

Memo (Simulation B – Part 2)

To: Mr. Etienne Benet, the Chairman and Managing Director of Nestlé India
From: Group 1 (Julia Morochko, Saboor Sheikh, Decheng Huang, Yingxiao An)

1. Given the increasingly hostile attitude of the Indian National regulators as well as the involvement of Nestlé's global CEO, what should Nestlé do?

- Nestlé to halt all new production until the issue is resolved
- Nestlé to conduct quality checks of all current products in Nestlé inventory in the India region
- Nestlé to work with extended partners to conduct quality checks in regional and national Indian markets

2. Prepare a short statement (one or two paragraphs) that the CEO can deliver during the press conference. In addition, identify a few of the key questions that may come up in the press conference and prepare your recommended answers.

How is it possible for Nestlé to have this issue in their products?

- Nestlé is investigating to understand the root cause but in the meantime, Nestlé has stopped all production, conducted quality checks and cooperating to uphold any requirements set forth by the regional and national regulators

What is Nestlé doing to contain the situation?

- Emergency action: Immediately recall all Maggi products (batch no. W201;46, 40556640CC; ~200,000 packs), manufactured in February 2014 with a 'Best Before date' in November 2014.
- Conducting quality checks for inhouse inventory and for products already in market (with affected serial range) to ensure all affected product is contained
- Nestlé will commit to issues a return/money back policy for any products that are in the affect batch serial range
- Nestlé will open a health line to support and answer any questions related to the matter

Is this just in India or could be present globally?

- This batch production were sold only in India, we have recalled all and invited customers to hand over the products to the shop, get reimbursed. Nestlé also provide additional support to customers for their needs.
- Nestlé foreign production sites started to test and will share the test results.
- Nestlé is working to replicate regional supply chain actions to global scale for shared supply footprint.

Why should we trust Nestlé and continue to buy its products?

- Nestlé has been established in India for over 100 years and upheld quality of its products as per the expectation so the loyal Nestlé customers. Nestlé has always respected the Indian customer market and has commitment to supply high quality products.

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