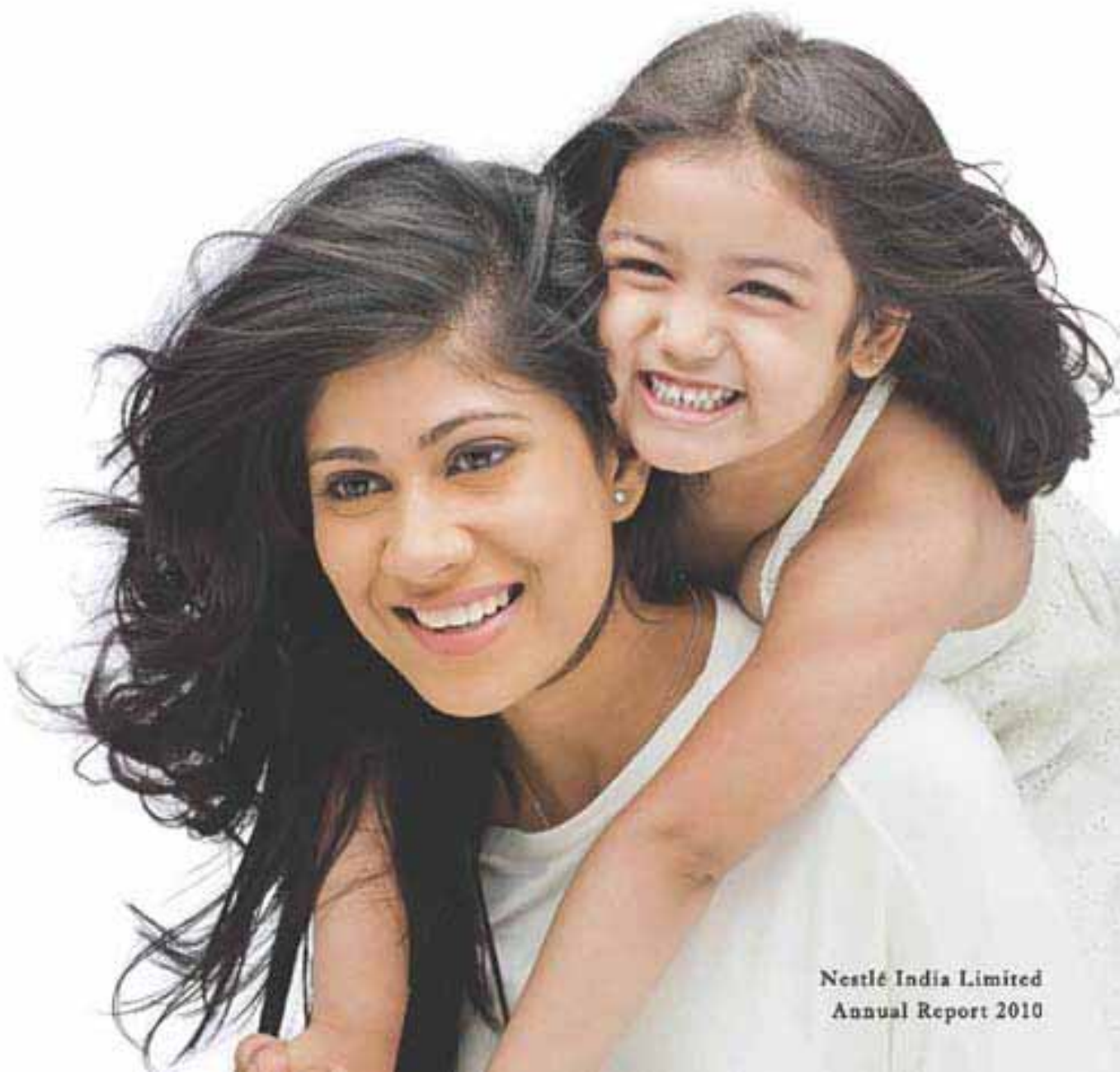


GROWTH.
INCLUSION.
LEADERSHIP.



The Board of Directors of Nestlé India



❶ Rakesh Mohan
Non Executive Director

❷ Ravinder Narain
Non Executive Director

❸ Swati A. Piramal
Non Executive Director

❹ Christian Schmid
Director - Technical

❺ Antonio Helio Waszyk
Chairman & Managing Director

❻ Pradip Baijal
Non Executive Director

❼ Shobinder Duggal
Director - Finance & Control

❽ Michael W.O. Garrett
Non Executive Director

Also in the picture

B. Murli, Sr. Vice President, Legal & Company Secretary at ❹

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Balance Sheet Abstract &
Company's General Business Profile (Inside Back Cover)





Nestlé



Antonio Helio Waszyk
Chairman & Managing Director

Dear Shareholders

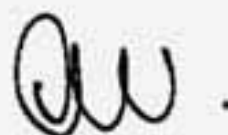
Last year in my first message to you after coming to India, I had written that India is a dynamic, diverse and vibrant market where I would like to drive growth that is sustainable and inclusive. Some people believe that this is challenging in India. That may possibly be true. However, I personally believe that anyone who understands the diversity and the rich culture of the country can convert this challenge into an opportunity to Create Shared Value, for society as well as for our own business. I continue to be confident that we will achieve this.

Nestlé is uniquely placed.

We have grown with India and its people. We understand the needs and aspirations and have conducted our business in a way that helps improve the quality of life of all those we touch. This desire to spread happiness and wellbeing is fundamental to Nestlé and is also the core of India's culture. During the past twenty years there is a new and growing aspiration in India and even though much has changed in the country these values have not changed.

The Country needs sustainable growth, and it has to be inclusive for a larger population. While the Government is doing its own to ensure this, we believe that we are equal partners in the process. Being the global leader in Nutrition, Health and Wellness which has been achieved with the technological strength coming from the largest global R&D network in science based nutrition, Nestlé can contribute significantly in helping achieve the common aspiration of a Good Life.

The spirit of Celebration has a special meaning in India's culture. It symbolises success and happiness. We, Nestlé team, will continue to innovate and renovate to delight consumers delivering **'Good Food, Good Life'** and spreading happiness by **'Growth. Inclusion. Leadership'**.



Antonio Helio Waszyk

“ We are constantly increasing our understanding of the nutritional needs of families across the income pyramid, to create solutions that bring Taste, Health and Happiness. Our strong bonds with consumers are getting even stronger everyday. We'll continue to innovate and renovate as the leader. ”

Shivani Hegde: General Manager - Foods

“ Dairy products are great carriers of nutrition. With our expertise and heritage in dairy, we offer consumers nutrition solutions and pleasure for everyday consumption built on the inherent goodness of milk. ”

Kumaran Nowuram: General Manager - Dairy

“ The bold taste of NESCAFÉ and its contribution to daily stimulation is the key factor for the success of our brand. As the market leader, we see it as our mission to keep providing our consumers with the joy of really good coffee that helps them to be at their best. ”

Nili Zur: General Manager - Beverages

“ Nutrition is an essential pillar for a good quality of life. It is accepted by science that if you start your life healthy, the chances for staying healthy is better. ”

Gary Tickle: General Manager - Nutrition

“ The market is evolving. With our understanding of consumer preferences we continue to grow the market and take it beyond pure indulgence. We lead with products for lighter eating and healthy indulgence. ”

B. Kannan: General Manager
- Chocolate and Confectionery

Growth > Inclusion > Leadership



Growth

Milk Products & Nutrition



Market Position (Value)

- No.1 in Baby Foods & Infant Formula
- No.1 in Dairy Whitener



Prepared Dishes & Cooking Aids



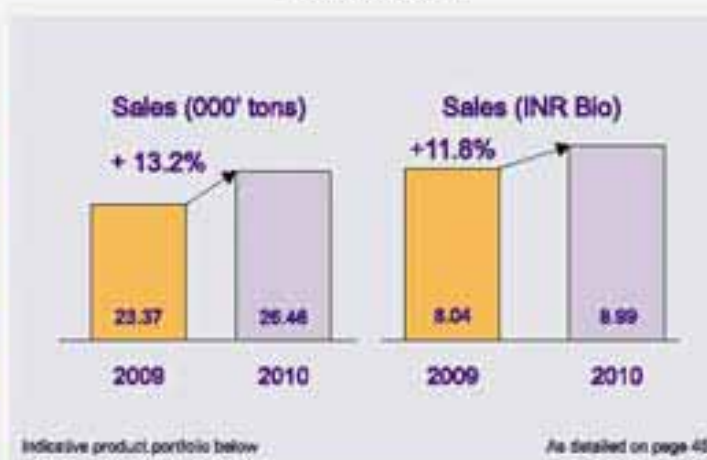
Market Position (Value)

- No.1 in Instant Noodles & Sauces
- No.2 in Healthy Soups



Growth

Beverages



- Market Position (Value)
- No. 1 in Instant Coffee
 - Very strong presence in Vending Premix

