



Accelerating growth through meeting consumer needs

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Nigeria represents an extraordinary opportunity:



Population
170 Mio
growing at **2.4%**



Urban/rural split
52/48



Road density is **1/7**
that of India



8th
most populous country



power generation capacity is
1/5 that of India



24.8%
unemployment



GDP
500 Billion USD



Low life expectancy and
high rate of infant mortality



26th
largest economy in the world

The Nigerian Consumer: *Reflecting the diversity of the country*



North-East: Borno



North-West :Niger



North-Cental: Abuja



South-South: Rivers



South East: Enugu



South-West: Lagos

Population est.
to be 170 Mio +

Annual Household Income

19 million

UPPER CLASS (11%)
CHF 90,000-270,000

31 million

UPPER MIDDLE CLASS (18%)
CHF 30,000-80,000

44 million

LOWER MIDDLE CLASS (25%)
CHF 8,000-18,000

59 million

LOWER CLASS (34%)
CHF 2,700-7,000

21 million

SUBSISTENT (12%)
< CHF 900

Nestlé Nigeria PLC

- 2,367 permanent employees
- Over 14,000 people work full time as a result of our activities
- 2 Distribution Centers
- Sales operations covering the country



3 manufacturing sites producing over **280,000** tons

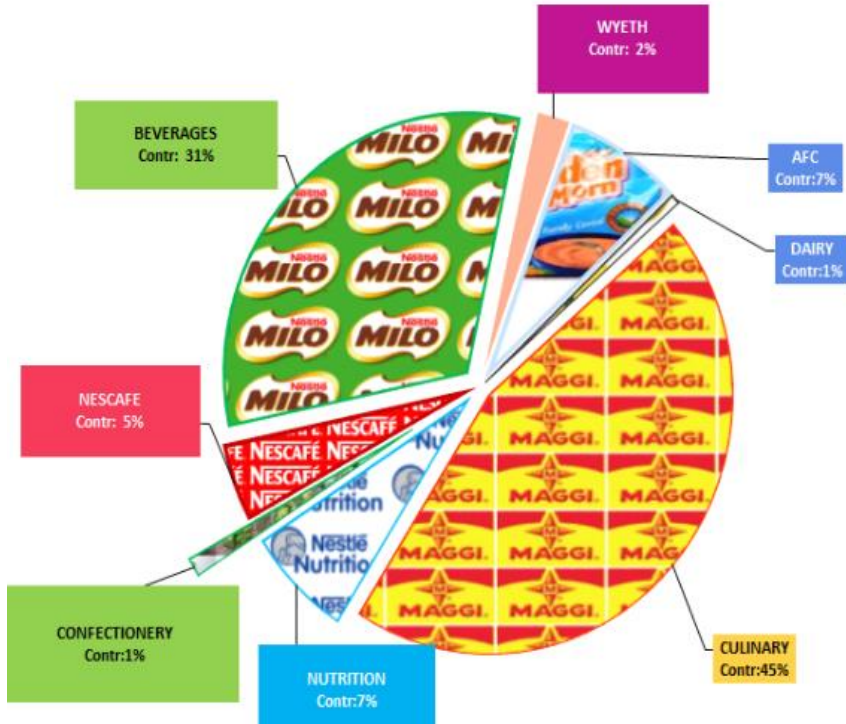
Most Trusted Food Company in Nigeria

Best in Corporate Governance

Best Place to work



Our Portfolio



- No.1 Milo Powder market in the world
- 80 million Maggi cubes sold daily
- Market Leadership in all key categories
- Covering 300,000 stores weekly

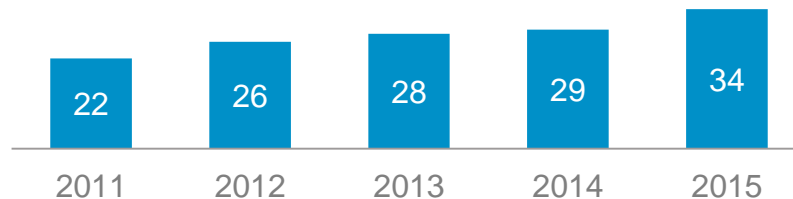
Our numbers show our resilience and ambition

Revenue (NGN Bn)



+13.6%
CAGR

Operating Profit (NGN Bn)



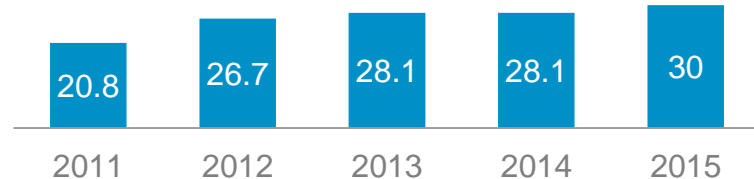
+12.3%
CAGR

Marketing & Trade
Spends (NGN Bn)



+15.8%
CAGR

EPS



+9.4%
CAGR

5yr Averages

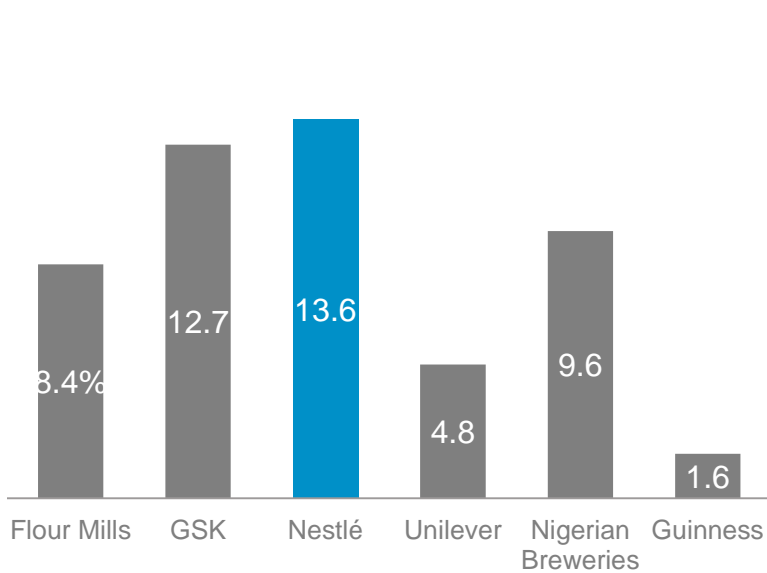
ROA 23%

ROE 64.3%

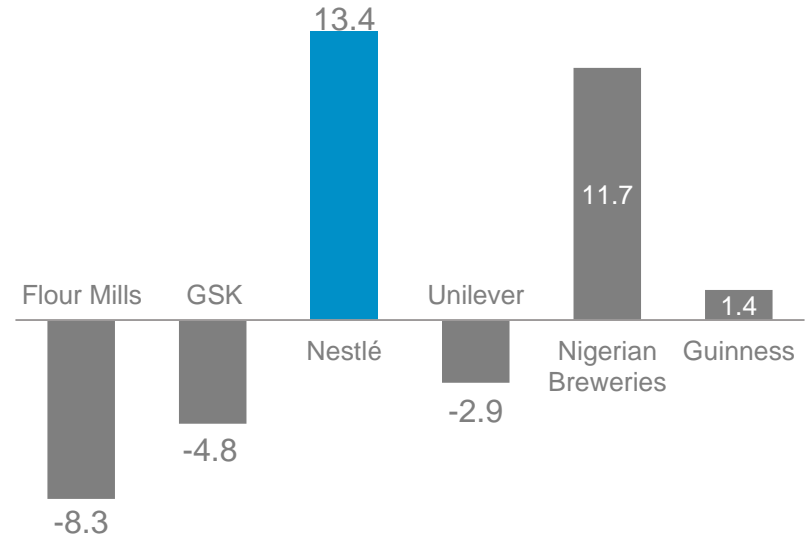
ROIC 47.8%

Nestlé is outperforming the market

Revenue (5 year CAGR %)



EBITDA (5 year CAGR%)



Unlocking opportunities through:

1 Sustained brand building



Unlocking opportunities through:

2 Creating Shared Value



Nutrition



Water



Environmental
sustainability



Rural Development
and Responsible
sourcing



People, human
rights and
compliance



- **20 Million** households reached with iron-fortified *Maggi* cubes
- **320 Million** servings of Vitamin A enriched *Golden Morn* consumed
- **24,000 tons** of maize purchased from local farmers
- **Developing engineers** at the Nestlé Training Centre Agbara
- Creating **Youth Employment** through MYOWBU (My Own Business Scheme)

Unlocking opportunities through:

3 Unique and affordable products

10 Naira for 3 cubes
5 cents \$



55 Naira for 50g
25 cents \$



40 Naira for 20g
20 cents \$



60 Naira for 32g
30 cents \$



25 cents



20 Naira for
3 cubes
3 cents \$/cube



25 Naira for 2g
12 cents \$



70 Naira for 50g
35 cents \$



10 Naira
5 cents \$



Unlocking opportunities through:

4 Best-in-class proximity to shopper



We serve 300,000 retail points every week



Nestlé has the ideal strategy to access opportunities

1 Large growing consumer base

2 Increasing demand for healthier, tastier options

3 Growth of modern trade will expand category range

4 Premiumization opportunity at the top of the pyramid

5 Local sourcing, a key to sustaining growth

Make "affordable" NHW a competitive advantage on our key brands



Leverage our Corporate Brand as a leader in nutrition



Improve product reality
Educate on healthy cooking



Reinforce nutritional relevance at breakfast, daily



Own everyday breakfast

Accelerate consumption by investing more to build future pillars



Build an affordable dairy-based nutrition business



Own the First Cup
Increase consumption with Youth



Gain leadership in GUM
Focus on single-serve to grow CERELAC



Spearhead chocolate confectionery in modernizing trade

When scaled against the size of the market the upside potential is immense

4 Key Takeaways

1

UNIQUE AND AFFORDABLE PRODUCT PORTFOLIO

is key to unlocking the opportunities

2

FOCUS ALLOWS US TO ALLOCATE RESOURCES TO THE RIGHT IDEAS

whilst mastering complexity over market and supply networks

3

CREATING SHARED VALUE

enables a clear competitive edge in all aspects of the value chain

4

ROUTE TO MARKET SUPREMACY

is critical to accelerating growth