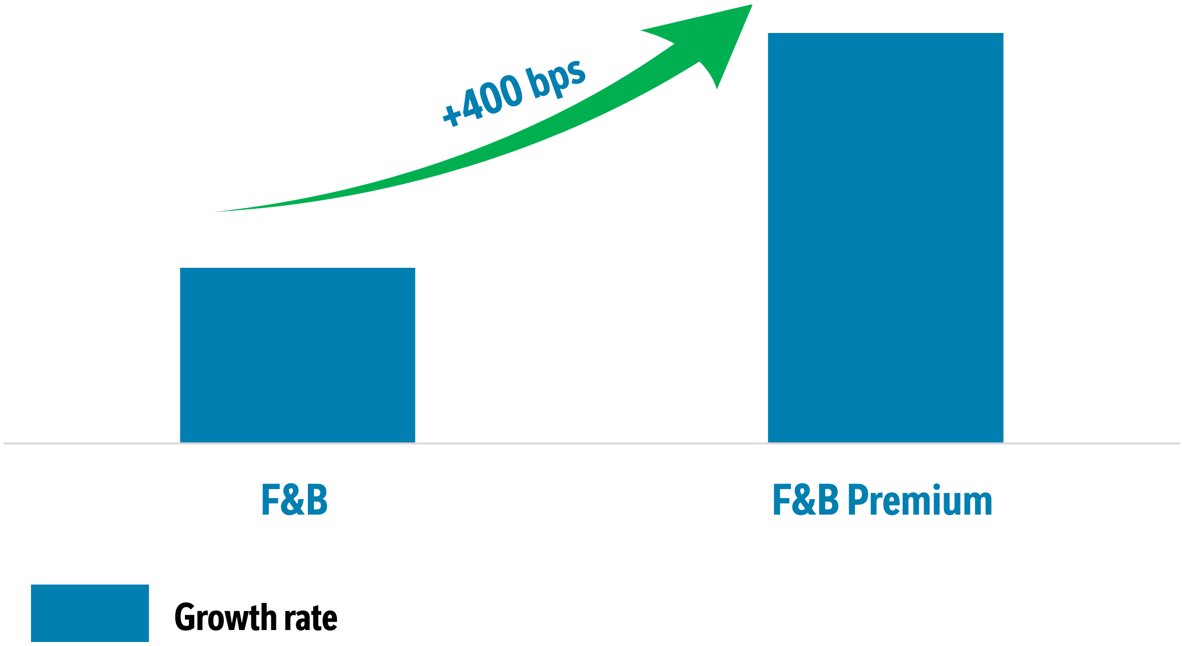


India became the largest market for KITKAT globally

Source: Kantar Household Panel; Average Quarterly penetration (Urban); Quarterly Purchase occasions (Urban)

Capturing India's premiumization opportunity

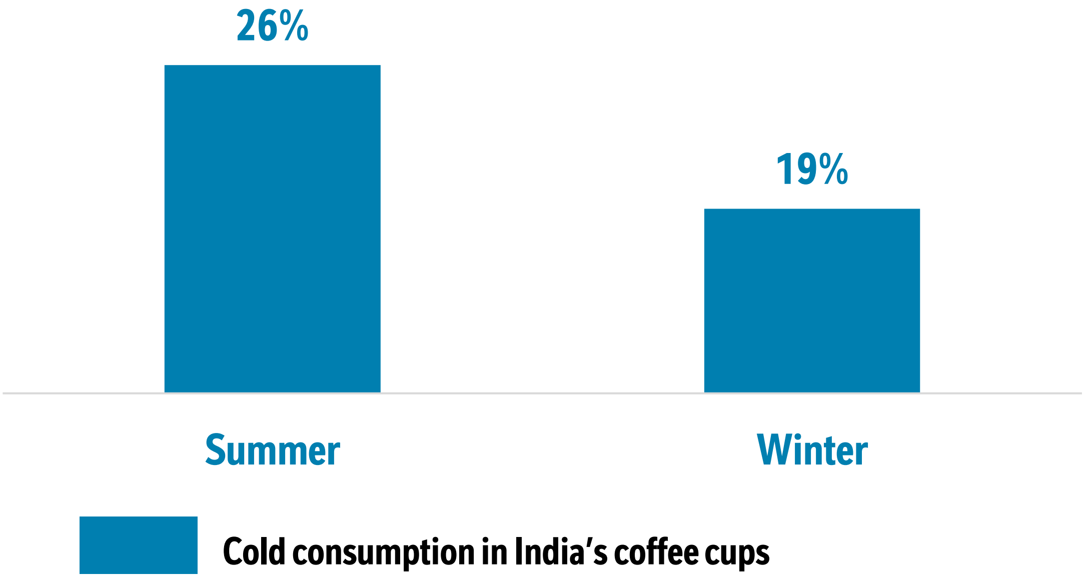
F&B premium category growing faster



Source: Nielsen RMS – Q1'26

Nestlé's winning portfolio **across consumer spectrum**

Unlocking **new consumption cohorts**

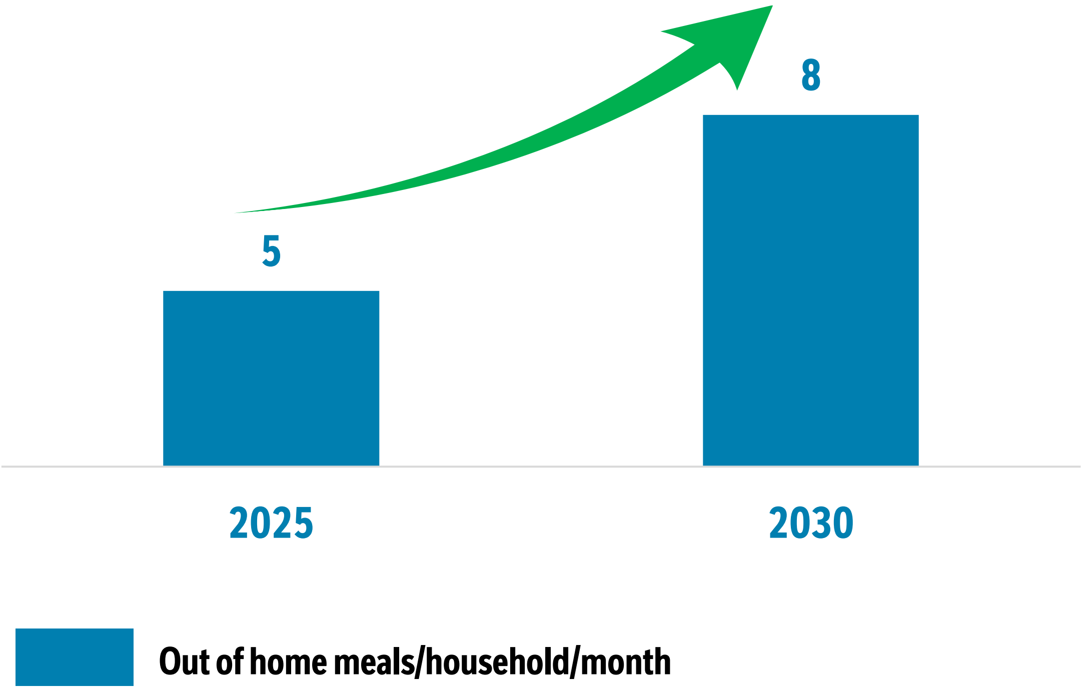


Cold driving the next wave of India's coffee consumption

Source: The Cake Study,Kantar

Expanding **consumption occasions**

Out of Home



Savory and Dessert solutions

Beverage solutions

India is the second largest market for Nestlé Out-of-Home business in Zone AOA

Source: Bain 2023

Building a portfolio **leveraged by science**

Global Nestlé's R&D organization largest in the food and beverage industry

4,000+
Employees

22
Sites worldwide

CHF 1.6 bn
R&D spend CY2025

Nestlé Nutrition & Health

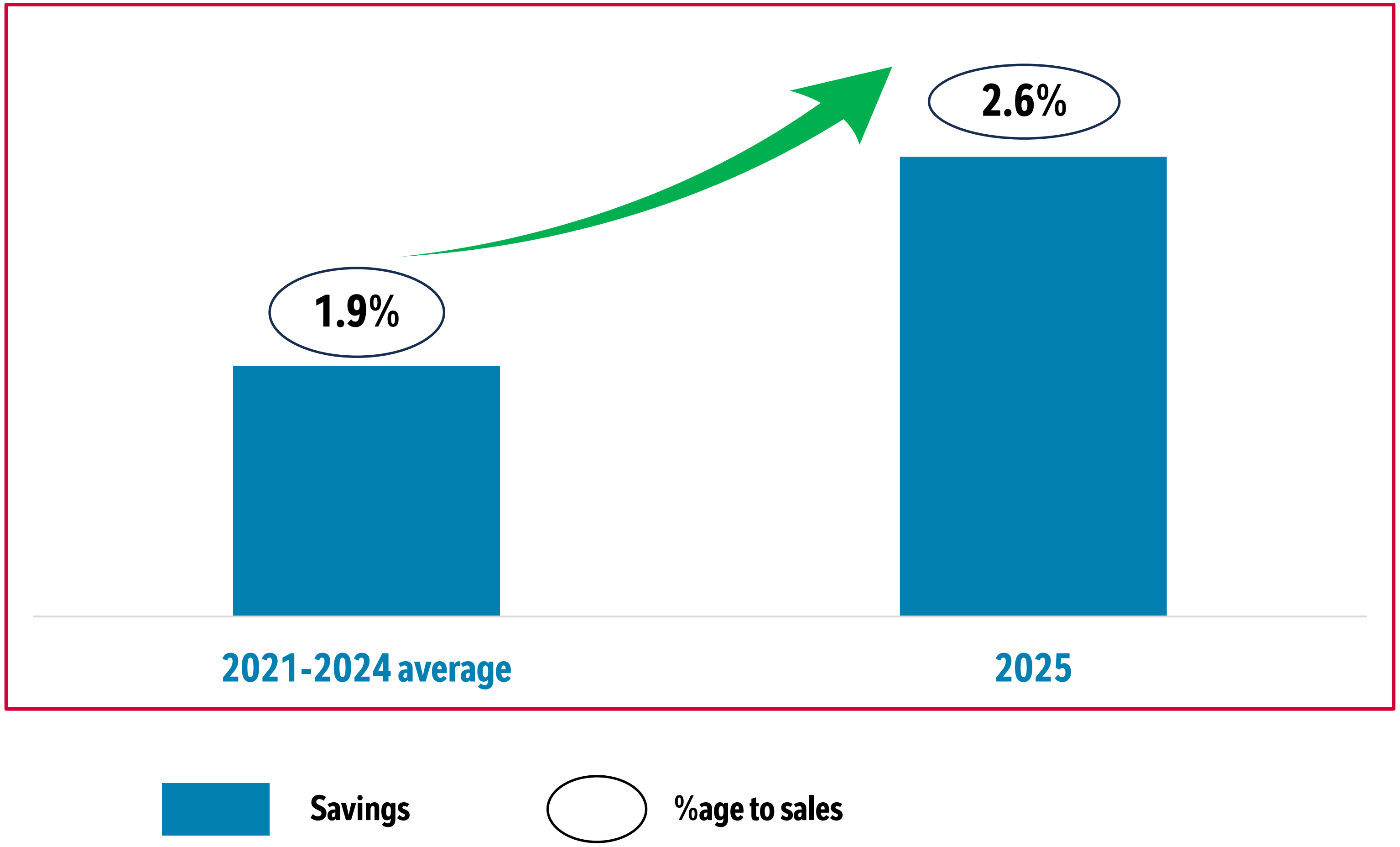
PURINA

Image for illustration purpose only

Key focus areas

2. Cost Efficiency

Driving **efficiencies across value chain**



White Space Ideas in Operations

Challenging in Everything that we do

'Outside In' View

Strong Governance

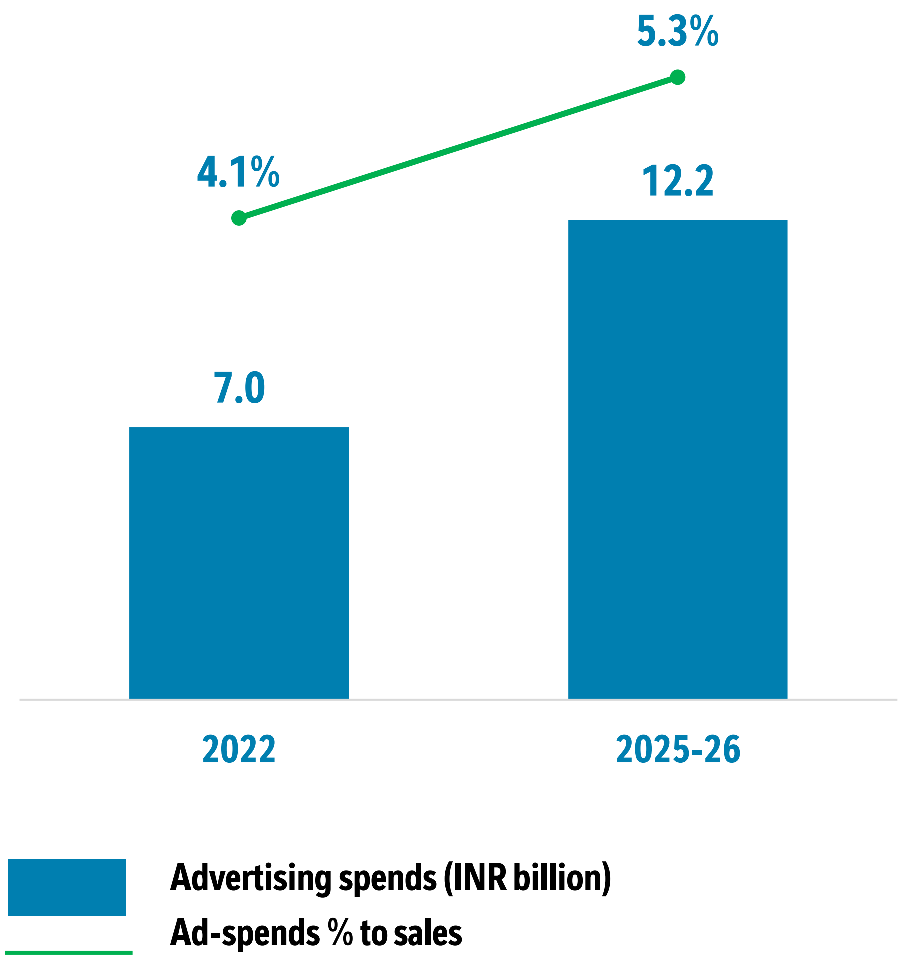
Source: Internal data, as per best estimate

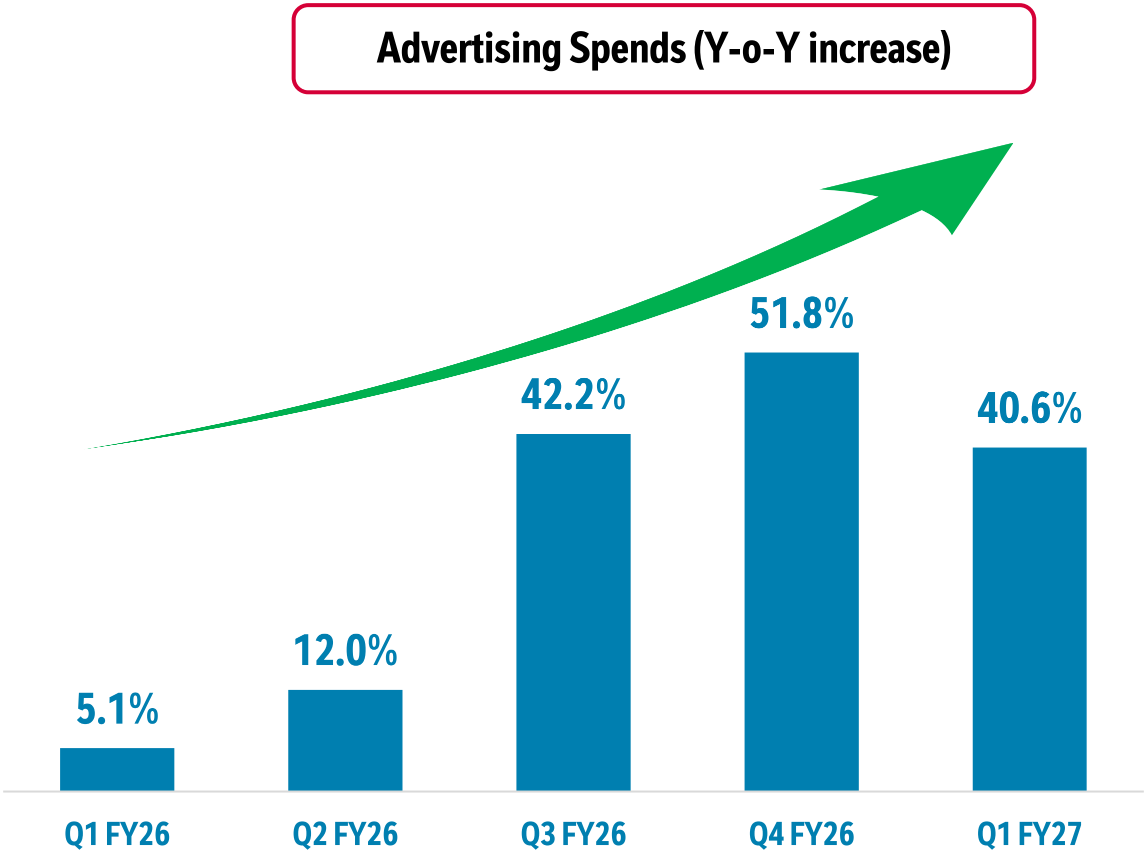
Key focus areas

3. Investment

Nestlé Good food, Good life

Significant step up in **advertising spends**

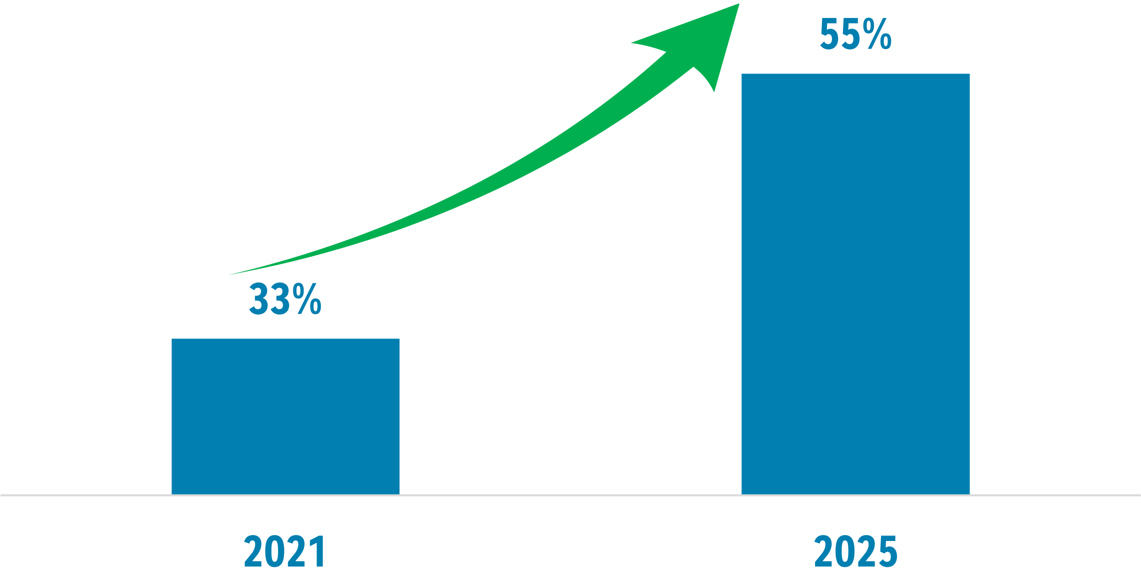




Source: Internal data, as per best estimate

Bolstered by impactful digital outreach

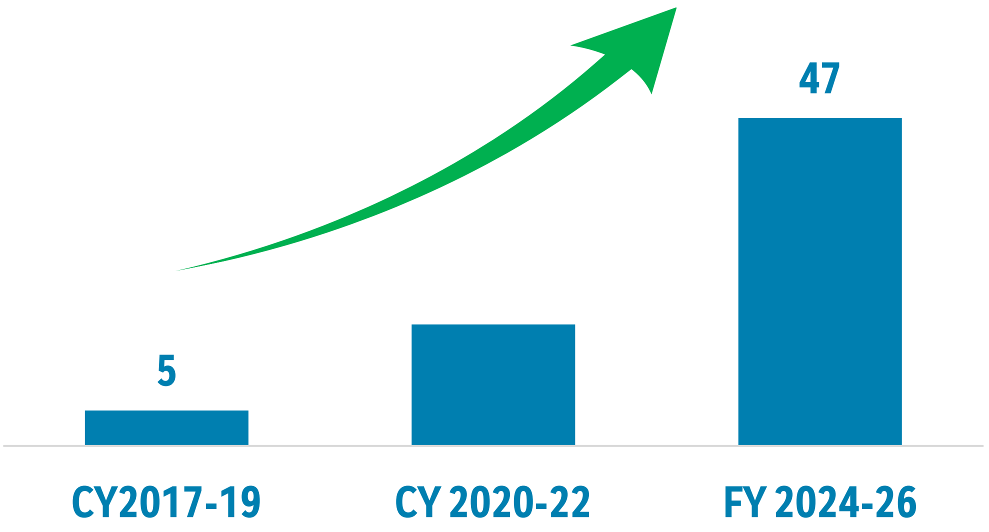
Contribution of digital spends



Source: Internal data, as per best estimate

Committed to **'Make in India'**

Capital expenditure (INR billion)



Capacity expansion since 2020 → Capacity for Noodles, Coffee, Chocolate **41%** ↑ → Spent till date **INR 64 + billion**

Source: Internal data, as per best estimate; Capital expenditure (outflows)

Key focus areas

4. Digital

Leveraging AI to **drive smarter execution & productivity**

Operations

Touchless Forecasting

Connected Planning

OMP.

Digital Manufacturing Operation

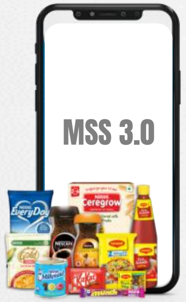
DMO

Touchless Replenishment

Sales

Must Sell SKU 3.0

AI-powered outlet recommendations for sharper market execution at pin-code level.



Sales Officer Application

Real-time insights, actionable nudges, and market execution visibility to drive business performance on the go.

SMART

Simulation-driven execution tool that blocks bad-goods hotspots.

Employees

GEN AI

3,500+ employees leveraging Microsoft 365 Copilot to work smarter and faster. ~18,000 productive hours unlocked monthly, with ~18% MoM growth in adoption intensity.

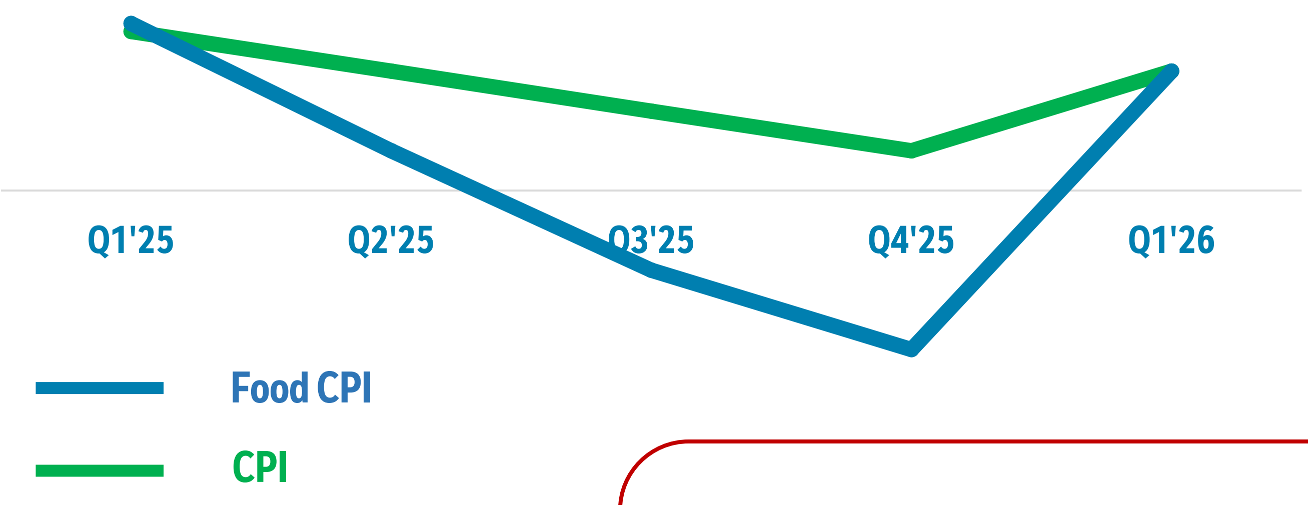
Source: Internal data, as per best estimate

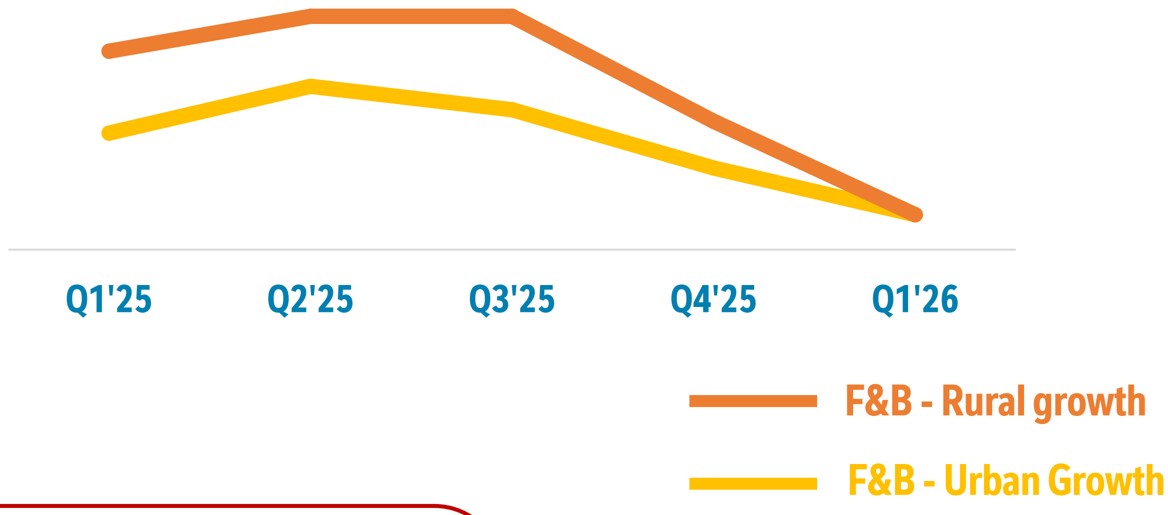
Excited about the opportunities while navigating challenges

#1 Potential slowdown in consumption

#2 Geopolitics

Consumption could moderate **in the short-term**





- Inflation impacted by West Asia conflict and monsoon expectation (El Nino)
- Overall consumption and F&B growth a watchout in the short-term

Source: MOSPI; Nielsen RMS

Geopolitical disruptions **driving dual headwinds**

1. Supply continuity
2. Cost inflation

Volatile energy, packaging and edible oils market

Shipping disruptions and elevated freight costs

Global pressure on raw material availability and supply chains

Currency and commodity market volatility

Image for illustration purpose only

Nestlé India's **growth journey continues……**

- Poised to capture India's growth opportunity
- Consumer-centric in a rapidly evolving marketplace
- Dual engine of growth: Core and premiumization
- Investing behind brands and capacity to fuel future growth
- Technology-enabled execution at scale
- People – the foundation of our growth journey

Relentless in input.
Resilient in output.