



ACCESS TO
NUTRITION
INITIATIVE



India Spotlight Index 2020

Custom Report

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Introduction



"ATNI sees food and beverage companies in India showing their commitment to provide healthy food and engaging in a dialogue on how to support India's Eat Right Movement. Lifestyle changes in India have caused a shift in consumer habits – from the consumption of traditional food, to more urban food habits consisting of packaged and processed foods, high in sugar, fat and salt. In fact, India is among the top 10 consumers of fast food in the world. This, coupled with the fact that India is set to become the third largest consumer economy, presents an enormous opportunity for food and beverage companies to make nutrition a core part of their business plans, and to adopt comprehensive, public, formal and commercial strategies to address issues related to the double burden of malnutrition in India."

Inge Kauer, Executive Director,
Access to Nutrition Initiative

The Access to Nutrition India Spotlight Index 2020 has been developed by the Access to Nutrition Initiative (ATNI) to drive positive change in the food and beverage industry in India on diet, nutrition and health issues. It is the second iteration of the Index, first published in 2016. It aims to support efforts by all stakeholders, including the government-led Eat Right India movement, to address all forms of malnutrition. It focuses on the contribution being made by the 16 largest food and beverage (F&B) manufacturers in India, by providing comprehensive, independent, comparable and objective information about these companies' policies, practices and disclosure related to nutrition. As such, the Index serves as a private sector accountability tool, which stakeholders can use to hold the companies to account for delivering on their commitments to tackle these important national challenges.

The second India Spotlight Index covers the same topics and takes the same broad approach to assessing companies, and to scoring and ranking them, as the first iteration. After the successful launch of the 2016 Index, ATNI followed up with stakeholders and companies in India to solicit feedback. This input fed into the development of the India Spotlight Index 2020. In the intervening time, the impact of food and beverage companies on the nutrition and health of Indian consumers has risen and is better understood. Read the full research scope of this Index [here](#).

In February 2021, ATNI published the results and analysis of how the companies deal with nutrition beyond the nutritional quality of products, focusing on the following topics: Governance, Accessibility, Marketing, Employee and Consumer Lifestyles, Labeling and Engagement. The chapters also include an impression of how companies are dealing with the effects of the Covid-19 pandemic. The press release for this publication is available [here](#).

The India Spotlight Index 2020 shows an increased commitment to provide healthy food by the 16 largest food and beverage manufacturers in India.

The food and beverage industry is actively engaging and acting on initiatives and regulatory developments proposed by the Food Safety and Standards Authority of India.

Current industry efforts are not sufficient to match the scale of the nutrition challenge that India faces.

Few companies provide evidence of comprehensively tackling undernutrition, micro-nutrient deficiencies, and overweight and obesity, in all relevant business areas.

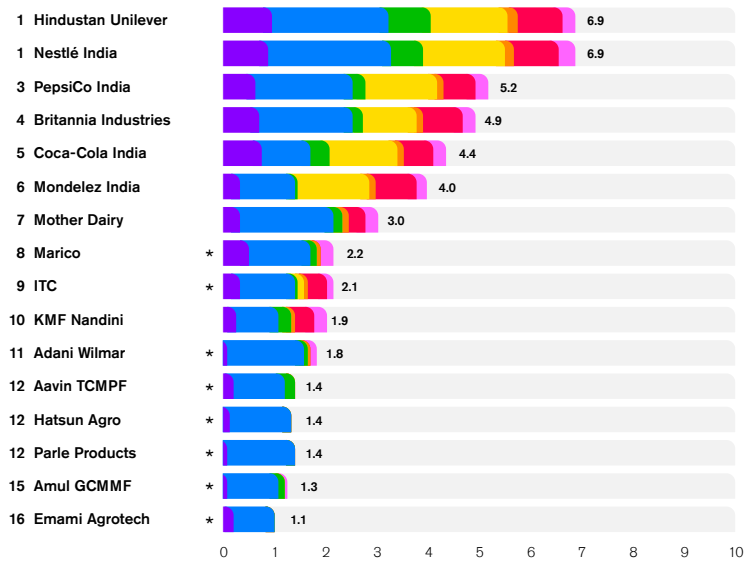
Of the 1456 products assessed in the Product Profile 16% meet healthy standards. All companies are to increase the healthiness of their portfolios.

Hindustan Unilever and Nestlé India rank joint first with a score of 6.9 out of 10.

Britannia Industries and Cola-Cola India have shown substantial individual progress across most elements of the Index since 2016.

Ranking

Overall Ranking



Hindustan Unilever and Nestlé India rank joint first with a score of 6.9 out of 10. There has been some progress among the nine previously assessed companies and their average score increased from 3 in 2016 to 4.2 in 2020. Two companies have shown substantial individual progress across most elements of the Index since 2016: Britannia Industries (1.6 to 4.9) and Coca-Cola India (2.4 to 4.4). However, the average Index score is 3.1 out of 10, similar to that of the 2016 iteration.

- A** Governance
- B** Products
- C** Accessibility
- D** Marketing
- E** Lifestyles
- F** Labeling
- G** Engagement

* Did not provide information to ATNI

India Spotlight Index 2020 Research Scope

URL: <https://accesstonutrition.org/index/india-spotlight-2020/>

Companies

The 16 largest food and beverage manufacturers were selected based on 2018 retail sales, for the India Spotlight Index 2020. Together, they accounted for 31% of India's packaged food and beverage market share with a combined total retail sales of just over INR 1800 billion.



Aavin TCMFP



Adani Wilmar



Amul GCMF



Britannia Industries



Coca-Cola India



Emami Agrotech



Hatsun Agro



Hindustan Unilever



ITC



KMF Nandini



Marico



Mondelez India



Mother Dairy



Nestlé India



Parle Products



PepsiCo India

Findings

The India Spotlight Index 2020 shows some progress on nutrition among the 16 largest food and beverage manufacturers in India. These companies account for nearly a third of the food and beverage market. Most are taking action to fortify their products or have committed to reformulate their products in line with the Government's initiatives to address India's nutrition challenges. However, few provide evidence of comprehensively tackling undernutrition, micro-nutrient deficiencies, and overweight and obesity, in all relevant business areas. Current industry efforts are not sufficient to match the scale of the nutrition challenge that India faces.

The food and beverage industry is actively engaging and acting on initiatives and regulatory developments proposed by FSSAI. However, the overall 'healthiness' of Indian food and beverage manufacturers' product portfolios, as well as their public disclosure of nutrition-focused initiatives and progress, remain low.

- Ten of the 13 companies, for which staple food fortification is relevant, voluntarily fortify some or all of their products according to the standards set by FSSAI.
- Hindustan Unilever, Nestlé India and PepsiCo India have developed comprehensive, public, formal commercial strategies to address issues related to the double burden of malnutrition in India. Britannia Industries and ITC are the only India-headquartered companies that have a nutrition policy in place.
- The performance of the companies with the highest scores (Hindustan Unilever, Nestlé India) is comparable to their results in 2016. Both companies have evidenced plans to do more in future. Mother Dairy and Marico lead in Dairy and Edible Oils – their respective industry segments.
- Britannia Industries and Coca-Cola India have improved the most since 2016, with higher scores in at least five of the seven Index categories.
- Five of the companies' commercial strategies refer, to some extent, to the nutrition and health priorities set out by the Indian Government in the National Nutrition Strategy and *POSHAN Abhiyaan*. In its business strategy for the Indian market, Nestlé India does this comprehensively, defining how it aims to reach groups experiencing, or at high-risk of experiencing malnutrition.
- Most companies have limited disclosure of their activities and initiatives in India. Hindustan Unilever stands out with the highest score for public disclosure of its policies and practices.

Less than a third (27%) of the estimated 2018 sales of packaged foods and beverages in India of the 16 companies assessed is derived from healthy products. These sales come from 228 products (16% of 1456 assessed). Although the research did not find conclusive evidence of an increase in the percentage of healthy products across companies' portfolios since 2016, more companies provided data to allow for a more accurate assessment. This led to a modest increase in the estimated sales derived from healthy products.

- For the nine companies assessed in both Indexes, the estimated sales from healthy products¹ increased from 15% in the 2016 India Index to 23% currently. However, the research found no increase in the percentage of healthy products, by number, in the companies' overall portfolios. The number of companies that provided comprehensive product nutrient content data to ATNI for the product assessments increased from three to seven, improving the quality of this assessment.
- Out of 13 companies that sell staple products covered under FSSAI's (Fortification of Foods) 2018 Regulation, 10 voluntarily fortify their staple products to help address micronutrient deficiencies in India. Only Mother Dairy and Britannia Industries fortify all products in their portfolios that are covered by the Regulation. The three companies that do not manufacture products covered by FSSAI's mandate (Coca-Cola India, Mondelez India and PepsiCo India) were found to fortify other products to address micronutrient deficiencies for specific consumer groups in India.
- Having joined FSSAI's initiatives to support the Eat Right Movement, six of the 16 companies have made public pledges to reformulate their products. Four additional companies make other commitments to make their products healthier.
- Hindustan Unilever, Nestlé India and PepsiCo India stand out as having the most comprehensive reformulation targets. Fewer than half of the companies define targets for reducing salt/sodium, saturated fat and added sugar/calories.
- Of the 16 companies, four have a strategy or target to address affordability and physical accessibility of their healthy products² This indicates that most companies are not showing if and how they market their healthier products to Indian consumers whose access to these products is constrained by low-income or by location. For example, targeting consumers living in certain rural or urban areas, or those present in aspirational districts.
- Seven of the 16 companies label sodium content on the back-of-packs, which is three more than in 2016. In terms of front-of-pack (FOP) labeling, five companies have made a public commitment to declare FOP nutrition information. A dialogue on interpretive FOP labeling is ongoing between the Government, industry and other stakeholders in India, but no interpretive FOP labeling has been implemented yet.

Given the high levels of undernutrition and rising obesity levels in children in India, it is important for companies to either selectively market their healthy products to children, or not to market any products to them at all. Presently, six of the companies have a responsible marketing policy that includes commitments about marketing to children. However, none of the companies specifically state that they apply the recently adopted World Health Organization (WHO) South-East Asia Region (SEAR)

nutrition criteria or incorporate them into their marketing policies.

- Only 12% (183 products) of the nearly 1,500 products analyzed meet the WHO nutrition criteria for marketing to children, highlighting the need to address responsible marketing in comprehensive policies.
- Coca-Cola India and Mondelez India commit not to market any of their products to children, an approach that is considered equivalent to applying the WHO SEAR nutrition criteria. They apply this commitment to children under the age of 12.

The Indian Context

India continues to face a double burden of malnutrition,³ defined as the simultaneous manifestation of both undernutrition and overweight and obesity. Malnutrition not only directly affects people's physical growth and health but also their cognitive development and abilities. It has been identified as one of the principal factors limiting India's economic growth potential. The opportunities are equally enormous; cost-benefit ratio analyses of nutrition interventions to reduce stunting in the first year of life report a monetary return (higher wages) later in life of 18:1 per child, and similar analyses found that a 1 cm increase in adult height due to nutrition interventions was associated with a 4% increase in wages for men, and 6% for women.⁴

In recognition of India's nutrition challenges, in early 2018, the Government launched the National Nutrition Mission (NNM), also known as *POSHAN Abhiyaan*, with ambitious targets to reduce various forms of malnutrition and substantial associated budgets. It has also led many initiatives such as the Integrated Child Development Scheme (ICDS), the Mid-Day Meal Scheme, the Maternity Benefit Program and the Public Distribution System (PDS), which all provide food at subsidized rates. The Food Safety and Standards Authority of India (FSSAI) has developed a range of guidelines and standards for food manufacturers, and works with many stakeholders active in the food system.⁵

Aligning with FSSAI's wide-scale staple foods fortification standards, the Ministry of Women and Child Development has issued new directives to mandatorily use fortified rice, as well as fortified wheat flour and edible oil, in the Mid-Day Meal schemes and public nutrition programs under the ICDS across India since December 2019.⁶ To further this agenda, in 2019, the Ministry of Consumer Affairs, Food and Public Distribution has approved a 3-year pilot scheme for the fortification of rice with iron, folic acid and vitamin B-12 under the PDS in 15 districts of India.⁷

The food and beverage sector is the fifth largest manufacturing sector in India.⁸ Lifestyle changes in India have caused a shift in consumer habits – with an increased consumption of sugar, fat and salt. India is one of the top 10 consumers of fast food in the world⁹ and is set to be the third largest consumer economy by 2025.¹⁰

Almost two-thirds of the disease burden in India is due to lifestyle diseases.¹¹ Many of these diseases are diet-related non-communicable diseases that link with changes in diets and eating patterns. Several factors have led to the increased consumption of products from the fast-growing food and beverage segments in India (Breakfast Cereals; Savory Snacks; Seasonings, Dressings and sauces; Naturally Healthy Beverages; Ready Meals; Confectionery; Organic Food; Dairy Food; Bakery).¹²

When considering these factors and segments, combined with the enormous total consumer base of over 1.25 billion, the opportunity is clear for existing as well as new players in the fast growing food and beverages market to develop healthy, affordable and tasty products to improve the diets and health of India consumers.

Novelties and Best Practices

- Britannia Industries has improved the most since 2016 across all Index categories. The company has formalized its commitments and approach to addressing malnutrition in India in its newly developed Britannia Nutrition Policy.
- Coca-Cola India has achieved the second greatest improvement across all Index categories due to new initiatives that aim to align with the Government's efforts for achieving *Kuposhan Mukh Bharat* – free from malnutrition, across the lifecycle. These include improving the distribution of its Minute Made Vitingo product to address iron deficiency in children, the launch of new healthy products within the Dairy product category, and the development of a 'Compare our Products' tool for its website so customers can find more nutrition information online.
- Adani Wilmar publicly discloses its support to Government programs and interacts with stakeholders to address undernutrition in India by focusing on food security.
- Mother Dairy has committed to tackling undernutrition and micronutrient deficiencies in India through its strategic focus on food fortification and reformulation. The company voluntarily fortifies all relevant products – its entire range of Milk and Edible Oil products – according to FSSAI's (Fortification of Foods) Regulation, 2018. In addition, the company has implemented a robust employee health and wellness program called the Safe & Nutritious Initiative @ Mother Dairy. This is in line with FSSAI's Safe and Nutritious Food at Workplace nationwide campaign (SNF@Workplace), which provides guidance to help people eat safe and healthy diets at work (see the campaign's key resource [The Orange Book](#)).
- Hindustan Unilever has adopted notable nutrition-focused approaches to reformulation, market research and product pricing. Its Unilever Sustainable Living Plan outlines how it intends to reformulate products to reduce salt, sugar and saturated fat content. The company utilizes datasets from the People Data Centre report, and other sources, to gain insight into nutrition and health issues in regions where the company is active, and to identify unmet needs. Its strategy includes specifically defining appropriate price points for healthy products targeted towards consumer groups at high risk of malnutrition in India.
- Mondelez India has a comprehensive approach to responsible marketing to children. It's the only company to achieve full score with regards to its digital marketing arrangements in order to place age restrictions. Further, it does not conduct any marketing activities in primary or secondary schools. It is also the only company that excludes product or brand-level promotion from its consumer-oriented health and nutrition programs.
- Nestlé India comprehensively engages with internal and external stakeholders to improve its commercial nutrition strategy, and to support the development of public sector strategies aimed at tackling malnutrition in India. It also scores well by way of its strategies to prevent food loss and waste, such as its fresh milk district model for direct procurement in Moga.
- PepsiCo India has developed new healthy products in line with its Performance with Purpose 2025 agenda and its reformulation efforts, which align with FSSAI's Eat Right Movement.

Recommendations

ATNI recommends that the largest food and beverage manufacturers in India:

- Adopt clear and comprehensive commercial strategies to address India's malnutrition challenges, which include targets for all Index topics/categories, and which contribute to national initiatives, such as the National Nutrition Strategy and *POSHAN Abhiyaan*, and the Sustainable Development Goals of India.

Focus their efforts on population groups that are malnourished or are at high risk of malnutrition, by defining objectives adapted to the diverse nutritional needs of the states in which the companies are active.

- Adopt and implement policies that are appropriate and specific to India, and that align with various regulatory and stakeholder initiatives to address malnutrition in India.
- Define nutrition criteria for their products, aligned with an internationally recognized NPS, and increase investment in developing and selling products that meet healthy nutrition criteria.
- Manufacture healthier products across all categories and disclose the percentage of products that meet the company's healthy standard.
- Improve the affordability and physical accessibility of healthy products by defining in commercial strategies specific approaches and well-defined targets that relate to pricing and distribution, and that can be tracked.
- Adopt comprehensive responsible marketing policies, or strengthen existing ones, by explicitly codifying general responsible marketing principles and specific commitments regarding marketing to children – including teenagers. This should involve application of the WHO SEAR criteria and addressing marketing in and near schools.
- Implement an interpretive FOP labeling system as soon as possible, by working with other companies via industry associations, and in partnership with the Government and other relevant stakeholders.
- Be more transparent in reporting on all nutrition commitments, policies and practices as they relate to India and/or specific states, and especially in reporting progress on meeting nutrition-related targets.
- Provide ATNI with relevant information to allow for the best possible, comprehensive assessment of their policies and practices.

Future Opportunities

The Access to Nutrition India Spotlight Index is a private sector accountability tool. ATNI's goal in compiling the Index is to enable all stakeholders to use its findings and recommendations in their work to encourage India's largest food and beverage manufacturers to address the country's substantial, and mounting, health challenges linked to diet and nutrition. By providing objective, comparable information and data, ATNI hopes to enable the companies themselves, and their stakeholders, to track the progress of these influential manufacturers in improving policies, practices and disclosure, as well as the nutritional quality of their products over time.

After the publication of this second India Spotlight Index, ATNI will follow up with one-to-one meetings with each company to review the findings and recommendations. It will also present and solicit feedback on the results at different fora in India. ATNI will also publish, on a rolling basis, thematic 'deep dives' that outline the findings for specific categories of the Index following the publication of the main results.

Category Rankings

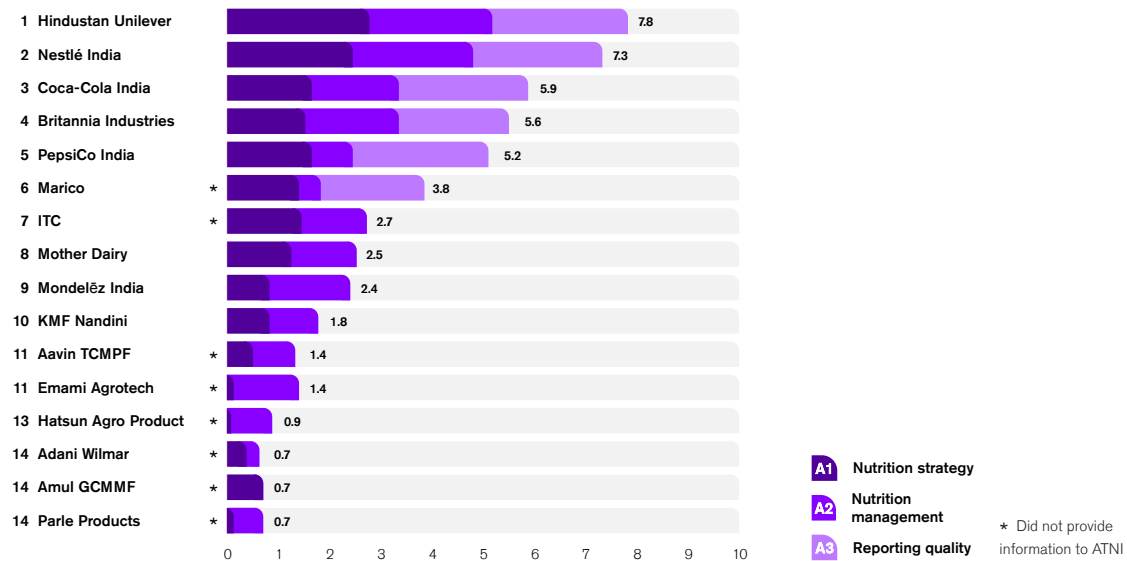


Category A: Governance

Category A consists of three criteria:

- A1 Nutrition strategy
- A2 Nutrition management
- A3 Reporting quality

This category assesses the extent to which a company's corporate strategy includes a specific commitment and focus on health and nutrition in the Indian market. Moreover, it looks at whether the company makes a specific reference to population groups experiencing or at high risk of malnutrition due to a lack of access to a wide variety of healthy foods. Other key facets analyzed include whether the nutrition strategy is thoroughly embedded in its governance and management systems, as well as the quality of its reporting.



Findings

- Although 14 of the 16 companies claim to focus on improving health and nutrition, as expressed in their mission statements or as part of their corporate growth strategy (all except Emami Agrotech and Hatsun Agro Product), only five companies recognize, to some extent, the nutrition and health priorities set out in the National Nutrition Strategy and Vision 2022 and/or *POSHAN Abhiyaan* in their commercial strategy. Nestlé India stands out due to its comprehensive approach; it is the only company to refer to all groups experiencing malnutrition or at risk of malnutrition. However, Hindustan Unilever performs best in this Category due to its public disclosure and quality of reporting on nutrition activities.
- Seven companies state that they have assigned oversight for implementing their nutrition strategy to either a CEO or a committee that reports to the Board. However, Britannia Industries and Hindustan Unilever are the only companies that disclose this publicly. Similarly, only six companies provide formal and regular public reporting on their overall approach to, and progress on, tackling nutrition issues in India.
- Only two companies (Hindustan Unilever and Nestlé India) report that their nutrition strategy is subject to an annual internal audit and/or annual management review.

Recommendations

ATNI recommends that companies:

- Develop a formal nutrition policy or strategy that is part of their overall commercial strategy, including their objectives and activities related to nutrition (specific to India), and disclose the strategy publicly.
- Improve their reporting on nutrition-focused activities in India – either in a separate health and nutrition report or sustainability/corporate social responsibility report, or embedded within other (global) reporting.
- Demonstrate how they support the nutrition and health priorities set out in the National Nutrition Strategy and *POSHAN Abhiyaan* through their commercial operations.

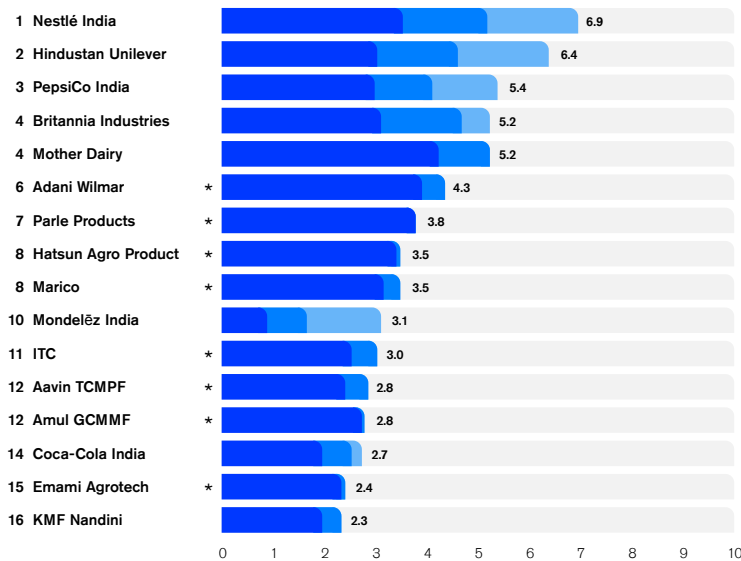


Category B - Products

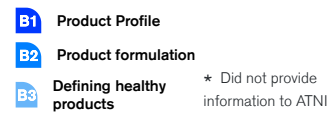
Category B consists of three criteria:

- B1 Product profile
- B2 Product formulation
- B3 Defining healthy products

Companies in India can help consumers in making healthier choices by improving the nutritional quality of foods made available to them. In addition to analyzing the healthiness of the company's product portfolio, i.e. Product Profile results in B1, this category addresses companies' efforts to achieve this goal through research and development (R&D), new product formulation, reformulation of existing products, and tackling undernutrition and micronutrient deficiencies by developing fortified products or using fortified ingredients. It also assesses the quality of the nutrient profiling system that companies use (if any) to guide their product-formulation efforts.



Nestlé India ranks first in Category B, followed by Hindustan Unilever and PepsiCo India. Aside from their respective Product Profile results (B1), these companies publicly disclose more information than most peers, have reformulation and innovation strategies that are aligned with national nutrition initiatives and have adopted a Nutrient Profiling System.



Findings

- Of the 1,456 food and beverage products assessed in the Product Profile, according to the independent HSR system and the 'healthy' threshold of 3.5 or more stars out of 5 – only 16% of the assessed products are considered healthy. An estimated 27% of the companies' 2018 sales combined is derived from these healthy products. Additionally, only 12% of the products assessed met nutrition criteria for marketing to children, according to the WHO SEAR nutrient profile model.
- Mother Dairy ranks first in the Product Profile¹³ with a score of 7.5 out of 10. Adani Wilmar performs best on the 'mean healthiness' score, achieving the highest sales-weighted HSR across its portfolio of Edible Oil products. Parle Products performs best in the 'relative category' score as it ranks better than its peers across three product categories: Savory Snacks; Confectionary; and Sweet Biscuits, Snack Bars and Fruit Snacks.
- The India Index 2020 Product Profile revealed a slight increase in the estimated percentage of total sales derived from healthy products when compared to the 2016 results, which may be attributed, amongst other factors, to the better quality data and higher number of products assessed. A positive development is that seven companies provided up-to-date product nutrition information to ATNI, four more than in 2016, which contributed to a more robust assessment of the healthiness of packaged food and beverage products on the Indian market. PepsiCo India is one of the companies that provided comprehensive data for the current Index, and whilst this meant that fewer of the company's products were assessed compared to 2016, PepsiCo India achieved the highest improvement in mean healthiness score. This result increased the company's sales-weighted mean HSR from 1.2 to 2.1 out of 5.
- In alignment with FSSAI's Eat Right Movement, six companies have made public pledges to FSSAI to reformulate their products, and four companies make other commitments to increase the healthiness of their products. But whilst six out of ten companies define relevant trans-fat reduction targets, fewer than half of the relevant companies define targets for reducing salt/sodium, saturated fat and added sugar/calories. Hindustan Unilever, Nestlé India and PepsiCo India stand out as having the most comprehensive reformulation targets. Of the five companies with an NPS, Hindustan Unilever, Mondelez India, Nestlé India and PepsiCo India have explicit nutrition criteria to define their healthy products. These criteria are applied to all of their products. However, none of these companies benchmark their definition of healthy products against the HSR's healthy threshold, or an equivalent internationally recognized and validated NPS.

Recommendations

ATNI recommends that companies:

- Define healthy products based on objective nutrition criteria that align with national and/or international guidelines. Such criteria should then be used to guide the reformulation of products and to develop new healthy products.
- Adopt an NPS or strengthen an existing system by benchmarking it against internationally recognized systems, such as the HSR.
- Define targets for reducing levels of added sugar, salt, trans- and saturated fat in all relevant products across their portfolio. These efforts will help improve the healthiness of products and lead to better results in future Product Profiles.
- Voluntarily fortify all relevant products according to FSSAI's fortification guidance, and for products not under FSSAI's mandate according to internationally acclaimed guidance from Codex Alimentarius and WHO/the Food and Agriculture Organization of the United Nations.
- Ensure that comprehensive nutrition information is available to ATNI, consumers and other stakeholders to improve the accuracy and comprehensiveness of the Product Profile for a robust assessment of the healthiness of India's packaged foods and beverages.

More details on the findings, recommendations and best practices on Category B, including the Product Profile, can be found on the website.

For other Index Categories, ATNI will publish subsequent detailed findings following the launch of this report.

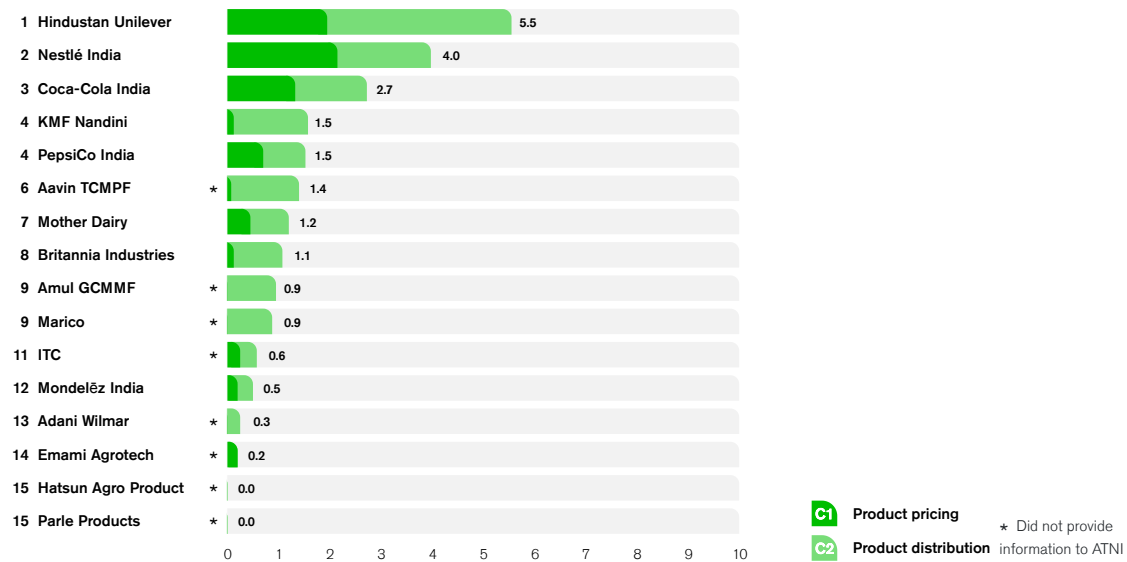


Category C: Accessibility

Category C consists of two criteria:

- C1 Product pricing
- C2 Product distribution

Producing healthier options is necessary but insufficient on its own to improve consumers' access to nutritious foods and beverages, and to drive up their consumption. Therefore, companies must offer them at competitive prices and distribute them widely to reach all consumers in need especially those who are vulnerable to malnutrition. This category assesses companies' efforts to make their healthy products more affordable and accessible to Indian consumers through their approaches to pricing and distribution.



Findings

- Indian food and beverage manufacturers do not appear to have embedded within their commercial strategies clear and substantive approaches to improving the affordability and physical accessibility of their healthy products.¹⁴ The research for this Index did not find evidence of any novel changes in approach to this key issue since 2016. Only four companies across this Category have a strategy or target to address affordability and physical accessibility of their healthy products. Hindustan Unilever is the only company to have some quantitative targets in their pricing strategy to increase accessibility. Additionally, companies that do not have a clear way of defining their healthy products are unable to formalize any specific strategy or target towards delivering such products, and therefore score poorly in this category.
- Only three companies conduct pricing analysis (Coca-Cola India, Hindustan Unilever and Nestlé India) to determine appropriate pricing for their healthy products across all the states in which they are present. In general, none of the companies have focused commitments and policies that specifically address or mention the nutritional needs of groups in aspirational districts of India. These are districts that have been defined by the Indian Government as priority districts for development through specific health and nutrition-related indicators.

Recommendations

ATNI recommends that companies:

- Adopt and publish a policy to improve the affordability and physical accessibility of their healthy products, taking into account how these products can reach low-income populations or groups that lack regular access to healthy, affordable food.
- Conduct state-level pricing and distribution analyses, periodically, to assess and address the unmet needs of consumers with low incomes and who are based in remote locations of the country. Furthermore, consider taking guidance from national development initiatives such as the Transformation of Aspirational Districts program.

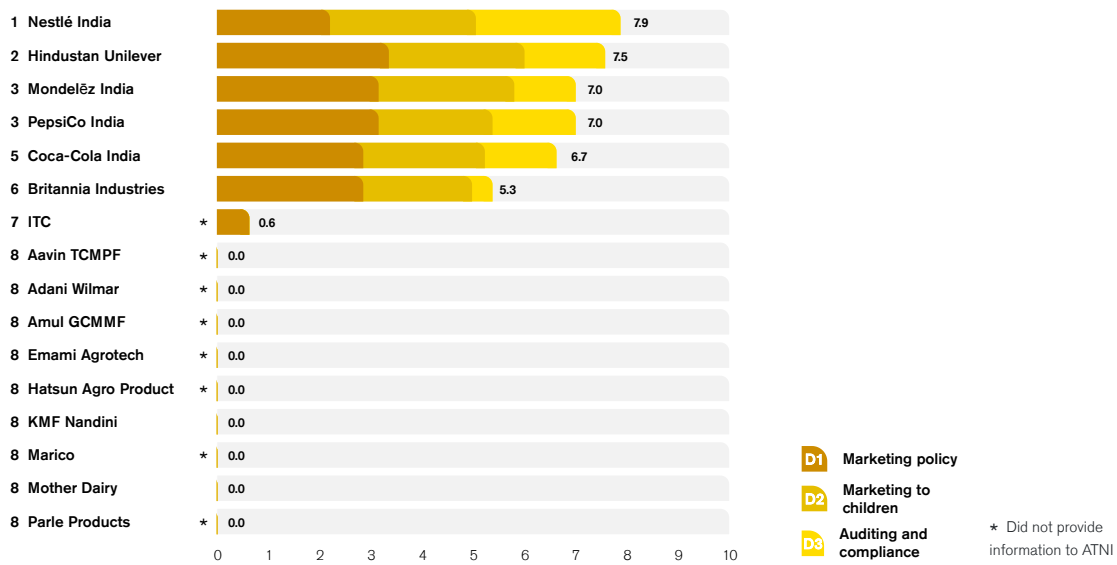


Category D: Marketing

Category D consists of three criteria:

- D1 Marketing policy
- D2 Marketing to children
- D3 Auditing and compliance

This category captures the extent to which companies support all Indian consumers, including children and teenagers, to make healthy choices by adopting responsible marketing practices and by prioritizing the marketing of their healthier products.



Findings

- As per the 2016 Index, the subsidiaries of multi-national companies follow the responsible marketing policies and practices of their parent companies, covering all consumers including children. For India-headquartered companies, there is some noticeable improvement since the 2016 assessment, but still a minimal focus on responsible marketing overall. Britannia Industries has improved the most in this regard by developing a marketing policy and becoming the only India-headquartered company that has embedded in its policy to: advertise responsibly to children under 12 – as well as other commitments to restrict direct targeting of children under 12; only market healthy products in (or near) primary and secondary schools in agreement with schools/parents; and undertake internal audits frequently on marketing practices towards children, teenagers and other audiences.
- ATNI gives credit to companies' commitments not to market their products to children, or to only market those products that meet globally recognized healthy nutrition criteria. The Product Profile indicates that only 12% of the 1,495 products assessed, representing 29% of the companies' total 2018 sales combined, were eligible to be marketed to children according to the WHO SEAR nutrition criteria.¹⁵ This finding underlines the importance and need for more companies to adopt responsible marketing policies. Although two companies pledge not to market any products to children, none of the companies report applying the WHO SEAR criteria or other external criteria to their marketing policies for children. In addition, none of the companies' responsible marketing policies or commitments include teenagers (children above the age of 12).
- Of the 16 companies assessed, only six make commitments not to market in primary schools. Nestlé India goes beyond this stance and commits not to market product categories such as Confectionery or Water-based Sweetened Beverages near primary schools. Mondelez India stands out as the only company not to market any products in both primary and secondary schools.

Recommendations

ATNI recommends that companies:

- Adopt or develop a responsible marketing policy for all consumers, including children, that aligns with the WHO SEAR nutrition criteria for products suitable to market to children.
- Ensure that their commitments are comprehensive, as specified in the ATNI methodology, and explicitly cover all relevant media, including traditional and digital.
- Commit not to market products that do not meet healthy nutrition criteria, either at all, or in/near to primary and secondary schools. Companies should also further align with the dialogue in India towards banning the sale and advertising of foods which are high in fat, salt and sugar in school canteens and within 50 m of school campuses, as per the draft Food Safety and Standards (Safe Food and Healthy Diets for School Children) Regulations, 2019. FSSAI to finalise in 2 months regulations to ban sale, ad of junk foods in schools, within 50 m of campus.¹⁶
- Set-up audit mechanisms to evaluate compliance with the marketing policy covering all consumers (including children) and publicly disclose this information. Presently, Nestlé India is the only company to do this.

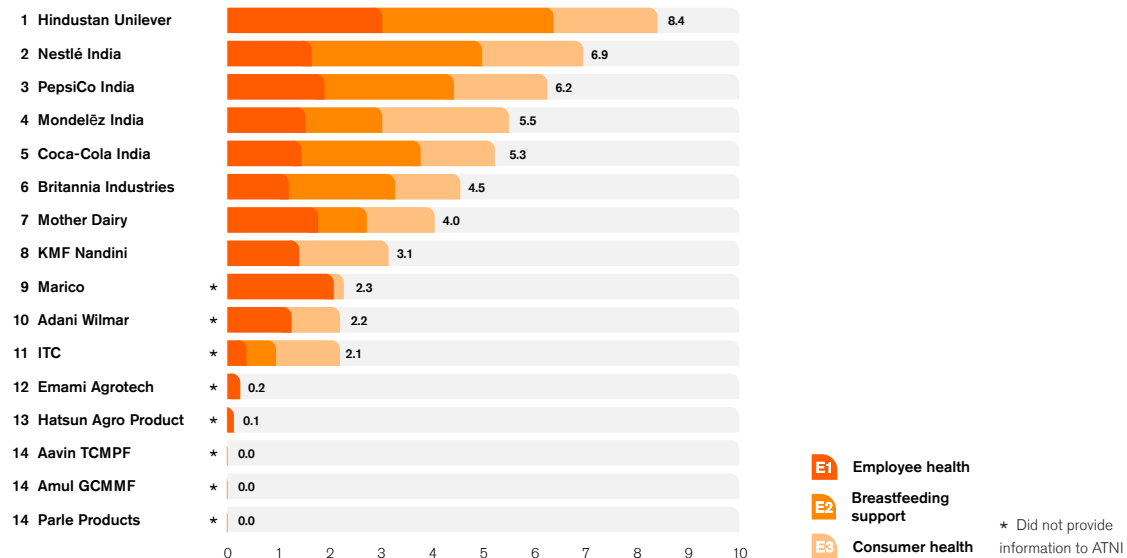


Category E: Lifestyles

Category E consists of three criteria:

- E1 Employee health
- E2 Breastfeeding support
- E3 Consumer health

Food and beverage manufacturers in India can support company staff to eat healthy diets and pursue active lifestyles by providing employee health and wellness programs. As also noted by FSSAI in its Orange ¹⁷ and Purple ¹⁸ guidance books, in addition to other benefits, these programs can help to facilitate a corporate culture that focuses on nutrition. Supportive working practices and the provision of appropriate facilities can ensure that companies enable breastfeeding mothers to give their infants the healthiest start to life. Companies can also help consumers to adopt healthy diets and active lifestyles by supporting education programs, especially those that target groups suffering from various forms of malnutrition. This category assesses the extent to which companies support such efforts.



Findings

- Most companies (12 out of 16) make a commitment to improve the health and wellness of their employees with programs designed to address physical health and nutrition. While most of these programs (10 out of 12) are accessible to all employees, only six companies demonstrated a commitment to improving the health and wellness of groups across the wider food supply chain and not direct employees. In addition, most companies do not seem to monitor the impact of their health and wellness programs. Hindustan Unilever bucks this trend by conducting independent evaluations to capture this information, and goes a step further by monitoring the impact of programs relevant to employees across the food supply chain.
- Four of the 16 companies make public commitments to supporting breastfeeding mothers at work. Coca-Cola India, Hindustan Unilever and Nestlé India have set out their commitment in a formal policy.
- In respect to increasing nutrition literacy, nutrition education, healthy diet-oriented and active lifestyle programs aimed at groups that experience – or are at high risk of experiencing – malnutrition, eight companies publicly commit to sponsor/fund such programs. Mondelez India is the only company to demonstrate that all of its nutrition and health programs exclude product promotion or branding.

Recommendations

ATNI recommends that companies:

- Implement robust impact assessment tools and monitoring mechanisms for their employee health and wellness programs, and expand the coverage of these programs to include groups across the wider food supply chain that are not direct employees.
- Increase transparency in describing how they extend support to breastfeeding mothers at work, and to supporting maternal health as part of their formal company policy in line with, and beyond, Indian regulations.
- Develop their nutrition education, literacy, healthy diet-oriented and/or active lifestyle programs and conduct external and independently monitored program verifications.

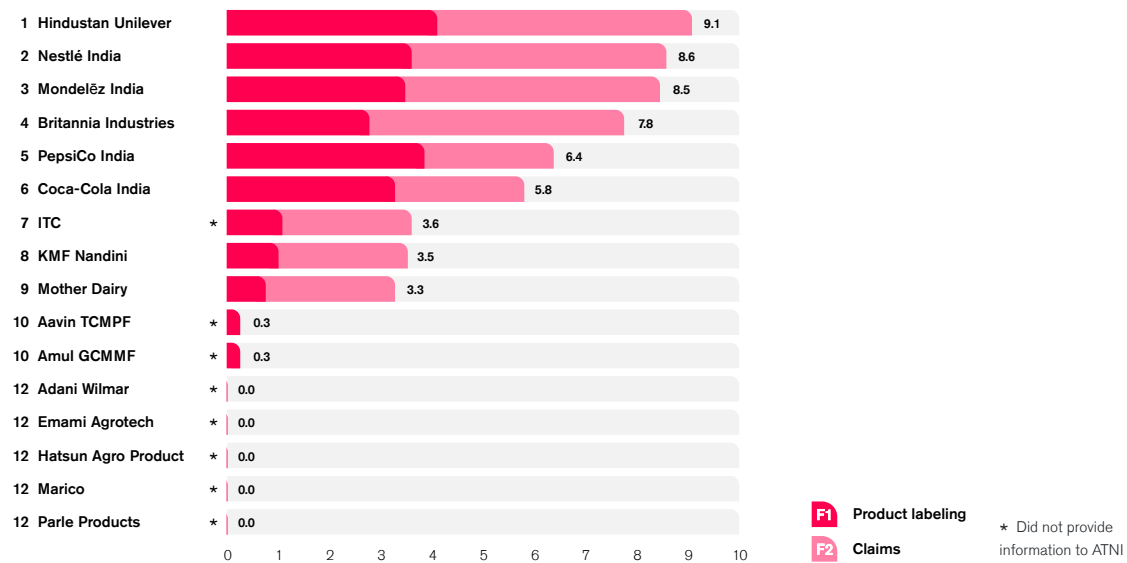


Category F: Labeling

Category F consists of two criteria:

- F1 Product Labeling
- F2 Claims

One important means of promoting healthy diets and addressing malnutrition is to provide consumers with accurate, comprehensive and readily understandable information about the nutritional composition and potential health benefits of what they eat. This can promote better nutrition by helping consumers choose appropriate products to manage their weight and prevent or address diet-related chronic disease, and to raise awareness of products that address micronutrient deficiencies. This category assesses companies' approaches to product labeling and use of health and nutrition claims, across product portfolios and in accordance with local and international standards (Codex Alimentarius).



Findings

- Since 2016, some companies have improved their product packaging by labeling more key nutrients such as sodium, saturated fat (separate to total fat), trans-fat and dietary fiber. Currently, these nutrients are not part of FSSAI's mandatory labeling regulations, but six companies disclose their commitment to labeling them in a publicly available policy. Among all companies assessed, only four companies have committed to labeling dietary fiber. It is therefore the least labeled key nutrient.
- Ten of the 16 companies publish nutrition information about some of their products on their websites. However, the research found clear evidence that only five companies – Britannia Industries, Coca-Cola India, Hindustan Unilever, KMF Nandini and PepsiCo India – provide coverage of 90% of their products or more.
- Eight companies commit to adhere to FSSAI's 2018 Advertising and Claims Regulation, which came into force in 2019. However, only five companies publicly disclose how they comply with this regulation (Britannia Industries, Hindustan Unilever, ITC, Mondelez India and Nestlé India). Overall disclosure practices remain weak and most companies haven't adopted or published a policy covering both the labeling and use of nutrition and health claims.

Recommendations

ATNI recommends that companies:

- Formally commit to label all key nutrients on-pack for all products, as stipulated by Codex Alimentarius, and further adopt interpretative FOP labeling, especially in alignment with ongoing discussions with the Government and other relevant stakeholders.
- Adopt and publish a formal and comprehensive policy covering both nutrition labeling and use of nutrition and health claims.
- Publish nutrition information online for all products, including relevant elements such as portion size.

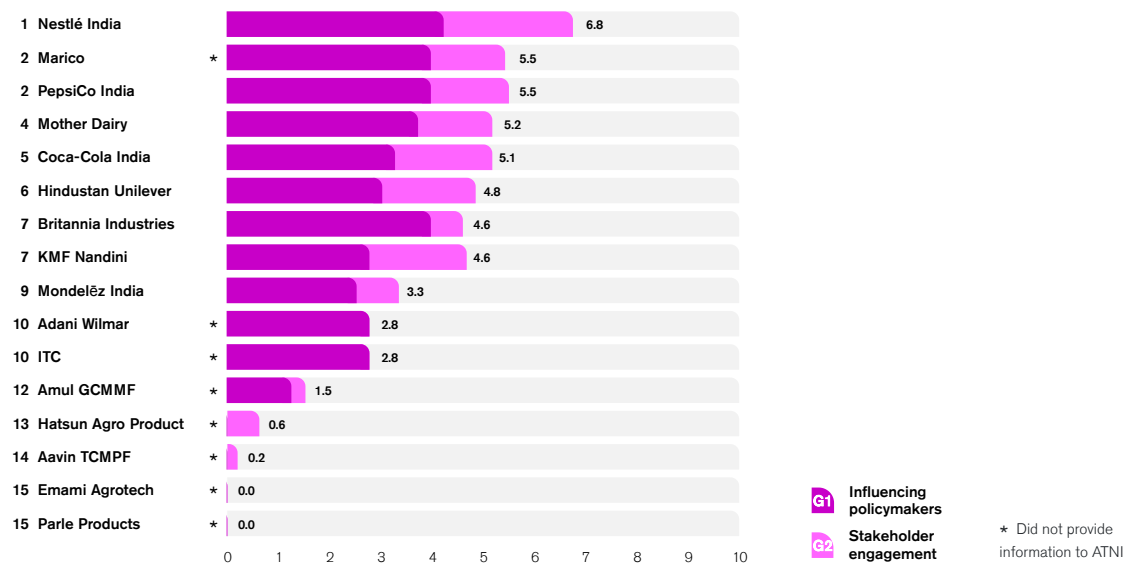


Category G: Engagement

Category G consists of two criteria:

- G1 Influencing policymakers
- G2 Stakeholder engagement

By responding to requests from policymakers and policymaking bodies, and supporting government activities and positions on nutrition policies, companies can have an impact on Indian consumers' access to nutrition. In addition, constructive engagement by companies with a wide range of other stakeholders (including international organizations, civil society and academics) can help to strengthen their strategies and policies and provide valuable feedback on their relevance and effectiveness. This category focuses on companies' engagement with stakeholders on nutrition-related issues.



Findings

- Despite only seven companies explicitly committing to engage with policymaking bodies in support of measures designed to address all forms of malnutrition in India, 12 were able to provide examples of playing an active and/or constructive role in supporting the Indian Government's efforts in this regard.
- Overall, companies' disclosure about their interaction with stakeholders in India is quite limited. None of the companies get a full score of 10 points even though nine report some degree of disclosure – mostly regarding their membership with industry associations. None disclose their financial support to influencers (individuals or groups), think tanks, interest groups or other such organizations in India. Only Coca-Cola India discloses its Board seats at industry associations and on advisory bodies related to nutrition issues.
- Working in partnership with stakeholders to address malnutrition is more common – nine of the companies do this. However, none provide evidence of one-to-one discussions with key organizations working on malnutrition to solicit input on their corporate strategies, nutrition-related policies or activities. Nestlé India and Marico stand out in respect to their comprehensive, well-structured and focused engagement around their corporate nutrition strategy with Indian stakeholders. Both companies have established regular interaction with stakeholders through trade associations, surveys, direct feedback and in-person convenings.

Recommendations

ATNI recommends that companies:

- Engage with policymakers when requested and in support of government measures designed to address obesity, diet-related diseases and/or undernutrition or micronutrient deficiencies in India.
- Increase transparency around membership of industry associations, think tanks, or interest groups, as well as financial support to these organizations. Similarly, publicly disclose potential governance conflicts of interest, including Board seats at industry associations and advisory bodies related to nutrition issues, and about the positions adopted when seeking to influence nutrition and public health policies in India.
- Establish formal, long-term partnerships and one-to-one discussions with key organizations to address malnutrition within their commercial approach.

Amplifying Impact

Improving nutrition for all Indians



**End hunger, achieve
food security and
improved nutrition**



**Ensure healthy
lives and promote
well-being for all**

Driving the private sector's performance on healthy, affordable diets is a crucial factor to reach India's National Nutrition Mission and the goals of the Eat Right India movement. Reaching these goals for more than 1.25 billion citizens in India is also a prerequisite to reach the 2030 worldwide agenda of Sustainable Development including zero hunger and good health and well-being for all. This ATNI India Index finds food companies in India show their commitment to provide healthy food and discuss how to support the Poshan Abhiyaan mission and the Eat Right India movement. More innovative, healthy and affordable products can and should be introduced to make a real difference.

The Access to Nutrition India Spotlight Index 2020 would not have been possible without the generous support of the Bill & Melinda Gates Foundation, the UK Department for International Development, the Netherlands Ministry of Foreign Affairs.

The second India Spotlight Index was produced by the ATNI India Index project team which consists of Fiona Kirk, Osien Kumar, Paul Vos and Mark Wijne. For the company research, analysts Julia Lladós Vila, David Jerome and Estefania Marti Malvido complemented the team. ATNI executive director Inge Kauer, senior advisor Rachel Crossley and program intern Sofie van den Berg helped review texts and data.

As noted in the methodology section of the report, the ATNI team drew on the expertise and advice of two advisory groups, a group of expert reviewers in India and the ATNI international Expert Group. Their close engagement throughout the development process for the methodology of the India Spotlight Index 2020 has been a source of invaluable guidance, and this report benefited greatly from their input and advice (group composition and names in the full acknowledgment). The views expressed in this report, however, do not necessarily reflect the views of these two groups' members or of the institutions they represent.

BILL & MELINDA
GATES *foundation*



Ministry of Foreign Affairs



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Research/ Implementing Partners

The George Institute

Elizabeth Dunford and Fraser Taylor of The George Institute for Global Health (The George Institute), conducted the Product Profile assessment for the 16 companies in this 2020 Index and the analysis of changes in the nutritional profile of packaged food and beverage products from 11 large companies in India over a three year period for the Access to Nutrition Initiative.



Innova Market Insights

Innova Market Insights (Innova), a commercial knowledge supplier for the Food and Beverage industry, provided product composition data.



73BIT

Development 73BIT, a British IT developer, set up the online data platform used to collect and process company data. It also developed automatic scoring sheets and reports that fed into the scorecards.

Kummer & Herrman

Kummer & Herrman based in the Netherlands, design for identity, website and reports.

Studio September

Studio September based in the Netherlands, website development.

AvianWe

AvianWE, an integrated communications agency in India, is ATNI's public relations partner for this index.

WRENmedia

WREN*media*, a UK communication company did the language and copy editing of the report and scorecards.

Organizations Consulted

- Alive & Thrive India, FHI 360
- Centre for Responsible Business, India
- Confederation of Indian Industries
- Food Fortification Initiative
- Food Safety and Standards Authority of India
- Global Alliance for Improved Nutrition, India
- National Institute of Nutrition, Hyderabad
- Netherlands Embassy, New Delhi

- Oxfam India
- Rabobank India
- Save the Children, India
- Tata Trusts
- The Bill & Melinda Gates Foundation India
- UNICEF India
- World Business Council for Sustainable Development
- World Health Organization India

ATNI India Expert Review Panel and Global Expert Group Members

The mandate of the India expert Review Panel and global Expert Group is to provide input into the development of the Corporate Profile methodology and other aspects of the Index. This group consists of members with expertise in various aspects of nutrition (including health dimensions of malnutrition, marketing, labeling, use of claims, nutrient profiling, regulatory issues, etc.)

The members of the India expert Review Panel and Expert Group serve in their personal capacities and in an advisory role. The views expressed in this report do not necessarily reflect their views or the views of the institutions they represent. Members are listed below.

India Expert Review Panel

Dr. Rajan Sankar

Director Nutrition, Tata Trusts

Vivek Arora

Senior Advisor, Tata Trusts

Rohini Saran

Deputy Lead – Food Fortification Resource Centre, Food Safety and Standards Authority of India (FSSAI)

Dr. Avula Laxmaiah

Scientist 'G' & Head, Public Health, National Institute of Nutrition (NIN)

Devyani Hari

Director – Programmes, Centre for Responsible Business (CRB)

Rachna Sujay

Senior Technical Advisor – Diffusion States, Alive & Thrive

Dr. Antaryami Dash

Advisor – Nutrition, Save the Children

Shiva Mudgil

Vice President, RaboResearch Food & Agribusiness, Rabobank India

Global Expert Group

Shiriki Kumanyika

Chair, ATNI Expert Group;

Professor Emerita of Epidemiology, Department of Biostatistics and Epidemiology, Perelman School of Medicine, University of Pennsylvania;

Research Professor in Community Health & Prevention, Drexel University Dornsife School of Public Health

Lindsay H. Allen

Director, USDA ARS Western Human Nutrition Research Center;

Research Professor, Department of Nutrition, UC Davis

Terry T-K Huang

Professor, School of Public Health, City University of New York

Mike Rayner

Director, British Heart Foundation Health Promotion Research Group, University of Oxford

Linda Meyers

Former Director (retired), Food and Nutrition Board, National Academies of Sciences, Engineering, and Medicine, Washington, DC

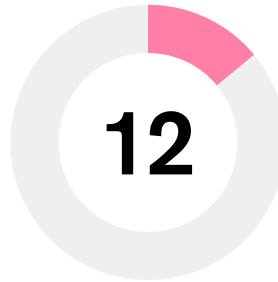
Boyd Swinburn

Professor, Population Nutrition and Global Health at the University of Auckland and Alfred Deakin; Professor and Director, World Health Organization (WHO) Collaborating Centre for Obesity Prevention at Deakin University in Melbourne

Aavin TCMPF

Product Profile Categories

Dairy



Rank 12 / Score 1.4



Product Profile

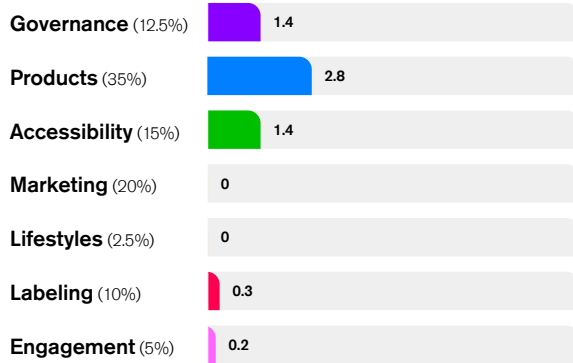
Rank 12 / Score 4.2

Headquarters
India

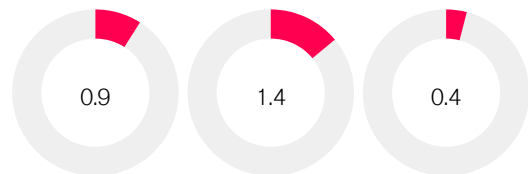
Retail sales (INR – millions)
1²⁰
69991

Company Profile

Rank 12 **Score 1.4**



Commitment **Performance** **Disclosure**



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Main areas of strength

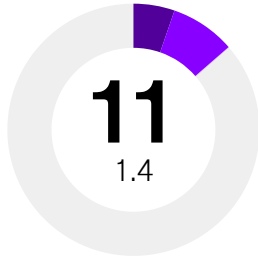
- Aavin TCMPF is assessed for the first time in the India Index 2020. ATNI welcomes Aavin TCMPF as one of the dairy cooperatives assessed in this Index, and the company's interest in the Index methodology and participation in stakeholder meetings.
- Aavin TCMPF voluntarily fortifies some of its relevant products, such as milk products, with vitamins A and D in accordance with the Food Safety and Standards Authority of India (FSSAI)'s Food Safety and Standards (Fortification of Foods) Regulation, 2018. The company could further improve its approach by publicly disclosing its strategy to deliver micronutrient fortification across its product portfolio.
- The company has introduced healthier variants of products in recent years, such as sugar-free alternatives of its flavored yogurts. Although Aavin TCMPF does not publicly disclose that it aims to support the National Nutrition Strategy and Vision 2022 (Kuposhan Mukh Bharat – free from malnutrition, across the life cycle) and other Government initiatives through its commercial activities, the introduction of sugar-free variants is in alignment with national priorities to address the challenges of rising overweight/obesity levels and non-communicable diseases. Further, its fortification effort supports the Government's efforts to combat undernutrition and micronutrient deficiencies.
- Aavin TCMPF provides nutrition information for many products on its website, where the details are well-organized into food group categories and easily accessible to consumers. The company could further improve its performance by ensuring that comprehensive nutrition information is available for all products both on product packaging and online.
- Aavin TCMPF makes a general commitment to making healthy products more affordable, which is disclosed on its website, and relates to its aim to deliver value-added products to consumers through quality milk at affordable prices.

Priority areas for improvement

- Aavin TCMPF ranks joint twelfth overall in the Index, with a score of 1.4 out of 10.
- The company could improve its performance by adopting and disclosing a nutrition policy that specifies how the company contributes to improving nutrition and health through its commercial strategy and activities.
- The company ranks twelfth in the Product Profile with a score of 4.2 out of 10. Although a total of 18 dairy products were identified, sufficient nutrition information to assess was only available for two products, and of those, one was found to achieve a Health Star Rating (HSR) of 3.5 or more out of 5 – the 'healthy' threshold.
- Aavin TCMPF should define which of its products are healthy based on objective nutrition criteria using an internationally recognized Nutrient Profiling System. The company should also implement a strategy towards a healthier product portfolio by setting SMART – Specific, Measurable, Achievable, Relevant and Time-bound – product formulations and/or reformulation targets.
- Aavin TCMPF is advised to adopt and publish a responsible marketing policy for all consumer groups, with specific commitments for children and teenagers. Signing the Food and Beverage Alliance India Pledge could constitute a first step towards this aim. The company should also consider only marketing products to children that meet the World Health Organization (WHO) South-East Asia Region (SEAR) regional standard. The Product Profile found that 6% of company products currently meet this standard.
- To enable a better assessment of product healthiness, both by general consumers and by ATNI in the Product Profile, Aavin TCMPF should disclose more nutrition information on product packaging. The information should list all nutrients as recommended by the Codex Alimentarius and in compliance with local regulations, including for saturated fat, sodium and total sugars. Further, Aavin TCMPF is encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and is developed in partnership with the Government and other stakeholders.
- As a general recommendation, Aavin TCMPF could increase public disclosure about its nutrition-related commitments, policies and practices in India and is encouraged to engage with ATNI to allow for a more complete assessment.

Category Analysis

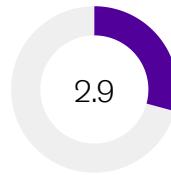
Governance



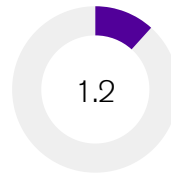
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

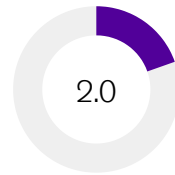
Commitment



Performance



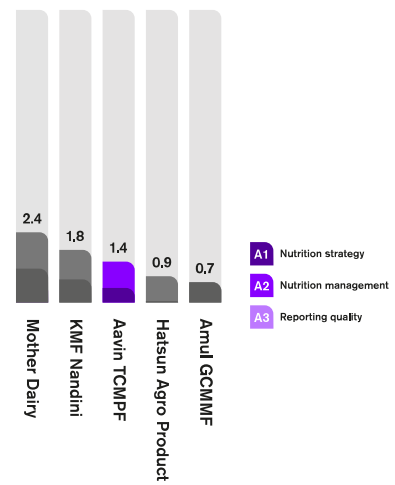
Disclosure



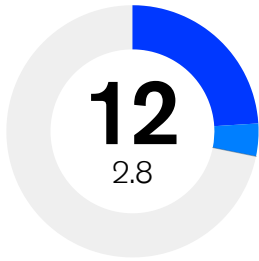
The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

Companies are grouped into three different industry segments in this Index based on the type of products they predominantly sell (i.e. contributing 80% or more to their total food and beverage sales) – dairy, edible oil or mixed portfolio. The graph on the right shows how the company's result within this Index category compares to that of its peers within the same industry segment.

Peer Comparison



Products



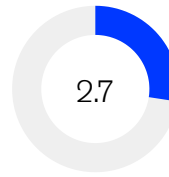
- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

All category, criteria, commitment, performance and disclosure scores are out of 10

Commitment



Performance



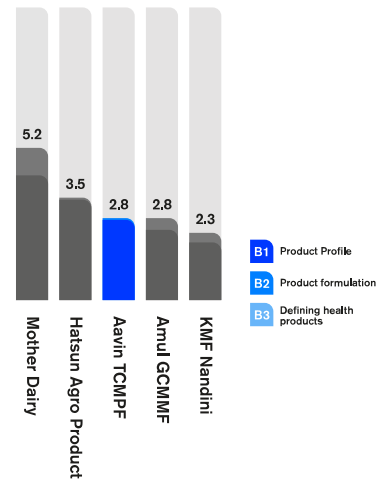
Disclosure



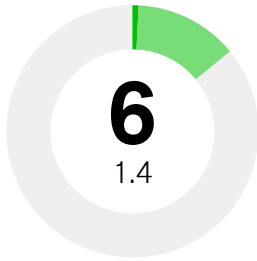
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Peer Comparison

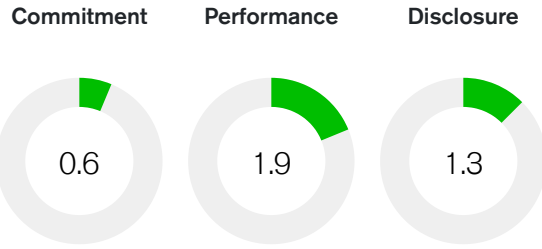


Accessibility



- C1** Product pricing
- C2** Product distribution

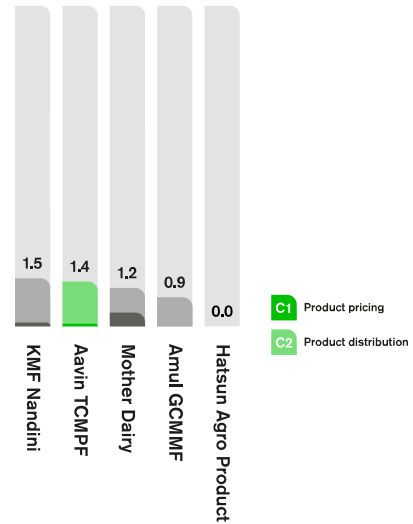
All category, criteria, commitment, performance and disclosure scores are out of 10



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Peer Comparison

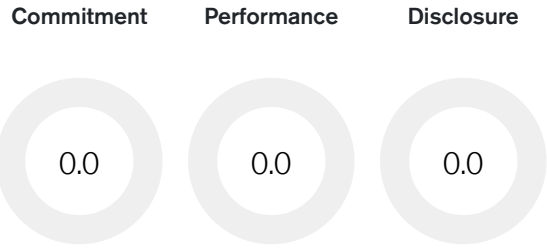


Marketing



- D1 Marketing policy
- D2 Marketing to children
- D3 Auditing and compliance

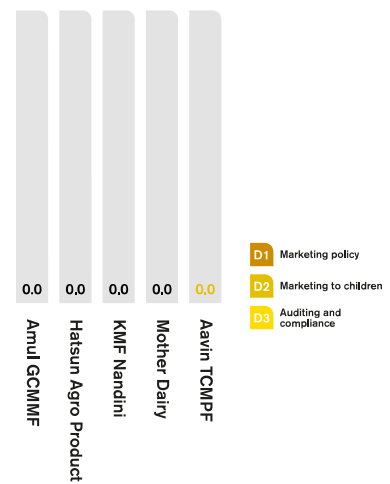
All category, criteria, commitment, performance and disclosure scores are out of 10



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Peer Comparison

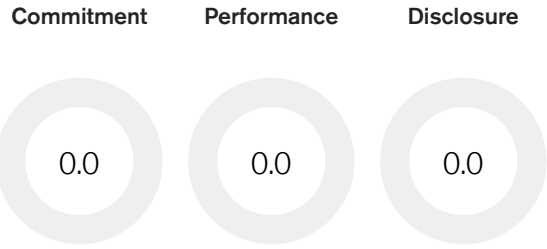


Lifestyles



- E1 Employee health
- E2 Breastfeeding support
- E3 Consumer health

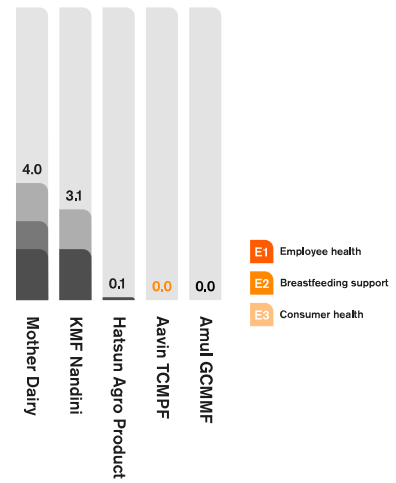
All category, criteria, commitment, performance and disclosure scores are out of 10



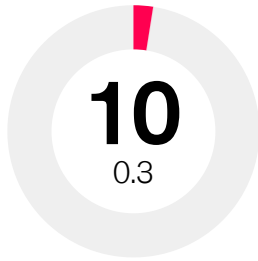
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Peer Comparison



Labeling



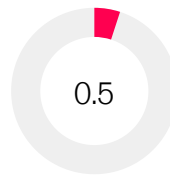
- F1 Product labeling
- F2 Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

Commitment

Performance

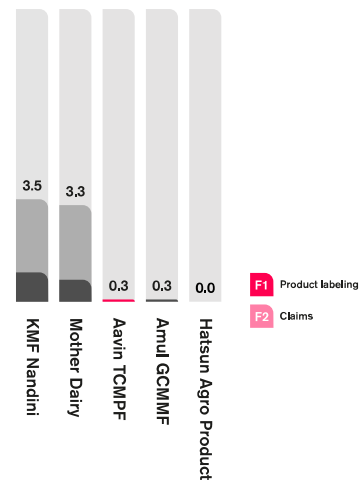
Disclosure



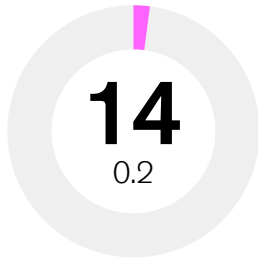
For this category performance indicators were not included. The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

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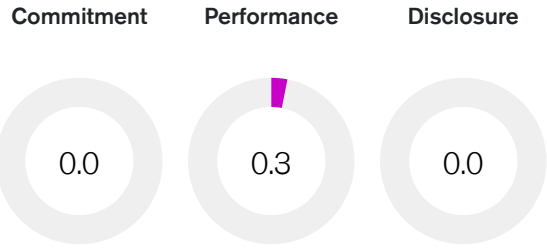


Engagement



- G1 Influencing policymakers
- G2 Stakeholder engagement

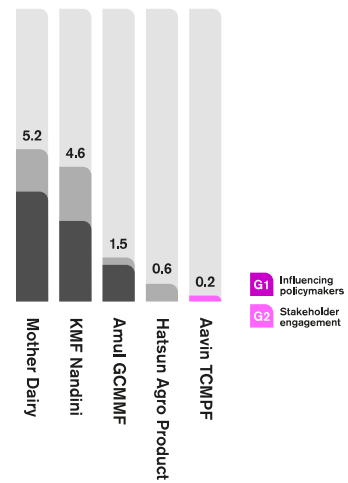
All category, criteria, commitment, performance and disclosure scores are out of 10



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Peer Comparison



Product Profile



12

Rank 12 / Score 4.2

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
2.3	50%	50%	2	6%	6%	17	90-100%

- A total of 18 products from the Dairy category were included in the Product Profile, representing 90-100% of Aavin TCMPF's estimated 2018 sales. Of those, only two products were eligible for inclusion in the Product Profile HSR assessment due to a lack of sufficient nutrient information for the remaining products. Therefore, it was not possible to get a clear picture of the mean healthiness of Aavin TCMPF's portfolio in comparison to the other companies.
- As one of the two products was found to meet the HSR healthy threshold, the company is estimated to have derived 50% of its 2018 sales from healthy products.
- The company achieves an unweighted mean HSR of 2.3 out of 5, which remains the same after sales-weighting, resulting in a mean healthiness score of 4.6 out of 10.
- A total of 17 dairy products were assessed to determine their suitability to be marketed to children according to the WHO SEAR nutrient profile model. One dairy product, estimated to represent 6% of the 2018 sales, was found to meet these criteria.

Product Category Results

Category	Dairy
Mean HSR	2.3
% products healthy	50
% products suitable to market to children	6

- All of Aavin TCMPF's products selected for the Product Profile are in the Dairy category. The company's category-level results are therefore equivalent to its portfolio-level results.

Relative nutritional quality of Aavin TCM PF's products by category compared to competitors

Mean HSR	Dairy
Aavin TCM PF	2.3
Amul GCMMF	2.4
Arla	3.2
BRF	2.7
Britannia Industries	2.2
Coca-Cola	3.6
Coca-Cola India	3.5
Conagra	2.1
Danone	3.5
Ferrero	0.7
FrieslandCampina	3.4
General Mills	3.5
Hatsun Agro Product	2.7
KMF Nandini	2.2
Kraft Heinz	2.7
Lactalis	3.1
Mars	2.8
Meiji	3.2
Mengniu	3
Mondelēz	2.4
Mother Dairy	3.0
Nestlé	2.4
Nestlé India	3.0
PepsiCo	3.1
Suntory	3
Tingyi	2.7
Yili	3.1

- With a mean HSR of 2.3 out of 5 for its dairy products, Aavin TCM PF ranks sixth out of eight companies within the Dairy product category.
- Aavin TCM PF achieves a relative category score of 3.8 out of 10 based on its ranking within this category.

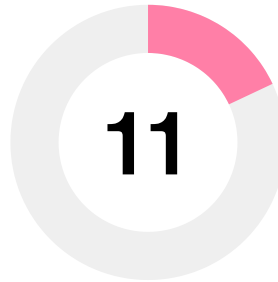
Conclusion

- Aavin TCMPF's mean healthiness score of 4.6 and relative category score of 3.8 result in an overall Product Profile score of 4.2 out of 10, which means the company ranks twelfth in this assessment.
- In addition to disclosing more nutrition information for all its products (with specific attention to the saturated fat, sodium and total sugars content), Aavin TCMPF should consider taking action to improve the nutritional quality of its dairy products, and adopting relevant and measurable targets and goals. Further, the company is encouraged to shift sales towards its healthier products within the Dairy category.

Adani Wilmar

Product Profile Categories

Edible Oils



Rank 11 / Score 1.8



Product Profile

Rank 2 / Score 6.9

Headquarters

India

Retail sales (INR – millions)

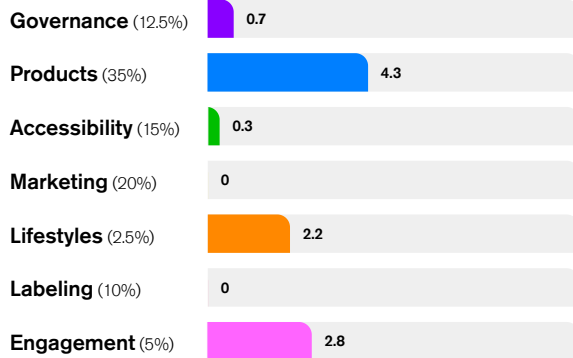
117565

Number of employees

1614

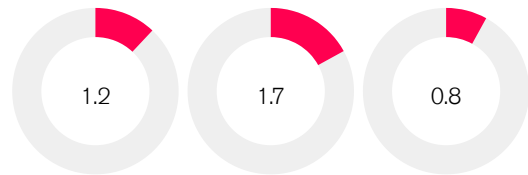
Company Profile

Rank 11 Score 1.8



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment Performance Disclosure



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

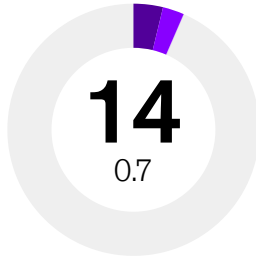
- Adani Wilmar ranks second in the Product Profile with a score of 6.9 out of 10. The company is estimated to have derived 50% of its 2018 sales from healthy products, i.e. those that achieve a Health Star Rating (HSR) of 3.5 or more out of 5. This result is based on the assessment of 12 products within the Edible Oils category, which make up the vast majority of the company's sales in India.
- Adani Wilmar commits to working 'for a healthy growing India' and towards delivering more healthy products. The company voluntarily fortifies some of its edible oil products with vitamins A and D in accordance with the Food Safety and Standards Authority of India (FSSAI)'s Food Safety and Standards (Fortification of Foods) Regulation, 2018. The company has also developed edible oil products aimed at specific target groups to help control blood sugar and cholesterol levels.
- Through its corporate social responsibility project, SuPoshan, Adani Wilmar commits to addressing issues of malnutrition and anemia in India by improving the nutritional status and enhancing nutrition literacy of children, adolescent girls and women of reproductive age at various locations in the country.
- The company publicly commits to supporting the health and wellness of its employees through various programs and has several initiatives in place with a focus on physical activity. Adani Wilmar could improve further in this area by extending its programs to cover broader aspects of nutrition and health.
- Regarding engagement with policymakers, the company discloses that it advocates on key areas of food security with respect to edible oils and pulses through its membership with the trade chamber. The company also publicly reports on its support to Government-run anganwadis (childcare centers) and schools.

Priority areas for improvement

- Adani Wilmar ranks eleventh overall in the India Index, with a score of 1.8 out of 10.
- Despite its commitment to grow through a focus on nutrition and health, the company does not disclose its commercial strategies in this regard. The company is advised to do so and to indicate how it could help address the nutrition and health priorities set out in the National Nutrition Strategy and Vision 2022 (Kuposhan Mukht Bharat – free from malnutrition, across the life cycle), and POSHAN Abhiyaan, through its core business model. Further, the company is encouraged to set up and publicly disclose nutrition-related auditing, risk assessments and annual management reviews.
- Adani Wilmar should define which of its products are healthy based on objective nutrition criteria. The company should also implement a publicly disclosed strategy for achieving and maintaining a healthy product portfolio by setting relevant objectives and targets. In addition, Adani Wilmar could improve its approach by voluntarily fortifying all relevant products according to FSSAI guidance and by disclosing its approach to do so.
- In regard to Category D – Marketing – Adani Wilmar could substantially increase its score by making commitments to market its products responsibly to all consumers and not to market any products to children (its products are unlikely to be marketed to children).
- The company is encouraged to adopt and publish a labeling policy to ensure that nutrition information is provided on all packaged foods according to the Codex Alimentarius guidelines, and in compliance with Indian regulations. Adani Wilmar could also publish the nutrition content information of its products online and is encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and developed in partnership with the Government and other relevant stakeholders.
- As a general recommendation, Adani Wilmar has considerable scope to increase public disclosure of its nutrition-related commitments, policies and practices in India, and is encouraged to engage with ATNI in future to allow for a more complete assessment of these aspects.

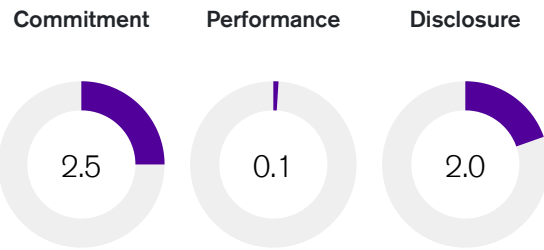
Category Analysis

Governance



- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

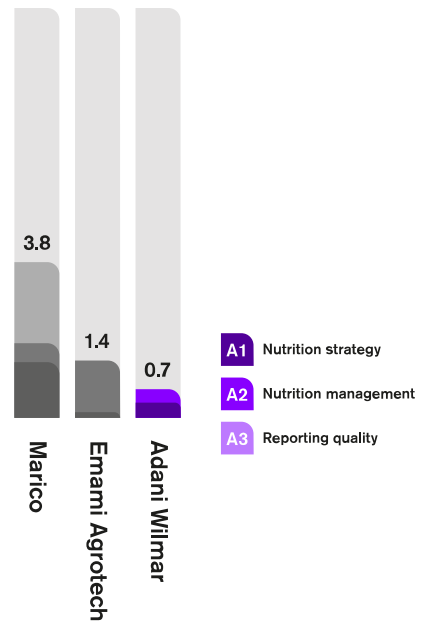
All category, criteria, commitment, performance and disclosure scores are out of 10



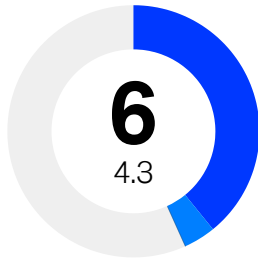
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Companies are grouped into three different industry segments in this Index based on the type of products they predominantly sell (i.e. contributing 80% or more to their total food and beverage sales) – dairy, edible oil or mixed portfolio. The graph on the right shows how the company's result within this Index category compares to that of its peers within the same industry segment.

Peer Comparison

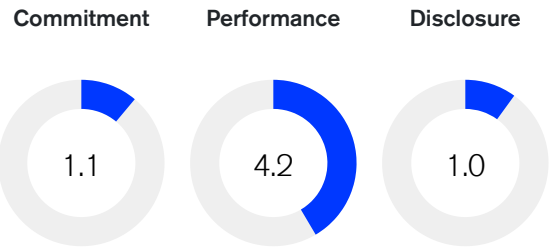


Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

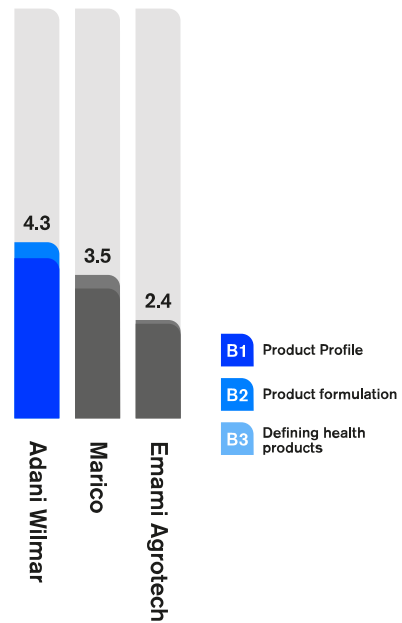
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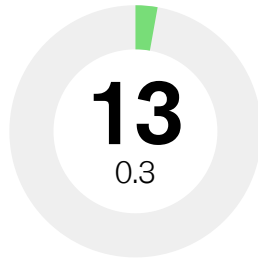
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Peer Comparison

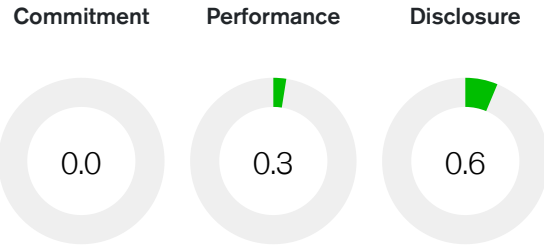


Accessibility



- C1** Product pricing
- C2** Product distribution

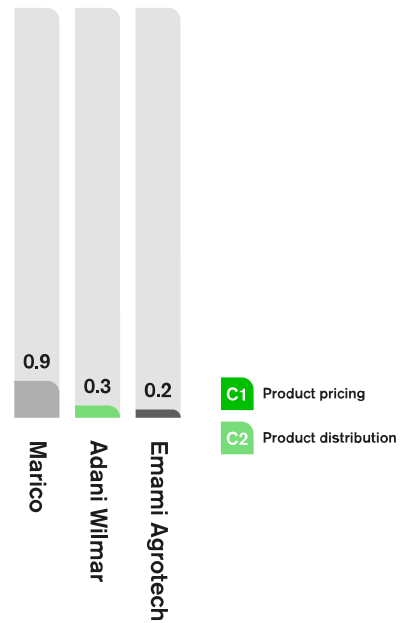
All category, criteria, commitment, performance and disclosure scores are out of 10



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Peer Comparison

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Marketing



- D1 Marketing policy
- D2 Marketing to children
- D3 Auditing and compliance

All category, criteria, commitment, performance and disclosure scores are out of 10

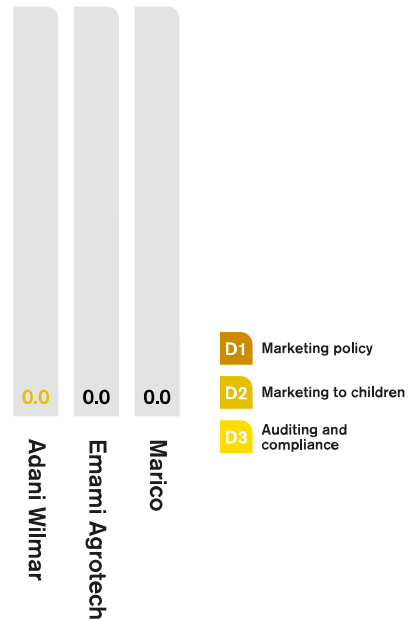
Commitment Performance Disclosure



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Peer Comparison

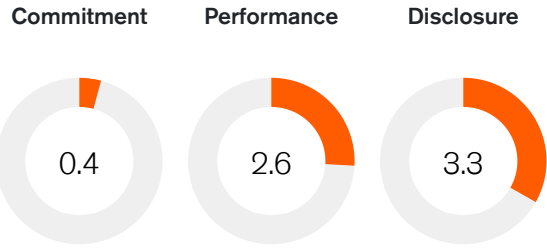


Lifestyles



- E1** Employee health
- E2** Breastfeeding support
- E3** Consumer health

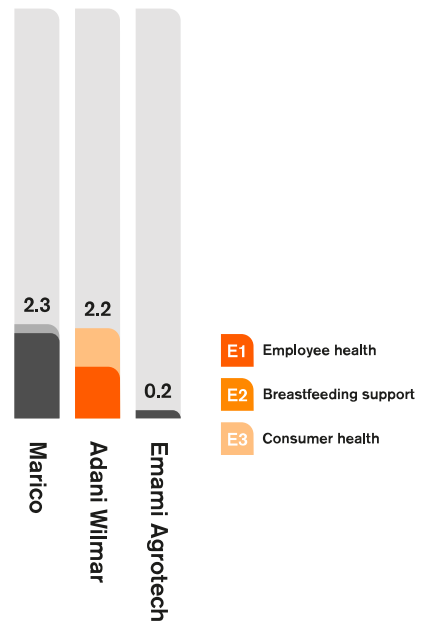
All category, criteria, commitment, performance and disclosure scores are out of 10



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Peer Comparison

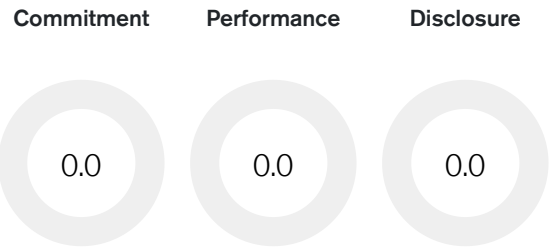


Labeling



- F1** Product labeling
- F2** Claims

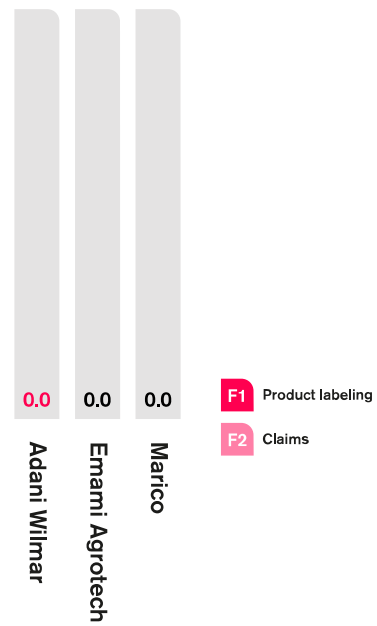
All category, criteria, commitment, performance and disclosure scores are out of 10



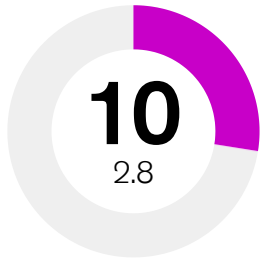
For this category performance indicators were not included. The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

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Peer Comparison

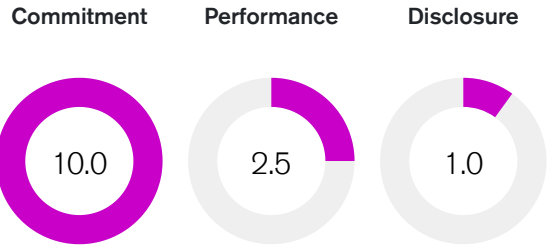


Engagement



- G1 Influencing policymakers
- G2 Stakeholder engagement

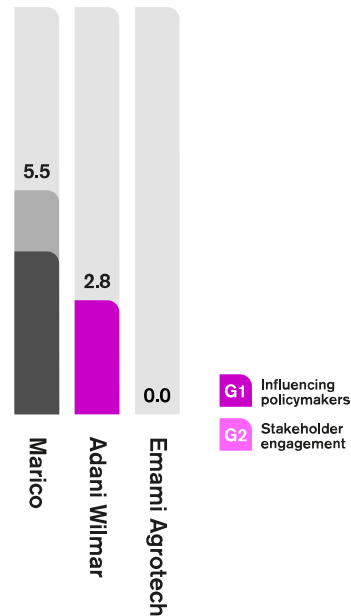
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Peer Comparison

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Product Profile



2

Rank 2 / Score 6.9

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
3.1	50%	50%	12	92%	92%	13	90-100%

- A total of 13 products from the Edible Oils category, representing 90-100% of Adani Wilmar's estimated 2018 sales, were included in the Product Profile. Of those, 12 products could be assessed using the HSR. Six products (50%) were found to achieve an HSR of 3.5 or more out of 5 – the healthy threshold, and therefore, the company is estimated to have derived half of its 2018 sales from healthy products.
- The company achieves an unweighted mean HSR of 3.1 out of 5. After sales-weighting the company's mean HSR remains the same (3.1), resulting in a mean healthiness score of 6.2 out of 10.
- A total of 13 edible oil products were assessed to determine their suitability to be marketed to children according to the World Health Organization's (WHO) South-East Asia Region (SEAR) nutrient profile model. Twelve of the products (representing 92% of estimated 2018 sales) were found to meet the WHO SEAR criteria.
- When compared to the other companies ranked in this Index, Adani Wilmar has the highest proportion of products (92%) that are suitable to market to children, followed by other companies selling mainly edible oil products.

Product Category Results

Category	Edible Oils
Mean HSR	3.1
% products healthy	50
% products suitable to market to children	92

- Adani Wilmar is a company in the edible oil industry segment and derived most its 2018 estimated sales from the Edible Oils category. Therefore, the company's category results are equivalent to its portfolio-level results.
- Based on 12 of its products, Adani Wilmar's portfolio achieves the highest sales-weighted HSR of all companies assessed in this Index, with a score of 3.1 out of 5.

Relative nutritional quality of Adani Wilmar's products by category compared to competitors

Mean HSR	Edible Oils
Adani Wilmar	3.1
Conagra	4.3
Emami Agrotech	2.8
Marico	2.9
Mother Dairy	3.8

- When compared to the other four companies that sell edible oils in India (as part of their top-selling categories), Adani Wilmar achieves the second highest mean HSR of 3.1 out of 5 in the category.
- Adani Wilmar achieves a relative category score of 7.5 out of 10 based on its ranking within the category.

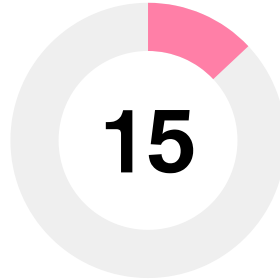
Conclusion

- Adani Wilmar's mean healthiness score (6.2) and relative category score (7.5) result in an overall Product Profile score of 6.9 out of 10, which means the company ranks second in this assessment.
- Adani Wilmar is encouraged to further shift its sales towards healthier products by setting relevant objectives and targets.

Amul GMMF

Product Profile Categories

Confectionery; Dairy; Ice Cream and Frozen Desserts



↓ Rank 15 / Score 1.3

Rank 9 (2016)



Product Profile

Rank 10 / Score 4.8

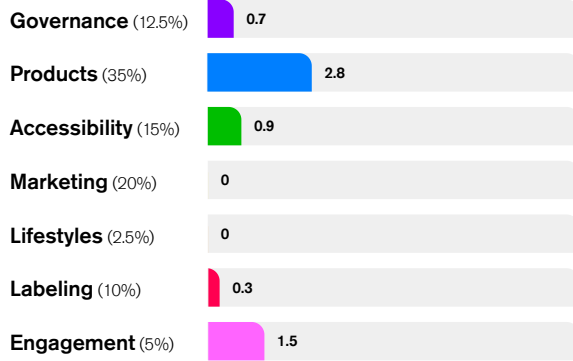
Headquarters
India

Retail sales (INR – millions)
24
281321

Number of employees
752

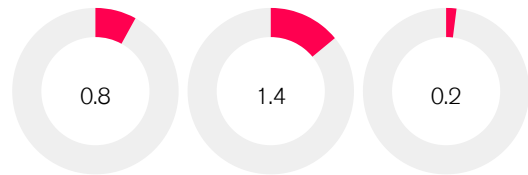
Company Profile

Rank 15 **Score 1.3**



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment **Performance** **Disclosure**



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Main areas of strength

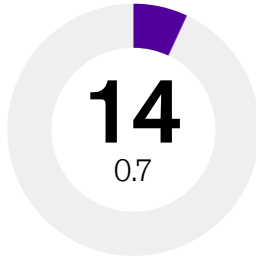
- Amul GCMMF performs best in Category B – Products – mainly due to the company's Product Profile score which is integrated into this category. The company is estimated to have derived between 90 and 100% of its 2018 sales from products in the Dairy category, which is a relatively healthy category as assessed using the Health Star Rating (HSR).
- Amul GCMMF has recently entered into a long-term agreement and collaboration with the Government of Gujarat to help tackle malnutrition issues through the production and distribution of energy-dense, micronutrient-fortified products aimed at children and women of childbearing age. By extending the distribution network for its dairy products, the company is addressing the poor physical accessibility of its healthy products.
- Amul GCMMF plays an active role in supporting the Government's efforts to combat malnutrition through its Tribhuvandas Foundation, which aims 'to uplift the health of the people, particularly women and children' through nutritional interventions and enhanced education around breastfeeding. Amul GCMMF could further improve its approach by explicitly addressing the problem of malnutrition within its commercial strategy, and including a focus on tackling obesity and diet-related diseases within the document.

Priority areas for improvement

- Amul GCMMF ranks fifteenth overall in the India Index with a score of 1.3 out of 10. Although this score is similar to its 2016 result, the company has gone down in ranking due to the inclusion of new companies that have performed better.
- The company ranks tenth in the Product Profile with a score of 4.8 out of 10 and is estimated to have derived 31% of its 2018 sales from healthy products, i.e. those that achieve an HSR of 3.5 or more. For the product categories in which Amul GCMMF sells products – Dairy, Confectionery and Ice Cream and Frozen Desserts – the average healthiness of its products does not compare well with those of its peers.
- Amul GCMMF should define which of its products are healthy based on objective nutrition criteria using an internationally recognized Nutrient Profiling System. The company should also implement a strategy towards delivering a healthier product portfolio by setting innovation and reformulation targets.
- Amul GCMMF does not voluntarily fortify its products according to the Food Safety and Standards Authority of India's Food Safety and Standards (Fortification of Foods) Regulation, 2018. The company is encouraged to reconsider this approach.
- Amul GCMMF is advised to adopt and publish a responsible marketing policy covering all consumer groups, with specific commitments regarding children and teenagers. The company should further commit to only marketing products to children that meet the World Health Organization's (WHO) South-East Asia Region (SEAR) nutrient profile model, as the Product Profile found that 10% of its products currently meet this standard.
- Amul GCMMF should adopt and publish a labeling policy that ensures nutrition information is provided on all products according to the Codex Alimentarius guidelines and in compliance with Indian regulations. Further, the company is encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and is developed in partnership with the Government and other stakeholders.
- The company could increase public disclosure about its nutrition-related commitments, policies and practices and is encouraged to engage with ATNI to allow for a more complete assessment of these aspects.

Category Analysis

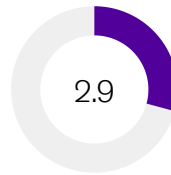
Governance



- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

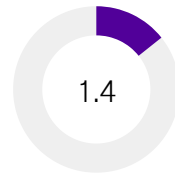
Commitment



Performance



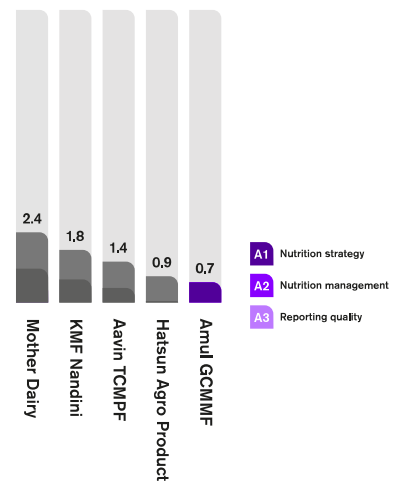
Disclosure



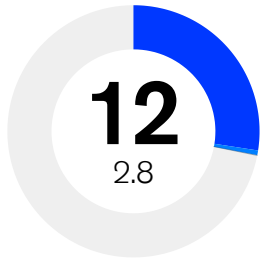
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Peer Comparison

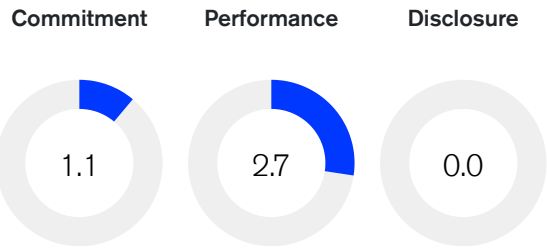


Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

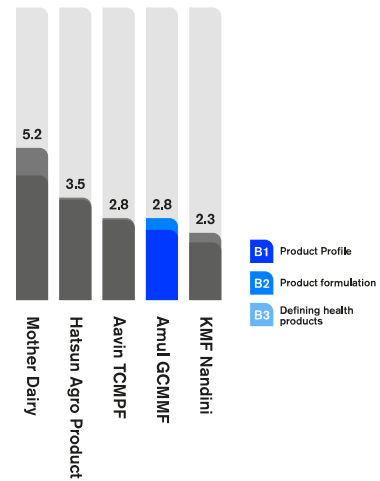
All category, criteria, commitment, performance and disclosure scores are out of 10



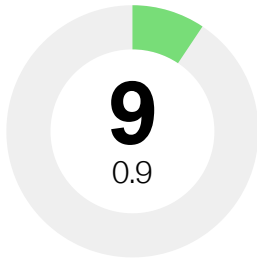
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Peer Comparison



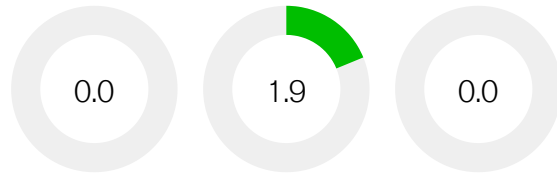
Accessibility



- C1** Product pricing
- C2** Product distribution

All category, criteria, commitment, performance and disclosure scores are out of 10

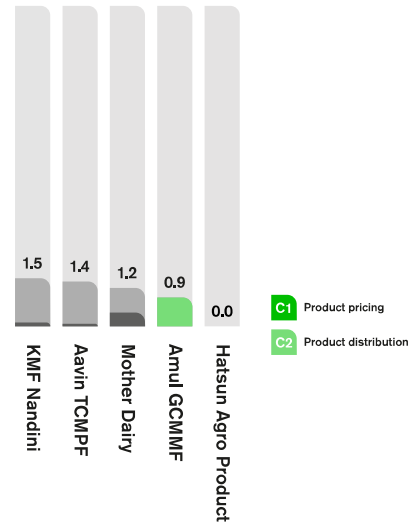
Commitment Performance Disclosure



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Peer Comparison



Marketing



- D1 Marketing policy
- D2 Marketing to children
- D3 Auditing and compliance

All category, criteria, commitment, performance and disclosure scores are out of 10

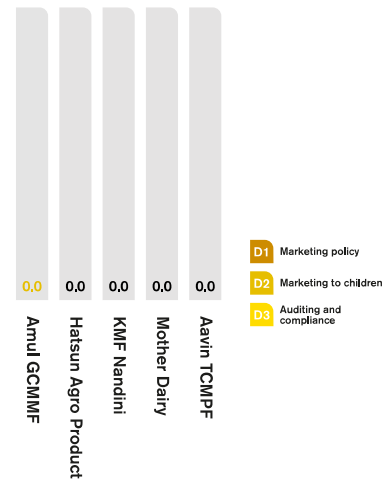
Commitment Performance Disclosure



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Peer Comparison

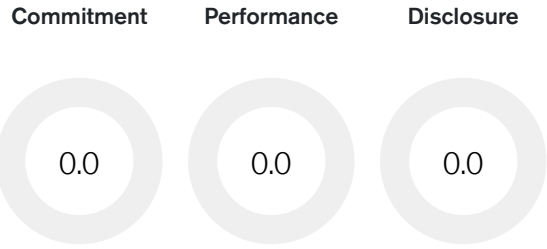


Lifestyles



- E1 Employee health
- E2 Breastfeeding support
- E3 Consumer health

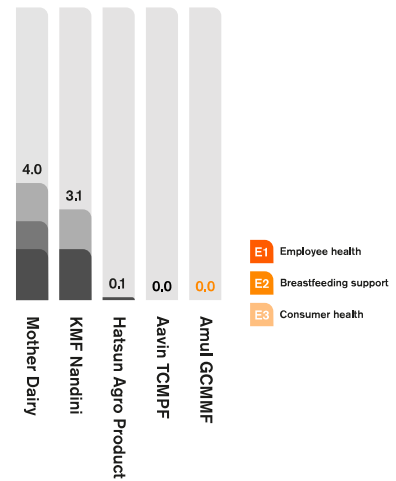
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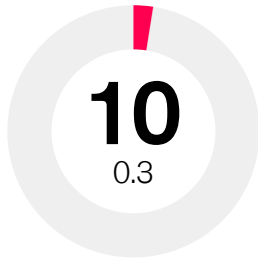
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Peer Comparison

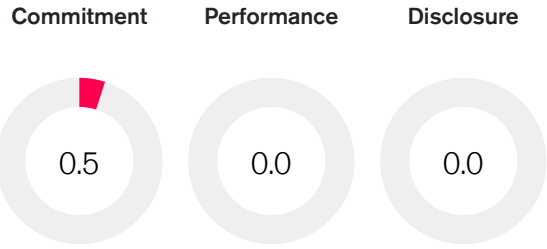


Labeling



- F1** Product labeling
- F2** Claims

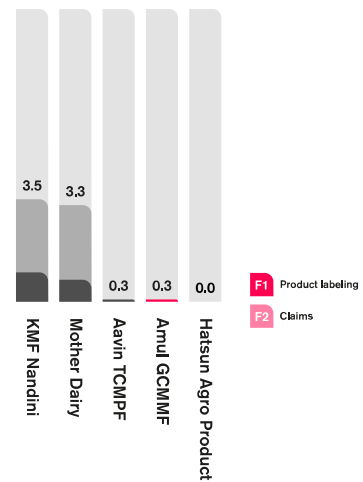
All category, criteria, commitment, performance and disclosure scores are out of 10



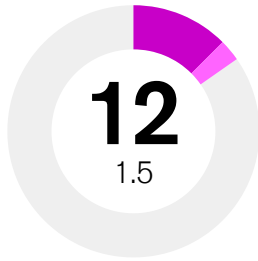
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Peer Comparison

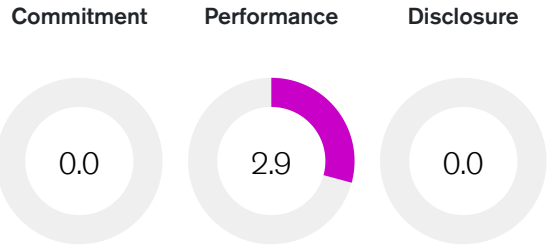


Engagement



- G1 Influencing policymakers
- G2 Stakeholder engagement

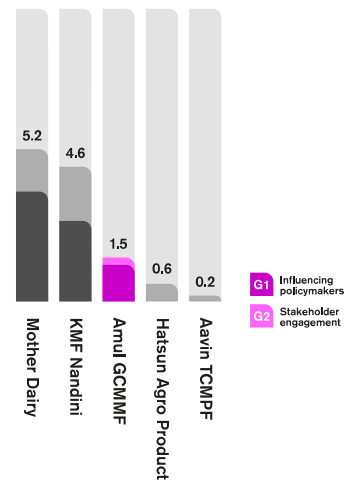
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Peer Comparison



Product Profile



10

Rank 10 / Score 4.8

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
2.3	19%	31%	173	10%	15%	175	90-100%

- A total of 175 products from across three categories, representing 90-100% of Amul GCMMF's estimated 2018 sales, were included in the Product Profile. Of those, 173 could be assessed using the Health Star Rating (HSR). Thirty-three products (19%), were found to meet the HSR healthy threshold and the company is estimated to have derived almost one third (31%) of its 2018 sales from healthy products.
- The company achieves an unweighted mean HSR of 2.0 out of 5. After sales-weighting the company's mean HSR improves to 2.3 out of 5, resulting in a mean healthiness score of 4.7 out of 10.
- A total of 175 products were assessed to determine their suitability to be marketed to children according to the WHO SEAR model. Seventeen products from the Dairy category and the Ice Cream and Frozen Desserts category – representing an estimated 15% of 2018 sales – were found to meet the WHO SEAR criteria.

Product Category Results

Category	Confectionery	Dairy	Ice Cream and Frozen Desserts
Mean HSR	0.6	2.4	1.8
% products healthy	0	34	0
% products suitable to market to children	0	16	2

- Amul GCMMF performs best in the Dairy category. About one third (34%) of the company's dairy products were found to meet the HSR healthy threshold and the company achieves a mean HSR of 2.4 out of 5.
- The company's products are less healthy in both the Confectionery category (mean HSR of 0.6 out of 5), and the Ice Cream and Frozen Desserts category (mean HSR of 1.8 out of 5).

Relative nutritional quality of Amul GCMMF's products by category compared to competitors

Mean HSR	Confectionery	Dairy	Ice Cream and Frozen Desserts
Amul GCMMF	0.6	2.4	1.8
Aavin TCMPF		2.3	
Arla		3.2	
BRF		2.7	
Britannia Industries		2.2	
Coca-Cola		3.6	
Coca-Cola India		3.5	
Conagra		2.1	
Danone		3.5	
Ferrero	0.9	0.7	
FrieslandCampina		3.4	
General Mills		3.5	1.8
Grupo Bimbo	1.2		
Hatsun Agro Product		2.7	2.2
Hindustan Unilever			2.1
ITC	1.1		
KMF Nandini		2.2	1.4
Kraft Heinz		2.7	
Lactalis		3.1	
Mars	1.3	2.8	
Meiji	0.9	3.2	2.2
Mengniu		3	2.3
Mondelēz	1.1	2.4	
Mondelēz India	0.5		
Mother Dairy		3.0	2.0
Nestlé		2.4	
Nestlé India	0.7	3.0	
Parle Products	1.1		
PepsiCo		3.1	
Suntory		3	
Tingyi		2.7	
Yili		3.1	2.1

- When compared to the seven other companies that sell products within the Dairy category in India (as part of their top-selling categories), Amul GCMMF's products achieve a mean HSR of 2.4 out of 5, ranking it fifth.

- Among the five companies that sell products in the Confectionery category, Amul GCMMF ranks fourth with a mean HSR of 0.6 out of 5. The company achieves the same ranking for the Ice Cream and Frozen Desserts category, with a mean HSR of 1.8 out of 5.
- When compared to other companies selling the same type of products across the three categories, Amul GCMMF achieves a relative category score of 4.9 out of 10 based on its ranking within these categories.

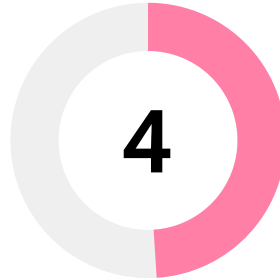
Conclusion

- Amul GCMMF's mean healthiness score of 4.7 and relative category score 4.9 result in an overall Product Profile score of 4.8 out of 10, which means the company ranks tenth out of 16.
- The relative category results show that Amul GCMMF has scope to improve the nutritional quality of its products, particularly in the Dairy category. The company should adopt relevant objectives and targets to guide its approach towards healthy product innovation and reformulation.

Britannia Industries

Product Profile Categories

Baked Goods; Dairy; Savoury Snacks;
Sweet Biscuits, Snack Bars and Fruit
Snacks



↑ Rank 4 / Score 4.9

Rank 6 (2016)



Product Profile

Rank 7 / Score 5.5

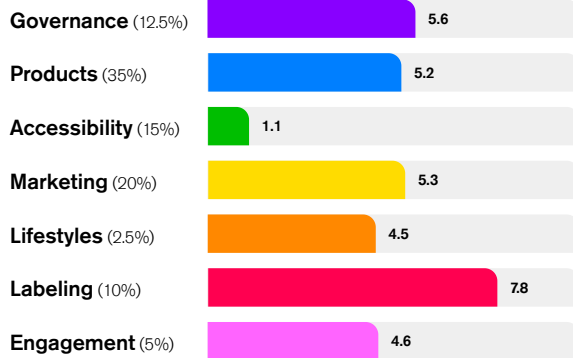
Headquarters
India

Retail sales (INR – millions)
109730

Number of employees
2077

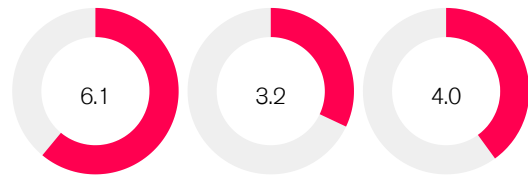
Company Profile

Rank 4 **Score 4.9**



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment **Performance** **Disclosure**



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

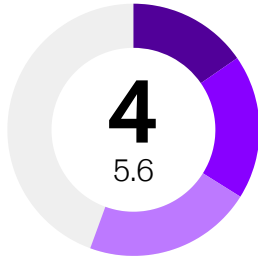
- Britannia Industries ranks fourth out of 16 companies in the India Index 2020 with a score of 4.9 out of 10. It remains the highest-scoring Indian-headquartered company and has made improvements across all Index categories. Based partly on its newly implemented Britannia Nutrition Policy, the company has achieved the largest increase when compared to the other nine companies that were also assessed in the India Index 2016.
- The company focuses on addressing undernutrition and micronutrient deficiencies in India. It is one of two companies that voluntarily fortifies all relevant products in its portfolio according to the Food Safety and Standards Authority of India (FSSAI)'s Food Safety and Standards (Fortification of Foods) Regulation, 2018. For other products, it follows the guidance of international and national bodies, including Codex Alimentarius and the National Institute of Nutrition.
- Britannia Industries has pledged its support to FSSAI's Eat Right Movement and has set new targets to reduce the salt and sugar content of its snack products by 5% for over the next three years. The company has also shown leadership in the food sector by removing industrially-produced trans fat from its products since 2007.
- In 2016, Britannia Industries indicated that it was developing a nutrient profiling system (NPS) and since then, has set specific nutrition criteria within its newly implemented system. The NPS has been shared confidentially with ATNI.
- The company has broadened the scope of its responsible marketing policy to restrict its marketing to children to some degree. Britannia Industries commits to only selectively market products to children which meet the company's own nutrition criteria.
- The company has implemented its Britannia Cares program, among others, to offer fitness activities at work and supports active, healthy lifestyles among all employees.
- Britannia Industries has strengthened its commitment to providing nutritional information on-pack by incorporating this element in its publicly available Britannia Nutrition Policy.
- Through the company's Britannia Nutrition Foundation, and in partnership with the Government of Karnataka, Britannia Industries provides iron-fortified 'Tiger' glucose biscuits to anganwadis (childcare centers) in the Uttar Kannada district of Karnataka.

Priority areas for improvement

- Britannia Industries could further improve its performance regarding nutrition and governance by undertaking regular internal audits and management reviews of the delivery of its commercial nutrition strategy. The company is also encouraged to extend its strategy to comprehensively address priorities set out in the vision of India 2022 National Nutrition Strategy – Kuposhan Mukht Bharat (free from malnutrition, across the lifecycle), including addressing obesity.
- The company ranks seventh in the Product Profile with a score of 5.5 out of 10. Its products scored relatively well against those of its competitors within the same product category, e.g. for Sweet Biscuits, Fruit Snacks and Snack Bars – its major product category – Britannia Industries ranks second. The company is estimated to have derived 13% of its 2018 sales from products achieving a Health Star Rating (HSR) of 3.5 or more out of 5, i.e. the 'healthy' threshold. The company should therefore accelerate efforts to improve the overall nutrition quality of its product portfolio, and shift marketing efforts towards healthier products.
- Britannia Industries is encouraged to further develop its NPS by ensuring the system covers all products and categories, is benchmarked against internationally recognized systems, and is published fully.
- No evidence of a commercial policy or strategy to address the affordability or physical accessibility of Britannia Industries' healthy products was found. The company is encouraged to adopt such a strategy, ideally articulating how it intends to address the needs of groups at high risk of malnutrition, with specific attention to aspirational districts.
- Britannia Industries could further improve its marketing approach by committing to market products to children that meet the World Health Organization's (WHO) South-East Asia Region (SEAR) regional standard. The Product Profile found that 6% of Britannia Industries' products currently meet this standard. The company should also commission independent annual audits of compliance with its marketing policy and report publicly on the findings.
- Britannia Industries is encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and is developed in partnership with the Government and other relevant stakeholders.

Category Analysis

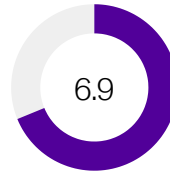
Governance



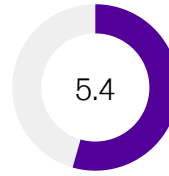
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

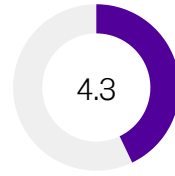
Commitment



Performance



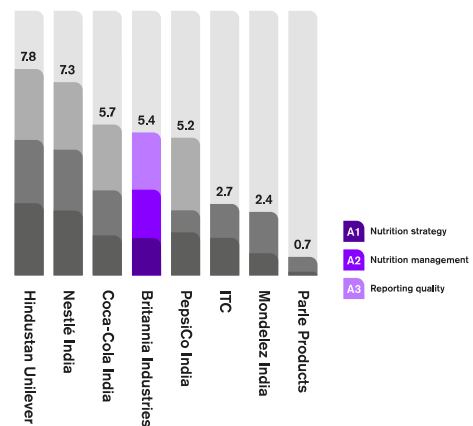
Disclosure



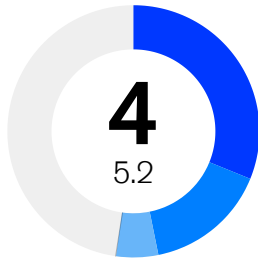
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Peer Comparison

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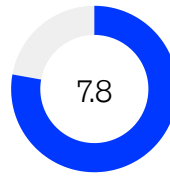
Products



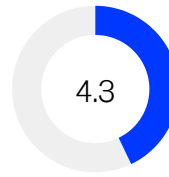
- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

All category, criteria, commitment, performance and disclosure scores are out of 10

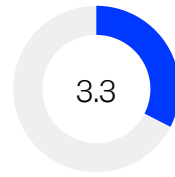
Commitment



Performance



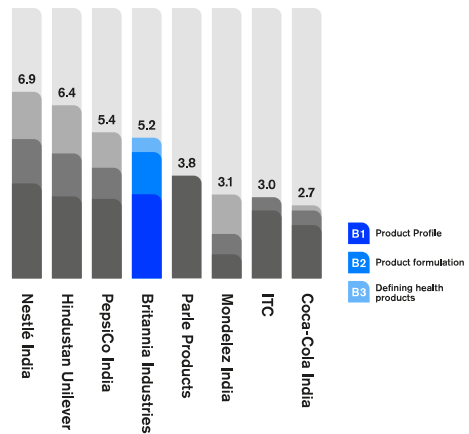
Disclosure



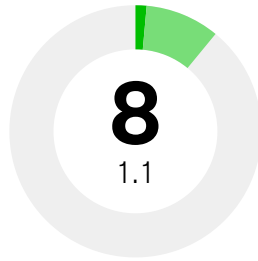
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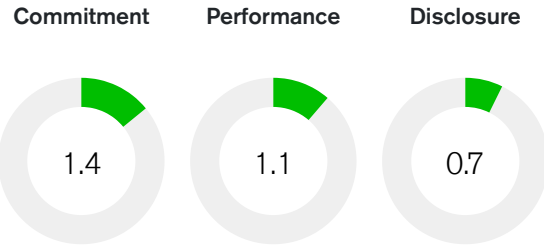


Accessibility



- C1** Product pricing
- C2** Product distribution

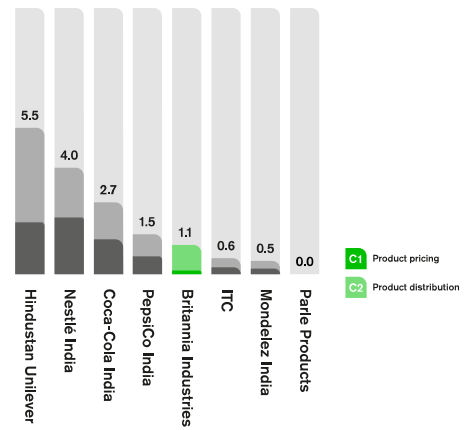
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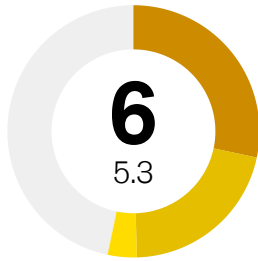
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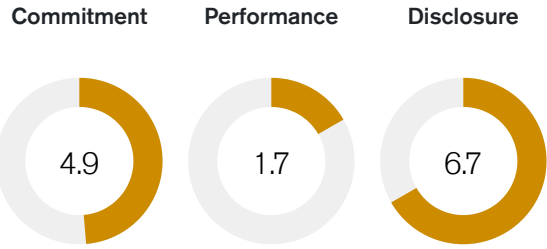


Marketing



- D1** Marketing policy
- D2** Marketing to children
- D3** Auditing and compliance

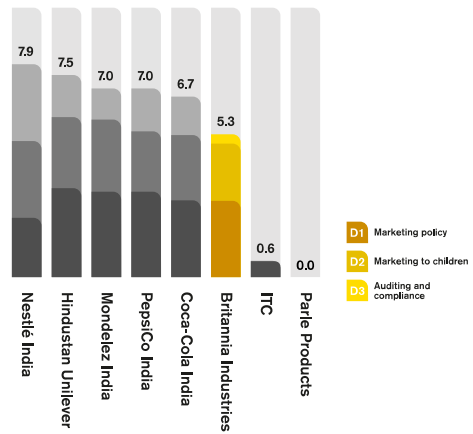
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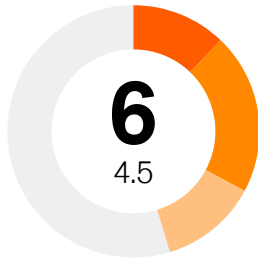
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Peer Comparison

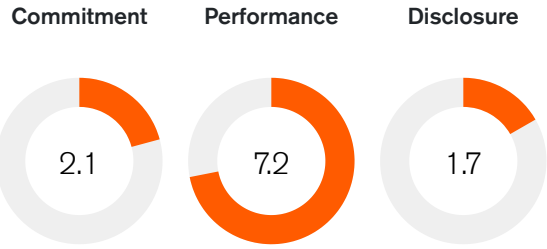


Lifestyles



- E1** Employee health
- E2** Breastfeeding support
- E3** Consumer health

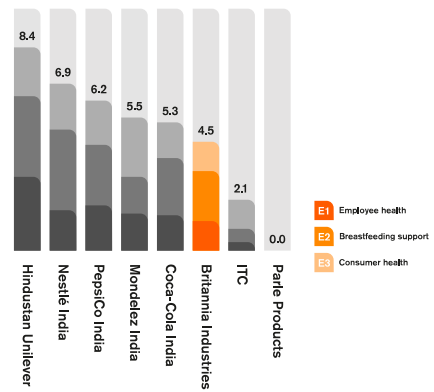
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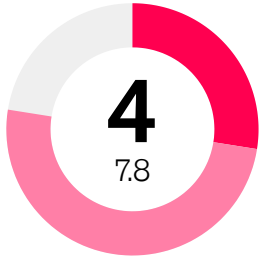
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Peer Comparison



Labeling



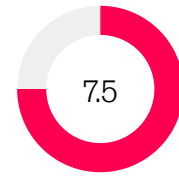
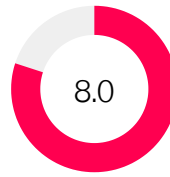
- F1** Product labeling
- F2** Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

Commitment

Performance

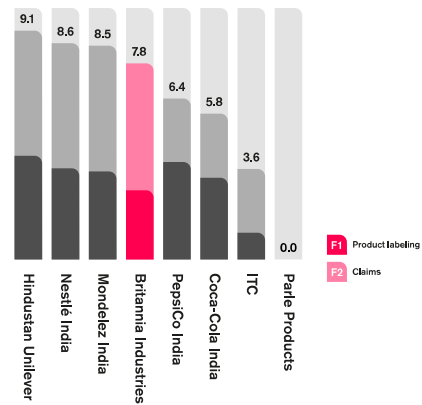
Disclosure



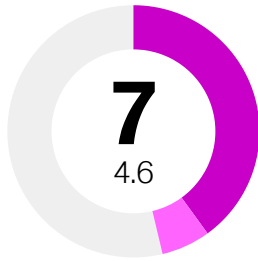
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Peer Comparison



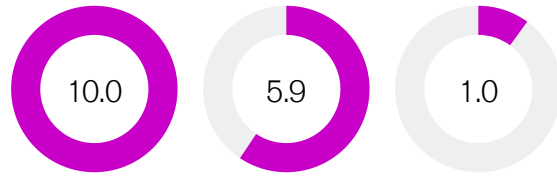
Engagement



- G1 Influencing policymakers
- G2 Stakeholder engagement

All category, criteria, commitment, performance and disclosure scores are out of 10

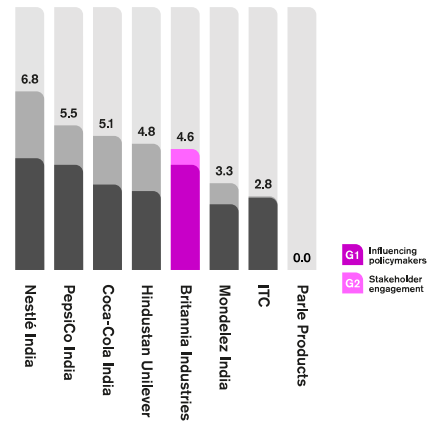
Commitment Performance Disclosure



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Peer Comparison



- G1 Influencing policymakers
- G2 Stakeholder engagement

Product Profile



Rank 7 / Score 5.5

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
1.8	17%	13%	136	6%	3%	136	90-100%

- A total of 136 products from across four categories, representing 90-100% of Britannia Industries' estimated 2018 sales, were included in the Product Profile. Twenty-three products (17%) were found to meet the HSR healthy threshold and the company is estimated to have derived more than one tenth (13%) of its 2018 sales from healthy products.
- The company achieves a mean HSR of 2.0 out of 5. After sales-weighting the company's mean HSR slightly declines to 1.8 out of 5, resulting in a mean healthiness score of 3.6 out of 10.
- A total of 136 products were assessed to determine their suitability to be marketed to children according to the WHO SEAR nutrient profile model. Eight products, estimated to represent 3% of 2018 sales, were found to meet these criteria, which were identified in the Baked Goods and Dairy categories.

Product Category Results

Category	Baked Goods	Dairy	Savoury Snacks	Sweet Biscuits, Snack Bars and Fruit Snacks
Mean HSR	2.9	2.2	2.2	1.4
% products healthy	62	12	13	0
% products suitable to market to children	17	9	0	0

- The best performing category for Britannia Industries is Baked Goods, for which it achieves a mean HSR of 2.9 out of 5. Eighteen (62%) out of the 29 products assessed in this category were found to meet the healthy threshold.
- In contrast, few of the company's products in the Dairy and Savoury Snack categories were found to meet the HSR healthy threshold, and none of the company's products in the Sweet Biscuits, Snack Bars and Fruit Snacks category were found to meet the HSR healthy threshold.

Relative nutritional quality of Britannia Industries' products by category compared to competitors

Mean HSR	Baked Goods	Dairy	Savoury Snacks	Sweet Biscuits, Snack Bars and Fruit Snacks
Britannia Industries	2.9	2.2	2.2	1.4
Aavin TCMPF		2.3		
Amul GCMMF		2.4		
Arla		3.2		
BRF		2.7		
Campbell	3.2		2.5	
Coca-Cola		3.6		
Coca-Cola India		3.5		
Conagra			2.5	
Danone		3.5		
Ferrero	1.1	0.7		1.2
FrieslandCampina		3.4		
General Mills	1.5	3.5		2.4
Grupo Bimbo	3		2.1	1.5
Hatsun Agro Product		2.7		
ITC			1.8	1.3
KMF Nandini		2.2		
Kellogg	2.9		1.7	2.3
Kraft Heinz	2.6	2.7	3.5	
Lactalis		3.1		
Mars		2.8		
Meiji		3.2		0.8
Mengniu		3		
Mondelēz	1.2	2.4	2.2	1.4
Mondelēz India				0.9
Mother Dairy		3.0		
Nestlé		2.4		2.3
Nestlé India		3.0		
Parle Products			2.3	1.5
PepsiCo		3.1		2.3
PepsiCo India			1.7	
Suntory	0.5	3		
Tingyi		2.7		
Unilever	1.8			
Yili		3.1		

- When compared with the other companies that sell products in the same categories (as part of their top-selling categories), Britannia Industries ranks second out of four companies for both the Sweet Biscuits, Snack Bars and Fruit Snacks category (mean HSR of 1.4 out of 5), and the Savory Snacks category (mean HSR of 2.2 out of 5).
- In the Dairy category, the company's products achieve the lowest mean HSR (2.2 out of 5), ranking them joint last (seventh) in this category.
- Competing with other companies in three categories, Britannia Industries achieves a relative category score of 7.3 out of 10 based on its ranking within these categories.

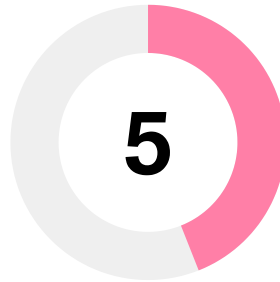
Conclusion

- Britannia Industries' mean healthiness score of 3.6 and relative category score of 7.3 result in an overall Product Profile score of 5.5 out of 10, which means the company ranks seventh in this assessment.
- The company's Product Profile score is largely driven by its relative performance when compared against other companies that sell products in the same categories (its relative category score). Britannia Industries is encouraged to continue and accelerate its innovation and reformulation activities to increase the healthiness of its product portfolio and to shift sales towards these healthier products.

Coca-Cola India

Product Profile Categories

Bottled Water; Carbonates; Dairy; Juice; Sports Drinks



Rank 5 / Score 4.4

Rank 5 (2016)



Product Profile

Rank 14 / Score 3.5

Headquarters

U.S.

Retail sales (INR – millions)

127617

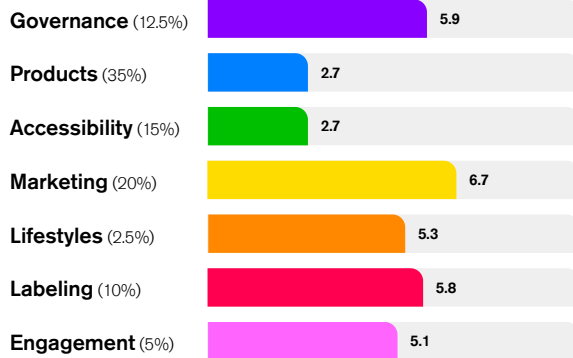
Number of employees

25000

Company Profile

Rank 5

Score 4.4

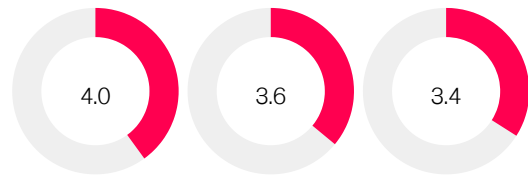


(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment

Performance

Disclosure



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

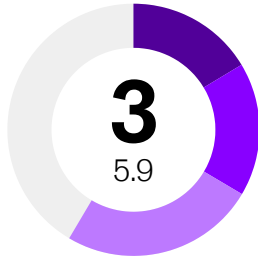
- Coca-Cola India ranks fifth in the India Index 2020 with a score of 4.4 out of 10, up from 2.4 in the 2016 Index. The company achieved this improvement by strengthening its performance in all ATNI categories.
- Coca-Cola India is reshaping its growth strategy to expand and reformulate products in response to changing consumer needs and local preferences, putting a greater focus on nutrition and health. This is illustrated by their recent introduction of flavored-milk products. And although this product range is limited, Coca-Cola India ranks first in the Product Profile within the Dairy category with an average Health Star Rating (HSR) of 3.5 out of 5 (the 'healthy' threshold). This result is based on the analysis of two of the company's flavored 'Vio' milk drinks.
- Coca-Cola India has increased its focus on micronutrient fortification. For example, it has commercially launched a clinically tested, micronutrient-fortified beverage (Minute Maid Vitingo) in 2018, which aims to address iron deficiency in children. The drink is offered at low prices and distributed through specific channels to reach the target group. Further, the company has partnered with non-governmental organization Dharma Life to distribute the product with the help of women entrepreneurs.
- As noted in the India Index 2016, Coca-Cola India continues to be a leader in responsible marketing to children by committing not to market any products directly to children under 12. The company also commits not to market its products in primary schools.
- Coca-Cola India is one of the few companies in the Index to provide nutrition information for all products online. To further inform consumers, it also provides a description of the functionality of nutrients and ingredients, as well as an online tool to compare products' nutritional attributes.
- Coca-Cola India publicly supports the National Nutrition Strategy and Vision 2022 (Kuposhan Mukh Bharat – free from malnutrition, across the life cycle). Nutrition was also identified as one of the key focus areas in the company's Sustainability Report 2017-18.
- Coca-Cola India's Fruit Circular Economy program focuses on food loss and waste challenges throughout the value chain, indirectly addressing food insecurity and/or undernutrition in India.

Priority areas for improvement

- The company ranks fourteenth in the Product Profile with a score of 3.5 out of 10. It was estimated that 19% of the company's 2018 sales were generated from healthy products (i.e. achieving an HSR of 3.5 or more). Although this estimate is higher than in 2016, the company should continue its efforts to improve the overall nutrition quality of its product portfolio and/or to shift its marketing efforts to sell more healthy products.
- Coca-Cola India's strategies to reduce serving sizes, and to reformulate and expand its product portfolio, demonstrate its approach to help tackling India's challenges of obesity and diet-related chronic diseases. However, these strategies are not clearly set out in a formal commercial policy. The company is therefore encouraged to adopt such a document, and to define SMART - Specific, Measurable, Achievable, Relevant and Time-bound targets, for example to reduce added sugar in its products, as it does in other markets to some extent.
- As noted in the India Index 2016, the company does not have a Nutrient Profiling System (NPS) to define which of its products are healthy. By taking up an NPS, Coca-Cola India would be able to more clearly evidence its shift towards developing healthier products. Further, clearly defining healthy products would enable the adoption of strategies to make these more affordable and accessible.
- Coca-Cola India could strengthen its responsible marketing to children by expanding its scope regarding age (include children above the age of 12) and locations, i.e. to exclude inappropriate marketing in secondary schools and in places near schools. The company should also consider commissioning independent auditing of its marketing policy compliance and to publicly report its the India-specific findings.
- The company currently discloses calorie information on its front-of-pack (FOP) labeling. To further improve, the company is encouraged to implement an interpretive FOP labeling system as soon as possible that aligns with other companies or industry associations, and is developed in partnership with the Government and other stakeholders.
- The company is encouraged to improve its disclosure practices and improve its transparency on engagements with relevant stakeholders, particularly those that affect the company's commercial nutrition strategies.

Category Analysis

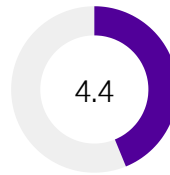
Governance



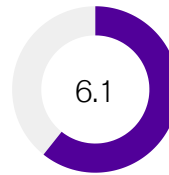
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

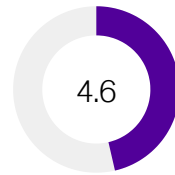
Commitment



Performance



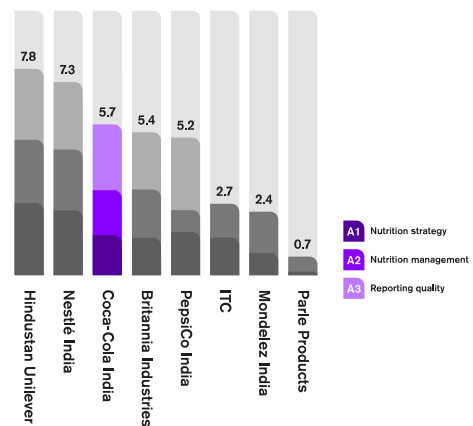
Disclosure



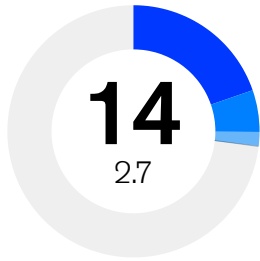
The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

Peer Comparison

Companies are grouped into three different industry segments in this Index based on the type of products they predominantly sell (i.e. contributing 80% or more to their total food and beverage sales) – dairy, edible oil or mixed portfolio. The graph on the right shows how the company's result within this Index category compares to that of its peers within the same industry segment.



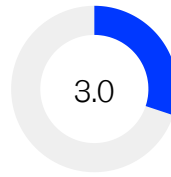
Products



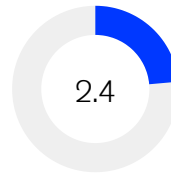
- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

All category, criteria, commitment, performance and disclosure scores are out of 10

Commitment



Performance



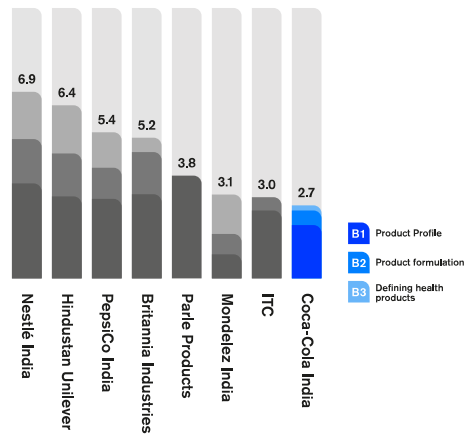
Disclosure



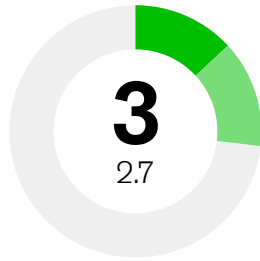
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Peer Comparison

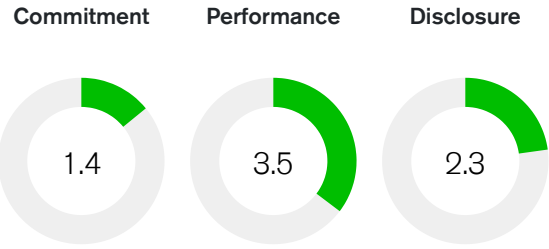


Accessibility



- C1** Product pricing
- C2** Product distribution

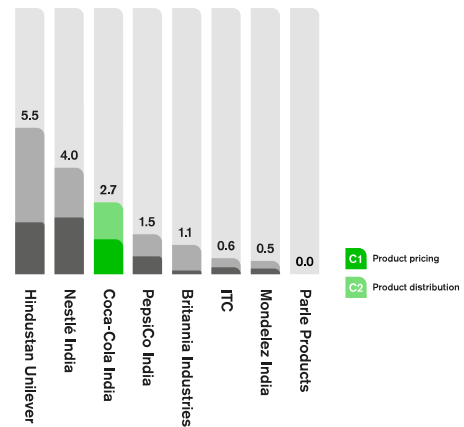
All category, criteria, commitment, performance and disclosure scores are out of 10



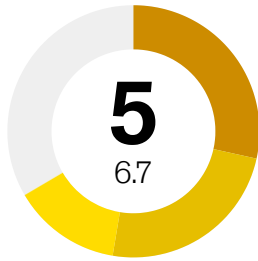
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Peer Comparison



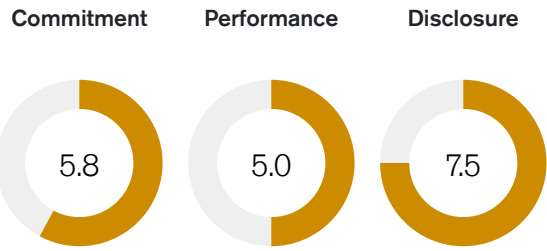
Marketing



- D1** Marketing policy
- D2** Marketing to children
- D3** Auditing and compliance

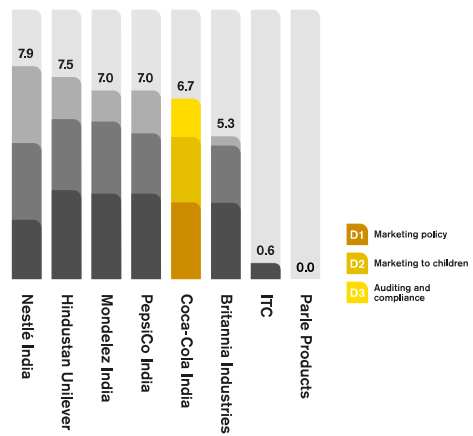
All category, criteria, commitment, performance and disclosure scores are out of 10

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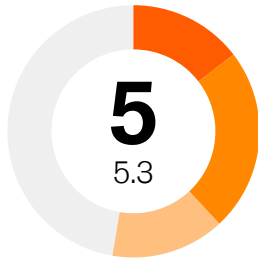


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Peer Comparison

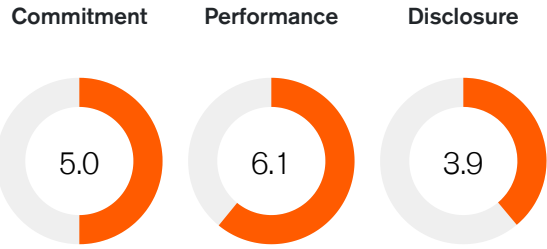


Lifestyles



- E1** Employee health
- E2** Breastfeeding support
- E3** Consumer health

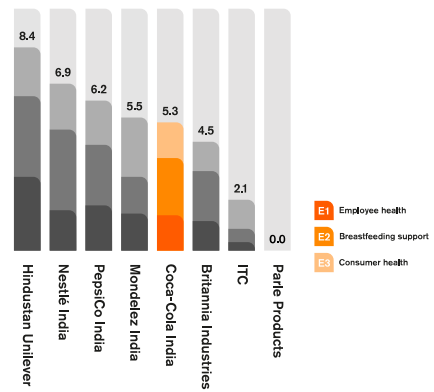
All category, criteria, commitment, performance and disclosure scores are out of 10



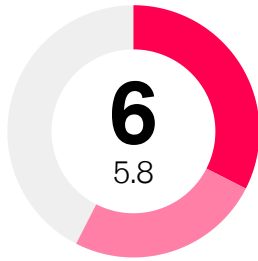
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Peer Comparison



Labeling



- F1** Product labeling
- F2** Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

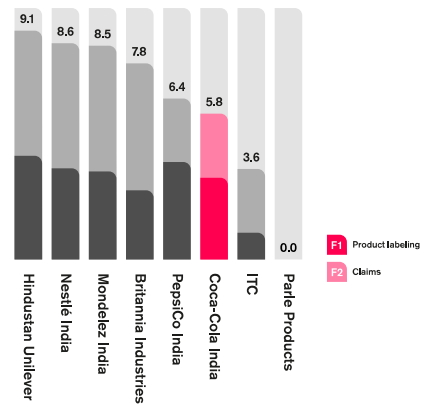
Commitment Performance Disclosure



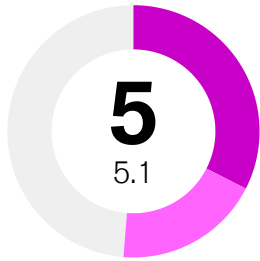
For this category performance indicators were not included. The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

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Peer Comparison

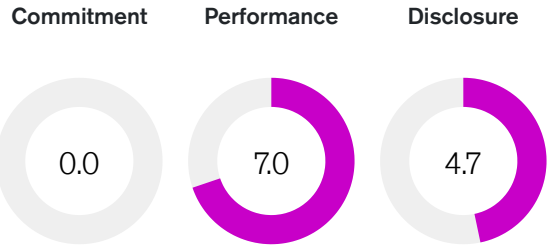


Engagement



- G1** Influencing policymakers
- G2** Stakeholder engagement

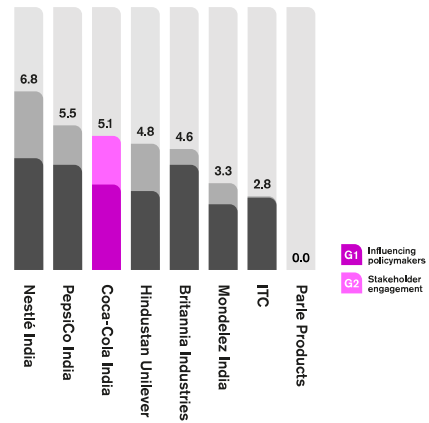
All category, criteria, commitment, performance and disclosure scores are out of 10



The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

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Peer Comparison



Product Profile



14

Rank 14 / Score 3.5

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
1.9	20%	19%	65	11%	16%	72	90-100%

- A total of 72 products from across five categories, representing 90-100% of Coca-Cola India's estimated 2018 sales, were included in the Product Profile. Of those, 65 could be assessed using the Health Star Rating (HSR). Thirteen products (20%) were found to meet the HSR healthy threshold and the company is estimated to have derived almost one fifth (19%) of its 2018 sales from healthy products.
- The company achieves an unweighted mean HSR of 1.8 out of 5. After sales-weighting the company's mean HSR slightly improves to 1.9 out of 5, resulting in a mean healthiness score of 3.7 out of 10.
- All 72 products were assessed to determine their suitability to be marketed to children according to the World Health Organization (WHO) South-East Asia Region (SEAR) nutrient profile model. Eight products in the Bottled Water and the Carbonates categories, representing an estimated 16% of 2018 sales, were found to meet the WHO SEAR criteria.

Product Category Results

Category	Bottled Water	Carbonates	Dairy	Juice	Sports Drinks
Mean HSR	5.0	1.7	3.5	1.3	1.5
% products healthy	100	11	100	10	0
% products suitable to market to children	80	15	0	0	0

- After the Bottled Water category, the second-best performing category for Coca-Cola India is Dairy. Although only two products were assessed in this category, both were found to meet the HSR healthy threshold, resulting in a mean HSR of 3.5 out of 5. Few products in the Carbonates or Juice categories were found to meet the HSR healthy threshold and none of its products in the Sports Drinks category were found to meet the threshold.

Relative nutritional quality of Coca-Cola India's products by category compared to competitors

Mean HSR	Bottled Water	Carbonates	Dairy	Juice
Coca-Cola India	5.0	1.7	3.5	1.3
Aavin TCMPF			2.3	
Amul GCMMF			2.4	
Arla			3.2	
BRF			2.7	
Britannia Industries			2.2	
Campbell				3.3
Coca-Cola		1.5	3.6	2.7
Conagra			2.1	
Danone			3.5	
Ferrero			0.7	
FrieslandCampina			3.4	
General Mills			3.5	
Hatsun Agro Product			2.7	
KMF Nandini			2.2	
Keurig Dr Pepper		1.3		2.1
Kraft Heinz			2.7	3.6
Lactalis			3.1	4.3
Mars			2.8	
Meiji			3.2	
Mengniu			3	
Mondelēz			2.4	
Mother Dairy			3.0	
Nestlé		1.8	2.4	
Nestlé India			3.0	
PepsiCo		1.6	3.1	2.6
PepsiCo India	5.0	1.8		2.5
Suntory		1.6	3	3.5
Tingyi			2.7	3.6
Yili			3.1	

- When compared to the other companies that sell dairy products in India (as part of their top-selling categories), Coca-Cola India's dairy products achieve the highest mean HSR (3.5 out of 5), ranking it first out of eight in the Dairy category.

- Coca-Cola India and PepsiCo India were the only companies for which products of the Carbonates and Juice categories were included in the Product Profile. On average, PepsiCo's products were found to be healthier within these categories, although the difference within the Carbonates category is small with a mean HSR of 1.7 for Coca-Cola India and 1.8 for PepsiCo India.
- Coca-Cola India competes with other companies in four categories, and achieves a relative category score of 3.2 out of 10 based on its ranking within these categories.

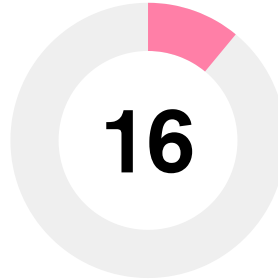
Conclusion

- Coca-Cola India's mean healthiness score of 3.7 and relative category score of 3.2 result in an overall Product Profile score of 3.5 out of 10, which means the company ranks fourteenth.
- Coca-Cola India should continue and accelerate product innovation and reformulation activities, and shift sales efforts towards its healthier products such as the new dairy products.

Emami Agrotech

Product Profile Categories

Edible Oils



Rank 16 / Score 1.1



Product Profile

Rank 13 / Score 4.1

Headquarters

India

Retail sales (INR – millions)

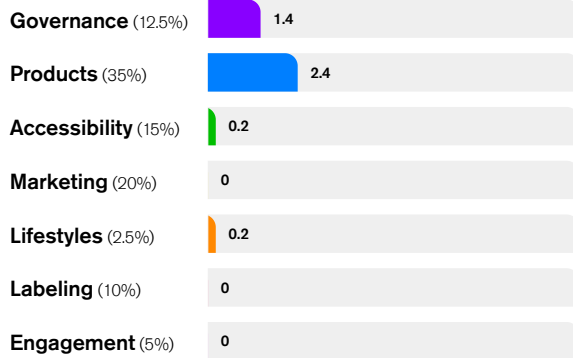
89982

Number of employees

25000

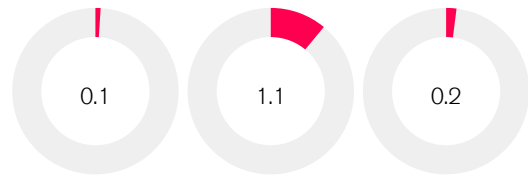
Company Profile

Rank 16 Score 1.1



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment Performance Disclosure



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

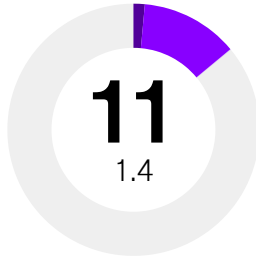
- Emami Agrotech is assessed for the first time in the India Index 2020. ATNI welcomes Emami Agrotech's interest in the Index methodology and participation in the Index stakeholder meetings.
- A number of Emami Agrotech's products are voluntarily fortified with vitamins A and D according to the Food Safety and Standards Authority of India (FSSAI)'s Food Safety and Standards (Fortification of Foods) Regulation, 2018. The company could further improve its approach by voluntarily fortifying all relevant products according to FSSAI guidance, and publicly disclosing its approach to do so.
- Emami Agrotech demonstrates a focus on food quality and safety. The company discloses on its website an ISO-certified Food Safety Management System, and recently obtained further ISO certification for its quality control and research and development laboratory at its Haldia manufacturing facility.
- Emami Agrotech's limited number of edible oil products constitute only part of the company's overall portfolio and the company has no comprehensive nutrition strategy. However, the company publicly discloses how it has assigned managerial oversight of sustainability issues to two named executives.
- The company has an employee health and wellness program that focuses on physical activity. It could enhance the benefits of this program by adding elements related to nutrition and healthy diets.

Priority areas for improvement

- Emami Agrotech ranks sixteenth overall in the India Index with a score of 1.1 out of 10.
- Emami Agrotech ranks thirteenth in the Product Profile with a score of 4.1 out of 10. It is estimated that 33% of its 2018 sales were derived from products achieving a Health Star Rating (HSR) of 3.5 or more out of 5, i.e. the 'healthy' threshold. The company performs well in terms of its mean product healthiness – ranking fourth out of 16 companies. In contrast, when compared with its competitors within the edible oil industry segment, Emami Agrotech's peers score better. It is recommended that Emami Agrotech assesses the portfolios of competitors to explore opportunities to introduce healthier products.
- The company is encouraged to indicate how it could help address the nutrition and health priorities set out in the National Nutrition Strategy and Vision 2022 (Kuposhan Mukht Bharat – free from malnutrition, across the life cycle), and POSHAN Abhiyaan, through its core business model.
- Emami Agrotech should define which of its products are healthy based on objective nutrition criteria. It should consider adopting a policy to improve the accessibility of its healthy and/or fortified products, taking into account how it could reach low-income, rural or urban populations, including in aspirational districts.
- Emami Agrotech could substantially increase its score in Category D – Marketing – by making commitments to market its products responsibly to all consumers and not to market any products to children (its products are unlikely to be marketed to children).
- Emami Agrotech should adopt and publish a labeling policy to ensure that nutrition information is provided on all its products according to the Codex Alimentarius guidelines, and in compliance with local regulations in India. Further, it is encouraged to implement an interpretive front-of-pack labeling system as soon as possible, that is aligned with other companies or industry associations, and is developed in partnership with the Government and other relevant stakeholders.
- Emami Agrotech could increase public disclosure of its nutrition-related commitments, policies and practices in India and is encouraged to engage with ATNI to allow for a more complete assessment of these aspects.

Category Analysis

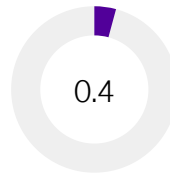
Governance



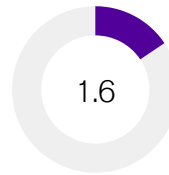
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

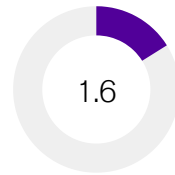
Commitment



Performance



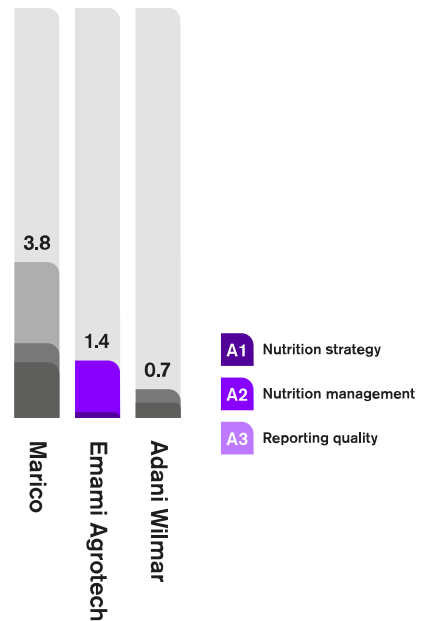
Disclosure



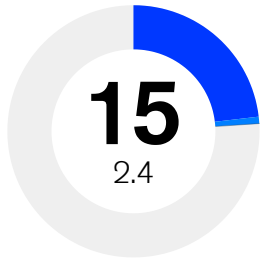
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Peer Comparison

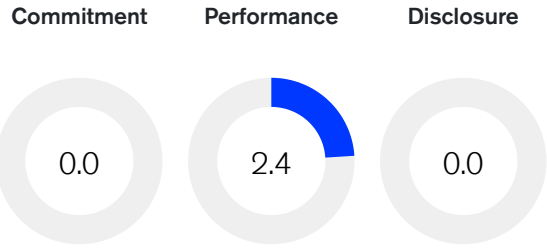


Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

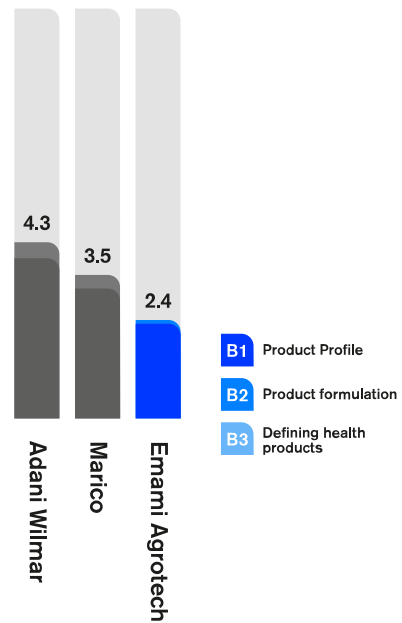
All category, criteria, commitment, performance and disclosure scores are out of 10



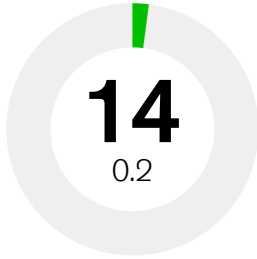
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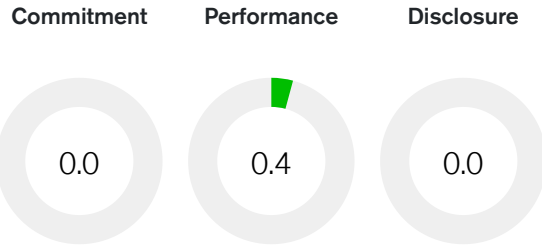


Accessibility



- C1** Product pricing
- C2** Product distribution

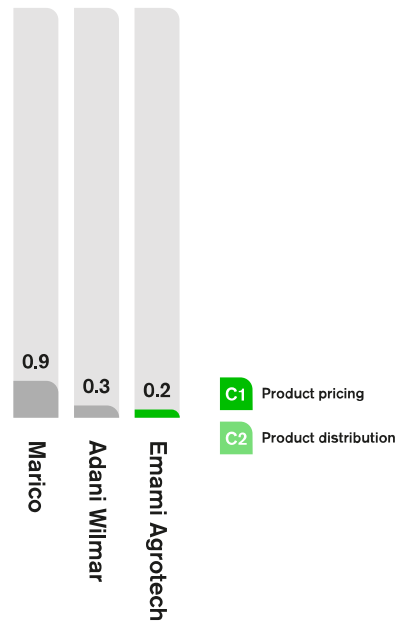
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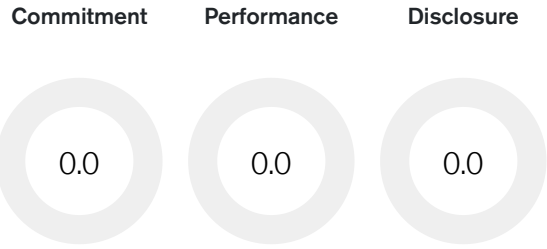


Marketing



- D1 Marketing policy
- D2 Marketing to children
- D3 Auditing and compliance

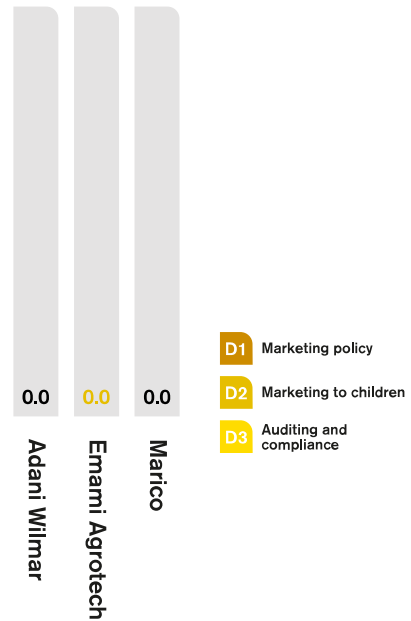
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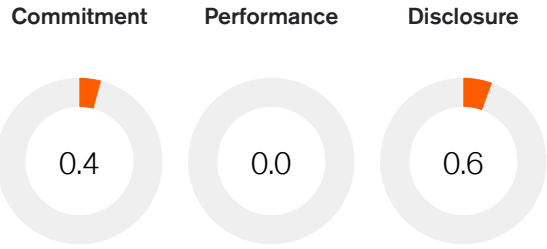


Lifestyles



- E1 Employee health
- E2 Breastfeeding support
- E3 Consumer health

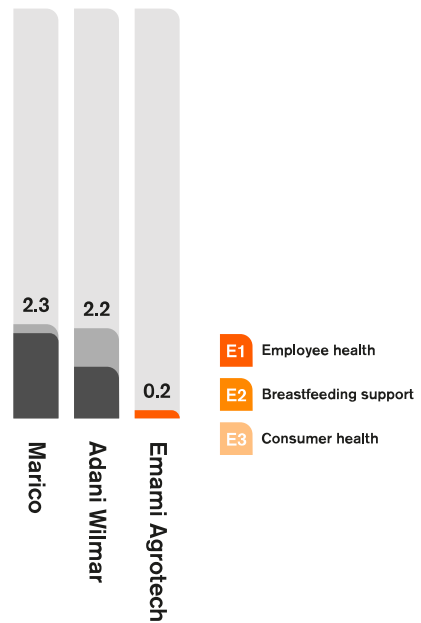
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Peer Comparison



Labeling



- F1 Product labeling
- F2 Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

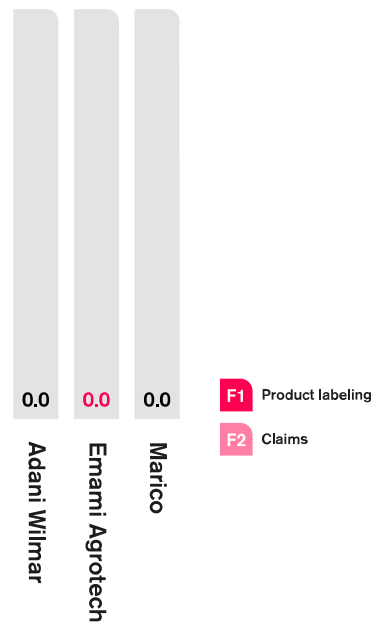
Commitment Performance Disclosure



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Peer Comparison

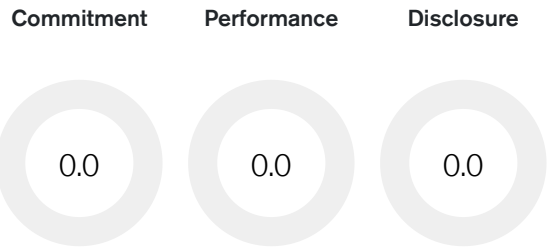


Engagement



- G1 Influencing policymakers
- G2 Stakeholder engagement

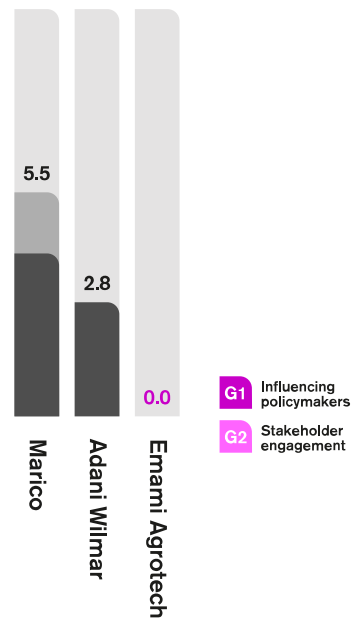
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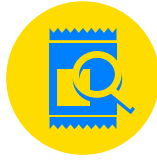
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Peer Comparison



Product Profile



13

Rank 13 / Score 4.1

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
2.8	33%	33%	6	83%	83%	6	90-100%

- A total of six products from the Edible Oils category, representing 90-100% of Emami Agrotech's estimated 2018 sales, were included in the Product Profile. Two products (33%) were found to meet the HSR healthy threshold and the company is estimated to have derived one third (33%) of its 2018 sales from these healthy products.
- The company achieves an unweighted mean HSR of 2.8 out of 5, which remains the same after sales-weighting, resulting in a mean healthiness score of 5.6 out of 10.
- A total of six edible oil products were assessed to determine their suitability to be marketed to children according to the World Health Organization (WHO) South-East Asia Region (SEAR) nutrient profile model. Five of these products, estimated to represent 83% of 2018 sales, were found to meet the WHO SEAR criteria.

Product Category Results

Category	Edible Oils
Mean HSR	2.8
% products healthy	33
% products suitable to market to children	83

- All of Emami Agrotech's products selected for the Product Profile fall into the Edible Oils category. Therefore, the company's category-level results are equivalent to its portfolio-level results.

Relative nutritional quality of Emami Agrotech's products by category compared to competitors

Mean HSR	Edible Oils
Emami Agrotech	2.8
Adani Wilmar	3.1
Conagra	4.3
Marico	2.9
Mother Dairy	3.8

- When compared to the other four companies that sell products in India in the Edible Oils category (as part of their top-selling categories), Emami Agrotech's products achieve the lowest mean HSR of 2.8 out of 5.
- Emami Agrotech achieves a relative category score of 2.5 out of 10 based on its ranking within this category.

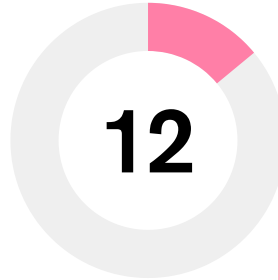
Conclusion

- Emami Agrotech's mean healthiness score of 5.6 and relative category score 2.5 result in an overall Product Profile score of 4.1 out of 10, ranking the company thirteenth.
- Emami Agrotech's relative category results show that the company has scope to improve the nutritional quality of its products within the Edible Oil category and is encouraged to do so.

Hatsun Agro Product

Product Profile Categories

Dairy; Ice Cream and Frozen Desserts



Rank 12 / Score 1.4



Product Profile

Rank 5 / Score 6

Headquarters

India

Retail sales (INR – millions)

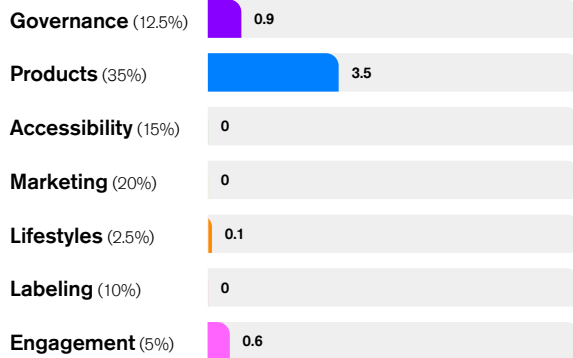
1³²
49947

Number of employees

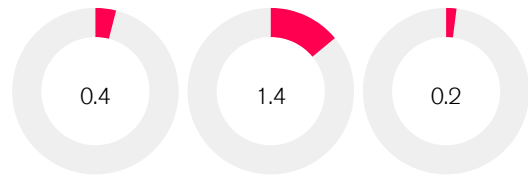
1800

Company Profile

Rank 12 **Score 1.4**



Commitment **Performance** **Disclosure**



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Main areas of strength

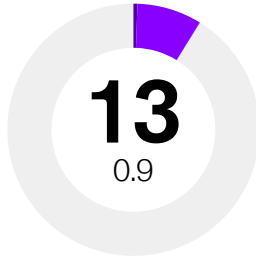
- Hatsun Agro Product is assessed for the first time in the India Index 2020. With its large portfolio of dairy products for consumers in India, and being the only privately-owned dairy company, it is an important addition to the group of assessed companies.
- Hatsun Agro Product ranks fifth in the Product Profile with a score of 6.0 out of 10. It is estimated that 41% of the company's sales in 2018 were derived from products achieving a Health Star Rating (HSR) of 3.5 or more out of 5, i.e. the 'healthy' threshold. The company is estimated to have derived 80-90% of its 2018 sales from products in its healthiest category, Dairy.
- The company performs well in terms of the mean healthiness of its products as well as in comparison to its peers within the same product categories. Notably, Hatsun Agro Product performs best compared to its peers within the Ice Cream and Frozen Desserts product category regarding healthiness.
- Hatsun Agro Product makes a broad commitment to improving nutrition in India by enhancing cattle feed and health to increase the nutritional quality of the milk used in its products. The company also demonstrates a focus on food safety and quality; its milk certification and quality process, for example, has been assessed by India's Food Safety and Standards Authority (FSSAI).

Priority areas for improvement

- Hatsun Agro Product ranks joint twelfth overall in the Index with a score of 1.4 out of 10. The company's score is based almost entirely on its Product Profile results.
- The company could improve its score by adopting and publishing a formal nutrition policy to address malnutrition challenges in India. The company should also observe the health and nutrition priorities set out in the National Nutrition Strategy and Vision 2022 (Kuposhan Mukht Bharat – free from malnutrition, across the life cycle), and POSHAN Abhiyaan, in its commercial strategy. Hatsun Agro Product should also consider to voluntarily fortify all relevant products as per the FSSAI's Food Safety and Standards (Fortification of Foods) Regulation, 2018.
- Hatsun Agro Product should adopt and publish a policy to improve the affordability and physical accessibility of its healthy products, taking into account how it can reach low-income, rural or urban populations that lack regular access to nutritious food, including in aspirational districts.
- Hatsun Agro Product is advised to adopt and publish a responsible marketing policy covering all consumer groups and with specific commitments regarding children and teenagers. It may consider signing the Food and Beverage Alliance India Pledge as a first step towards this. The company should also consider committing to only market products to children that meet the World Health Organization (WHO) South-East Asia Region (SEAR) regional standard. The Product Profile found that 8% of the company products currently meet this standard.
- Hatsun Agro Product should adopt and publish a labeling policy that ensures nutrition information is provided on all packaged food and beverage products according to the Codex Alimentarius guidelines, and in compliance with India's local regulations. Further, the company is encouraged to implement an interpretive front-of-pack labeling system as soon as possible, that aligns with other companies or industry associations, and is developed in partnership with the Government and other relevant stakeholders.
- More generally, Hatsun Agro Product could further increase public disclosure of its nutrition-related commitments, policies and practices in India and is encouraged to engage with ATNI to allow for a more complete assessment of these aspects.

Category Analysis

Governance



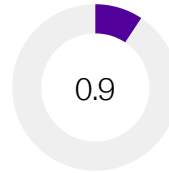
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

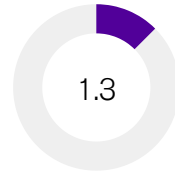
Commitment



Performance



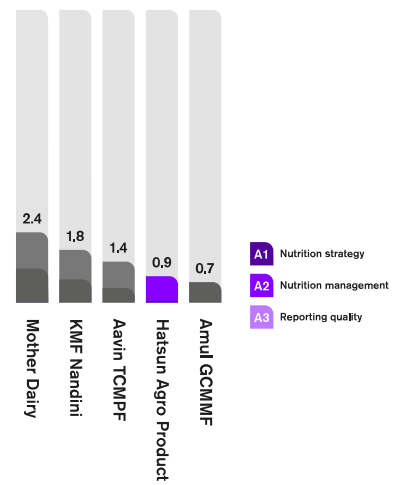
Disclosure



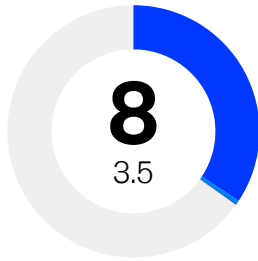
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Peer Comparison



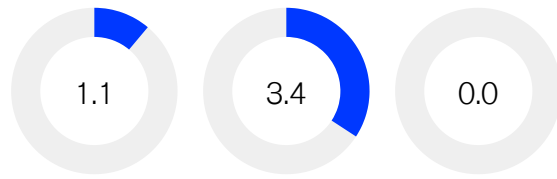
Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

All category, criteria, commitment, performance and disclosure scores are out of 10

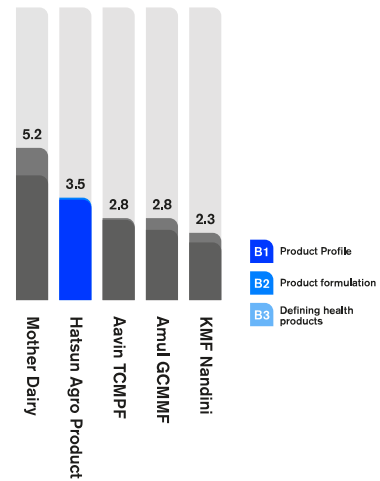
Commitment Performance Disclosure



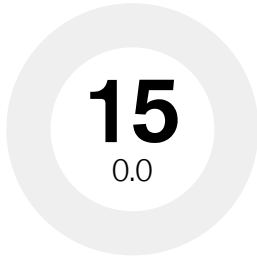
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Peer Comparison



Accessibility



- C1 Product pricing
- C2 Product distribution

All category, criteria, commitment, performance and disclosure scores are out of 10

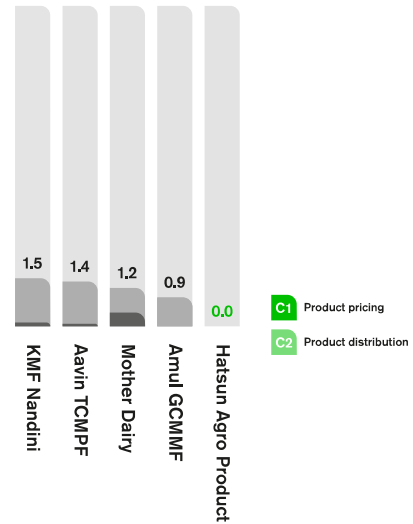
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Peer Comparison



Marketing



- D1 Marketing policy
- D2 Marketing to children
- D3 Auditing and compliance

All category, criteria, commitment, performance and disclosure scores are out of 10

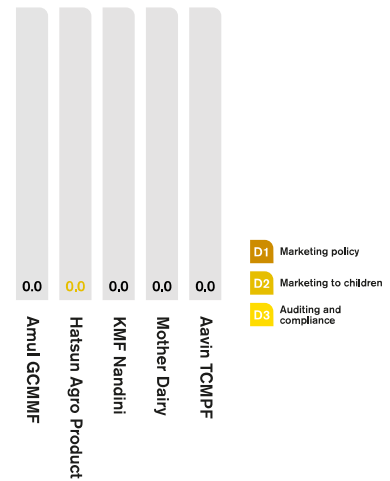
Commitment Performance Disclosure



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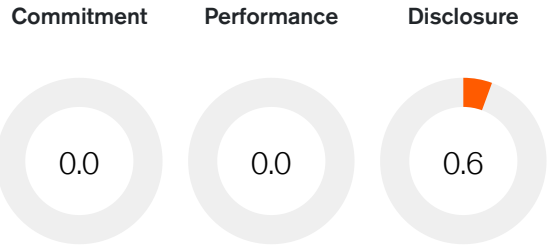


Lifestyles



- E1 Employee health
- E2 Breastfeeding support
- E3 Consumer health

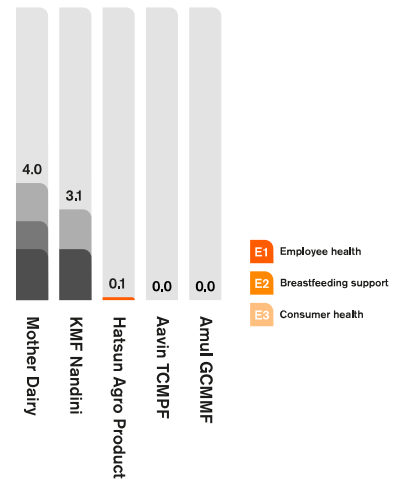
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Peer Comparison



Labeling



- F1 Product labeling
- F2 Claims

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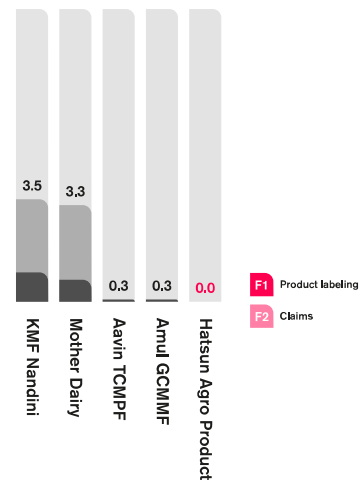
Commitment Performance Disclosure



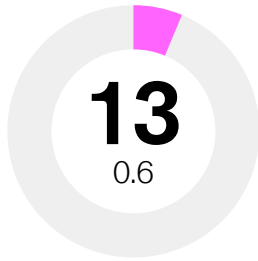
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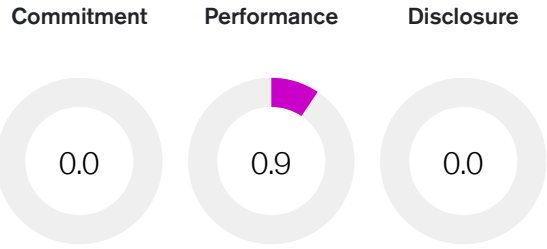


Engagement



- G1 Influencing policymakers
- G2 Stakeholder engagement

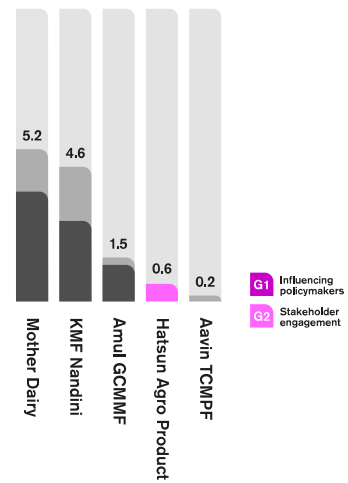
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Peer Comparison



Product Profile



5

Rank 5 / Score 6

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
2.6	10%	41%	106	8%	26%	106	90-100%

- A total of 106 products from two categories, representing 90-100% of Hatsun Agro Product's estimated 2018 retail sales, were included in the Product Profile. Eleven products (10%) were found to meet the HSR healthy threshold and the company is estimated to have derived less than half (41%) of its 2018 sales from these healthy products.
- The company achieves an unweighted mean HSR of 2.3 out of 5. After sales-weighting, the company's mean HSR improved to 2.6, resulting in a mean healthiness score of 5.2 out of 10.
- A total of 106 products were assessed to determine their suitability to be marketed to children according to the WHO SEAR nutrient profile model. Eight products, estimated to represent 26% of 2018 retail sales, were found to meet the criteria.

Product Category Results

Category	Dairy	Ice Cream and Frozen Desserts
Mean HSR	2.7	2.2
% products healthy	48	0
% products suitable to market to children	30	1

- The company's products in the Dairy category performed the best, with a mean HSR of 2.7 out of 5. Of the 23 dairy products assessed, almost half (48%) of them were found to meet the HSR healthy threshold.
- In contrast, none of the company's products in the Ice Cream and Frozen Desserts category were found to meet the healthy threshold, and only one product (1%) was found to meet the WHO SEAR criteria for marketing to children.

Relative nutritional quality of Hatsun Agro Product's products by category compared to competitors

Mean HSR	Dairy	Ice Cream and Frozen Desserts
Hatsun Agro Product	2.7	2.2
Aavin TCMPPF	2.3	
Amul GCMMF	2.4	1.8
Arla	3.2	
BRF	2.7	
Britannia Industries	2.2	
Coca-Cola	3.6	
Coca-Cola India	3.5	
Conagra	2.1	
Danone	3.5	
Ferrero	0.7	
FrieslandCampina	3.4	
General Mills	3.5	1.8
Hindustan Unilever		2.1
KMF Nandini	2.2	1.4
Kraft Heinz	2.7	
Lactalis	3.1	
Mars	2.8	
Meiji	3.2	2.2
Mengniu	3	2.3
Mondelēz	2.4	
Mother Dairy	3.0	2.0
Nestlé	2.4	
Nestlé India	3.0	
PepsiCo	3.1	
Suntory	3	
Tingyi	2.7	
Yili	3.1	2.1

- When compared to four other companies that sell products in the Ice Cream and Frozen Desserts category (as part of their top-selling categories), the company's products achieve the highest mean HSR of 2.2 out of 5, ranking them first in this product category.
- Hatsun Agro Product ranks fourth among eight companies that sell products in the Dairy category, with a mean HSR of 2.7 out of 5.
- Competing with other companies in two categories, Hatsun Agro Product achieves a relative category score of 6.8 out of 10 based on its ranking within these categories.

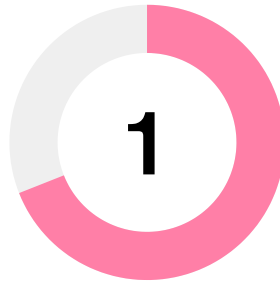
Conclusion

- Hatsun Agro Product's mean healthiness score of 5.2 and relative category score of 6.8 result in an overall Product Profile score of 6.0 out of 10, ranking them fifth out of 16.
- Hatsun Agro Product is encouraged to continue its efforts to improve the nutritional quality of its dairy and other products, and to shift sales towards its healthier dairy products.

Hindustan Unilever

Product Profile Categories

Concentrates; Ice Cream and Frozen Desserts; Sauces, Dressings and Condiments; Soup; Sweet Spreads



↑ Rank 1 / Score 6.9

Rank 2 (2016)



Product Profile

Rank 8 / Score 5.3

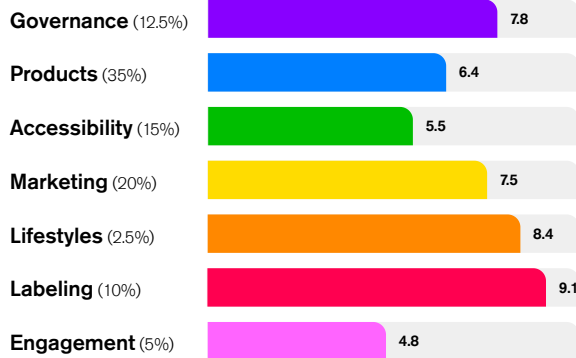
Headquarters
India

Retail sales (INR – millions)
86117

Number of employees
18000

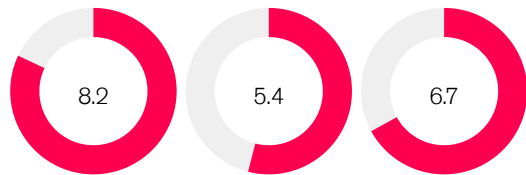
Company Profile

Rank 1 **Score 6.9**



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment **Performance** **Disclosure**



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

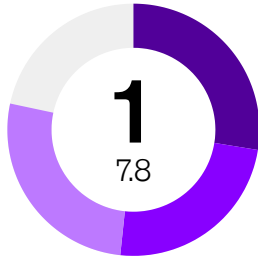
- Hindustan Unilever is joint leader in the India Index 2019 with a score of 6.9 out of 10. Since the previous India Index in 2016, the company has improved its ranking and score in several Index categories.
- Hindustan Unilever continues to demonstrate its clear and well-structured nutrition strategy in India. The company publicly discloses its approach through policies that can be found on its website, and publishes the percentage of products that meet its Highest Nutritional Standards (HNS) in India each year.
- The company actively supports the aims of the Food Safety and Standards Authority of India (FSSAI) and was recognized by the authority in 2019 with the Eat Right Award for its efforts in driving safe and nutritious food. FSSAI also acknowledged its efforts in reducing the salt, sugar and saturated fat content of its products in relation to the Unilever Sustainable Living Plan.
- Hindustan Unilever has developed an approach to improve the affordability of its healthy products using specifically defined price points, and ensures that products meeting its HNS are affordable for key consumer groups. Further, Hindustan Unilever demonstrates a continued commitment to improving the accessibility of its products through its Shakti project, which helps addressing undernutrition and micronutrient deficiencies in villages and rural communities through the distribution of healthy foods (in addition to other products). There are now over 100,000 Shakti entrepreneurs involved in distribution across 18 states in India.
- The company's 'Health & Wellbeing' strategy has been enhanced since 2018. It aims to help deliver healthier diets and lifestyles for its employees and throughout the wider value chain. One element is the long-established Hindustan Unilever Lamplighter Program which helps employees to improve their nutritional intake and encourages healthy lifestyles. The program is regularly independently evaluated.

Priority areas for improvement

- Hindustan Unilever ranks eighth in the Product Profile with a score of 5.3 out of 10. The assessment is based on product categories that represent 30-40% of the company's 2018 sales in India (tea, coffee, wheat flour and salt products were not assessed). Within the assessed categories, the company is estimated to have derived 6% of sales from products that achieve a Health Star Rating (HSR) of 3.5 or more, i.e. the 'healthy' threshold. In comparison with its competitors, the company scored well in two product categories.
- In recent years, there has been no evidence of improvement in portfolio healthiness – either through company reporting or the Product Profile findings. The mean healthiness score was found to be lower than in 2016, which may be explained by the evaluation of a larger number of products. The company should accelerate improving the healthiness of its products.
- Hindustan Unilever voluntarily fortifies some of its whole wheat flour products according to the FSSAI's Food Safety and Standards (Fortification of Foods) Regulation, 2018, and iodizes salt products. The company should consider fortifying all wheat flour products and applying double fortification to salt products.
- The company's approach to improving the affordability and physical accessibility of its healthy products could further be strengthened by formalizing its policy, introducing quantitative targets, and reporting on progress.
- Hindustan Unilever could improve its marketing approach by committing to only marketing products to children that meet the World Health Organization (WHO) South-East Asia Region (SEAR) regional standard. The Product Profile found that 17% of the assessed products currently meet the criteria. The company could also explore options to include children above 12 years in the commitment, and by excluding inappropriate marketing in secondary schools and in places near schools. Notably, Hindustan Unilever plans to implement an improved marketing policy by the end of 2020, which is not currently reflected in ATNI's assessment.
- To further improve its labeling approach, the company is encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and developed in partnership with the Government and other relevant stakeholders.

Category Analysis

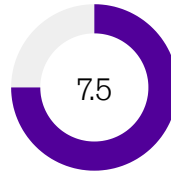
Governance



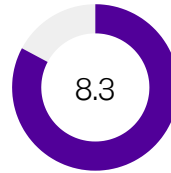
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

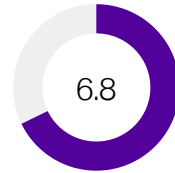
Commitment



Performance



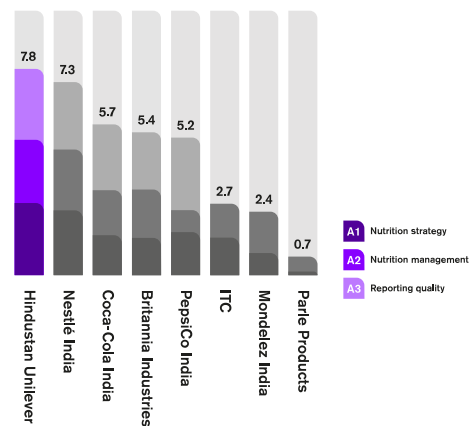
Disclosure



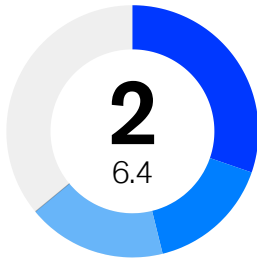
The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

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Peer Comparison



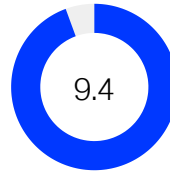
Products



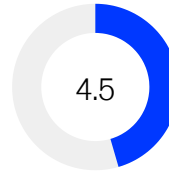
- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

All category, criteria, commitment, performance and disclosure scores are out of 10

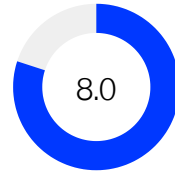
Commitment



Performance



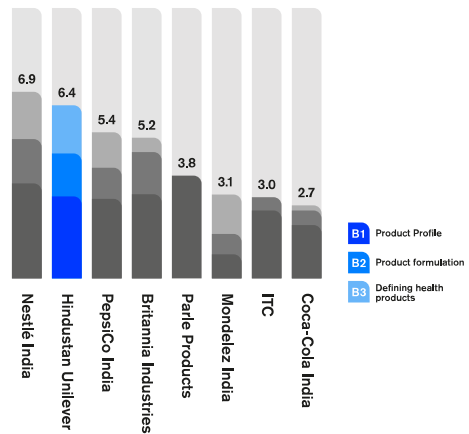
Disclosure



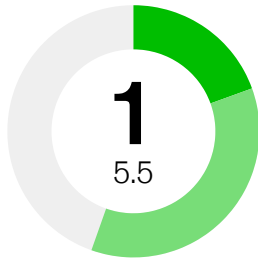
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Peer Comparison

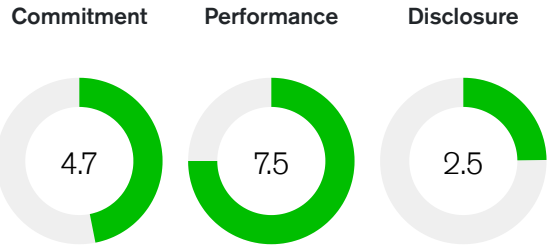


Accessibility



- C1** Product pricing
- C2** Product distribution

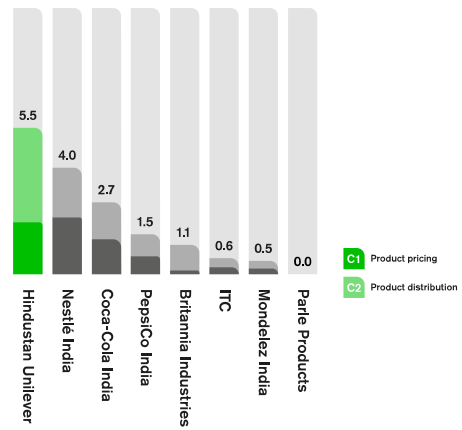
All category, criteria, commitment, performance and disclosure scores are out of 10



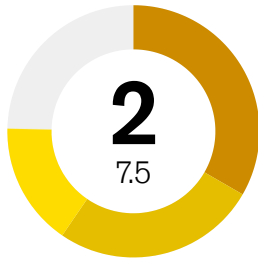
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Peer Comparison



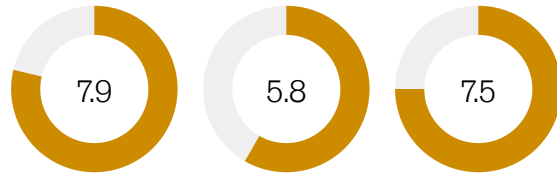
Marketing



- D1** Marketing policy
- D2** Marketing to children
- D3** Auditing and compliance

All category, criteria, commitment, performance and disclosure scores are out of 10

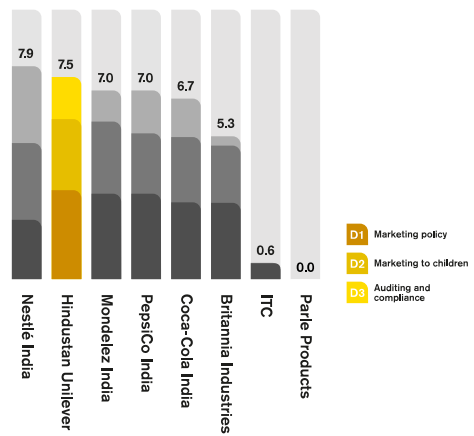
Commitment Performance Disclosure



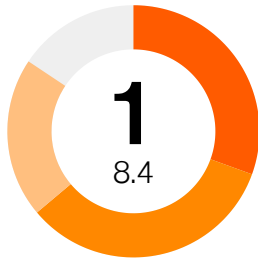
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Peer Comparison



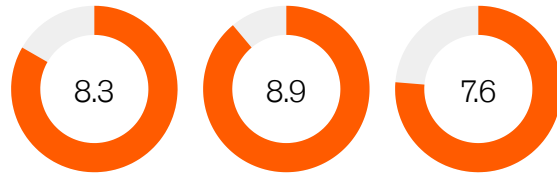
Lifestyles



- E1** Employee health
- E2** Breastfeeding support
- E3** Consumer health

All category, criteria, commitment, performance and disclosure scores are out of 10

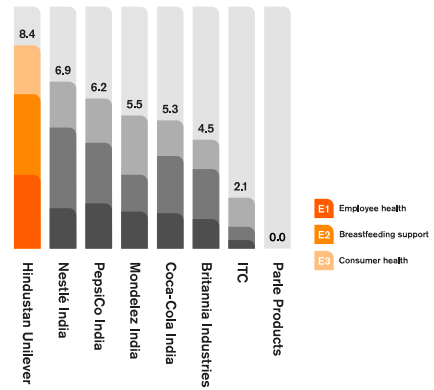
Commitment Performance Disclosure



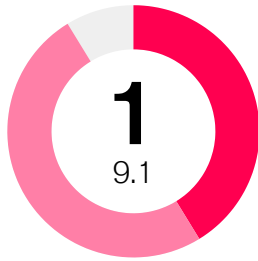
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Peer Comparison



Labeling



- F1** Product labeling
- F2** Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

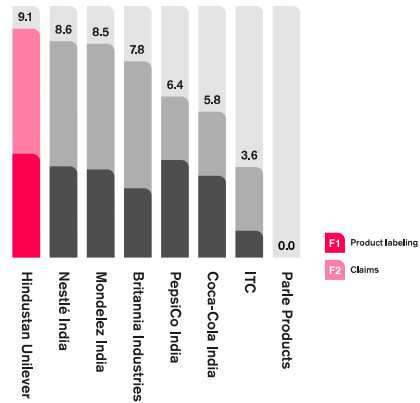
Commitment Performance Disclosure



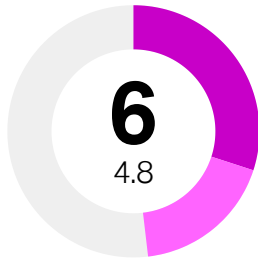
For this category performance indicators were not included. The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

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Peer Comparison

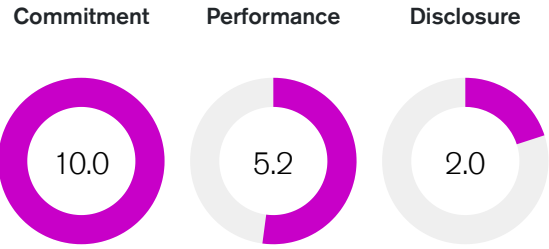


Engagement



- G1 Influencing policymakers
- G2 Stakeholder engagement

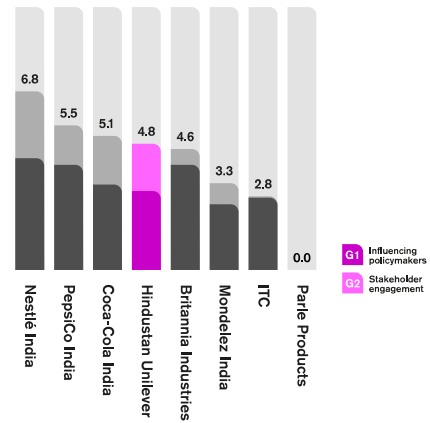
All category, criteria, commitment, performance and disclosure scores are out of 10



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Peer Comparison



Product Profile



Rank 8 / Score 5.3

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
2.0	8%	6%	120	17%	12%	120	30-40%

- A total of 120 products from across five categories, representing 30-40% of Hindustan Unilever's estimated 2018 retail sales, were included in the Product Profile (tea, coffee, wheat flour and salt products were not assessed). Ten products (8%) were found to meet the HSR healthy threshold, and the company is estimated to have derived 6% of its 2018 sales of included product categories from healthy products.
- The company achieves an unweighted mean HSR of 2.2 out of 5. After sales-weighting, the company's mean HSR slightly drops to 2.0 out of 5, resulting in a mean healthiness score of 4.1 out of 10.
- A total of 120 products were assessed to determine their suitability to be marketed to children according to the WHO SEAR nutrient profile model. Twenty products from the Soup category and the Sauces, Dressings and Condiments category were found to meet the criteria. These products are estimated to represent 12% of the 2018 sales from the five assessed categories.

Product Category Results

Category	Concentrates	Ice Cream and Frozen Desserts	Sauces, Dressings and Condiments	Soup	Sweet Spreads
Mean HSR	1.5	2.1	1.6	3.2	1.6
% products healthy	0	0	5	39	0
% products suitable to market to children	0	0	5	83	0

- The best performing product category for Hindustan Unilever is Soup, with a mean HSR of 3.2 out of 5.
- Few (5%) of the company's products in the Sauces, Dressings and Condiments category were found to meet the healthy threshold and none of the products in the other categories (Concentrates, Ice Cream and Frozen Desserts, and Sweet Spreads) were found to be healthy.

Relative nutritional quality of Hindustan Unilever's products by category compared to competitors

Mean HSR	Concentrates	Ice Cream and Frozen Desserts	Sauces, Dressings and Condiments	Soup	Sweet Spreads
Hindustan Unilever	1.5	2.1	1.6	3.2	1.6
Ajinomoto	0.5		0.9	0.9	
Amul GCMMF		1.8			
Arla			2.6	3.1	
Campbell			3.2	3.3	
Coca-Cola	1.5				
Conagra			2.6		4.2
Ferrero					0.8
General Mills		1.8	3.5	3.5	1.2
Hatsun Agro Product		2.2			
KMF Nandini		1.4			
Kraft Heinz	1.1		2.2	3.6	2.5
Mars				1.9	
Meiji		2.2			
Mengniu		2.3			
Mondelēz	0.5				
Mondelēz India	0.5				
Mother Dairy		2.0			
Nestlé India			1.7		
PepsiCo	1.5		3.6		
Suntory	1.5				
Unilever			1.9	2.7	2.5
Yili		2.1			

- When compared to the four other companies that sell products in the Ice Cream and Frozen Desserts category in India (as part of their top-selling categories), Hindustan Unilever's products achieve a mean HSR of 2.1 out of 5. This score ranks them second in this product category. For the Concentrates category, Hindustan Unilever scores the highest out of two companies, with an HSR of 1.5 out of 5.
- Competing with other companies in three categories, Hindustan Unilever achieves a relative category score of 6.5 out of 10 based on its ranking within these categories.

Conclusion

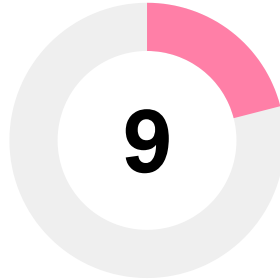
- Hindustan Unilever's mean healthiness scores of 4.1 and relative category score of 6.5 result in an overall Product Profile score of 5.3 out of 10, which means the company ranks eighth.

- Hindustan Unilever's Product Profile score is driven more by the company's relative performance against its peers (the relative category score) than by its mean healthiness score. The company is encouraged to continue and accelerate efforts to improve the nutritional quality of its products, and to shift its sales towards its healthy products.



Product Profile Categories

Confectionery; Ready Meals; Rice, Pasta and Noodles; Savoury Snacks; Sweet Biscuits, Snack Bars and Fruit Snacks



Rank 9 / Score 2.1



Product Profile

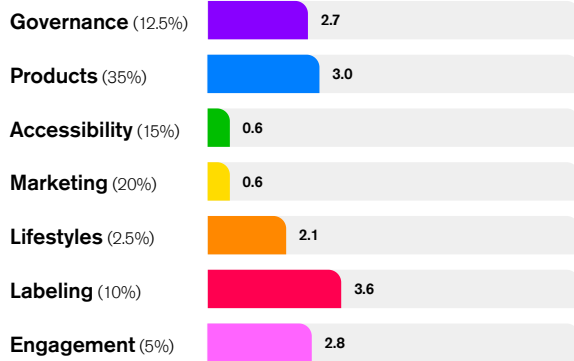
Rank 11 / Score 4.4

Headquarters
India

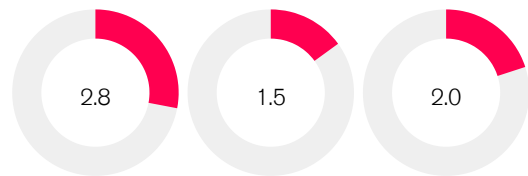
Retail sales (INR – millions)
96763

Company Profile

Rank 9 Score 2.1



Commitment Performance Disclosure



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(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Main areas of strength

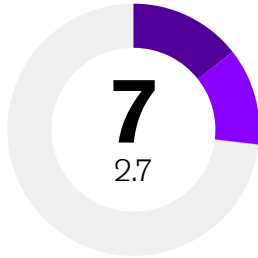
- ITC is assessed in full for the first time in the India Index 2020. With its large and diverse portfolio of packaged foods and beverages in India, it is crucial the company is assessed as part of the current India Index iteration.
- In 2016, the company was interviewed regarding its approach to address undernutrition. ITC has since demonstrated a continuous commitment to micronutrient fortification as an approach to help address undernutrition and micronutrient deficiencies in India. Further, the company shows examples of product innovation and reformulation to help address challenges related to obesity and non-communicable diseases.
- ITC publishes annual Sustainability Reports with relevant information regarding the company's packaged food products, including new product launches and how specific formulations aim to address identified health needs. The company also discloses its Food Products Policy, which covers important elements related to labeling and micronutrient fortification.
- The company fortifies some of its products voluntarily. For example, one of its Aashirvaad Atta-branded products and its Sunfest Marie Light biscuits are fortified with B vitamins, iron and other nutrients. The company could further improve its approach to fortification by disclosing how it voluntarily aligns with the Food Safety and Standards Authority of India (FSSAI)'s Food Safety and Standards (Fortification of Foods) Regulation, 2018.
- The company is committed to reducing the quantities of fat, salt and sugar within its products in alignment with FSSAI's pledge and Eat Right Movement. ITC also states that none of its snack products contain industrially-produced trans fats and commits to 'disclose added trans fats, if any, in all food products', supporting FSSAI's goal to eliminate industrially-produced trans fats from the food supply by 2022.
- The company focuses on pricing and distribution strategies to ensure the affordability and physical accessibility of its healthy products, particularly for economically disadvantaged groups.
- ITC's corporate social responsibility initiatives, such as its Women Economic Empowerment Program, are helping to address nutrition and health issues in India. The company also supports FSSAI's Safe and Nutritious Food at School initiative which works to build awareness amongst children about healthy and hygienic food practices.

Priority areas for improvement

- ITC ranks ninth in the India Index with a score of 2.1 out of 10.
- The company ranks eleventh in the Product Profile with a score of 4.4 out of 10. It is estimated that 11% of its 2018 sales in India were derived from products that achieve a Health Star Rating (HSR) of 3.5 or more out of 5 - the 'healthy' threshold. In the Confectionery category, ITC scores better than its peers in terms of healthiness, but in other product categories, the company's relative performance is not as good. Overall, the Product Profile results demonstrate that the company has substantial scope to improve the nutritional quality of its product portfolio.
- ITC should define which of its products are healthy based on objective nutrition criteria using an internationally recognized Nutrient Profiling System. The company should also implement a strategy towards a healthier product portfolio by adopting SMART – Specific, Measurable, Achievable, Relevant and Time-bound – formulation and/or reformulation targets, to ensure stakeholders can hold the company accountable.
- The company publicly adheres to the Advertising Standards Council of India code, which addresses some general aspects of responsible marketing. To improve its performance, ITC is advised to adopt a responsible marketing policy covering all consumer groups, with specific commitments regarding children and teenagers. The company should further consider committing to only marketing products to children that meet the World Health Organization (WHO) South-East Asia Region (SEAR) regional standard. The Product Profile found that 4% of its products currently meet this standard.
- The company could improve its labeling practices by ensuring nutrition information is provided on all products according to the Codex Alimentarius guidelines, and in compliance with local regulations in India. ITC is encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and is developed in partnership with the Government and other relevant stakeholders.
- ITC could further increase public disclosure about its nutrition-related commitments, policies and practices in India and is encouraged to engage with ATNI to allow for a more complete assessment of these aspects.

Category Analysis

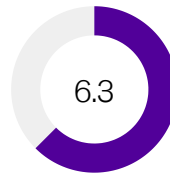
Governance



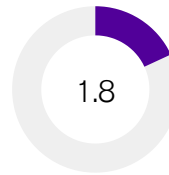
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

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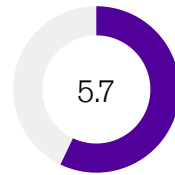
Commitment



Performance



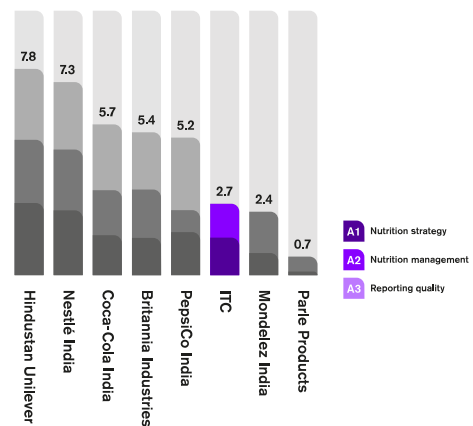
Disclosure



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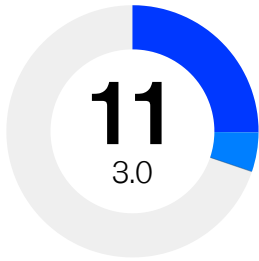
Peer Comparison

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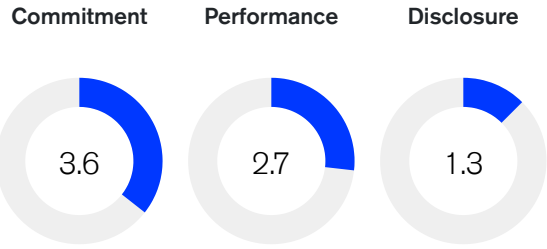
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

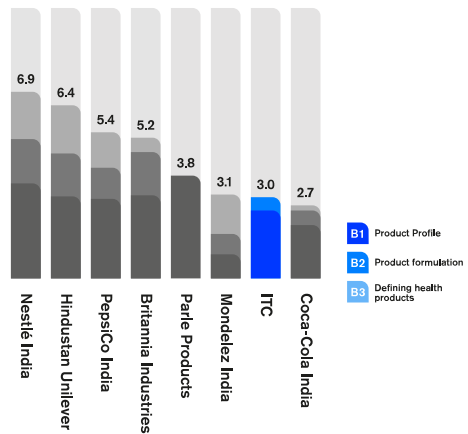
All category, criteria, commitment, performance and disclosure scores are out of 10



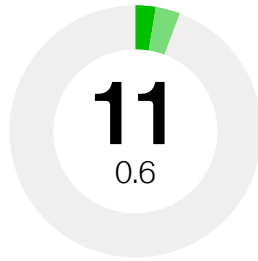
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Peer Comparison

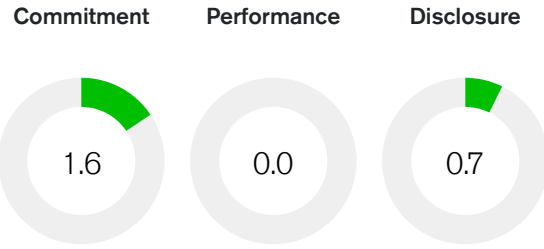


Accessibility



- C1** Product pricing
- C2** Product distribution

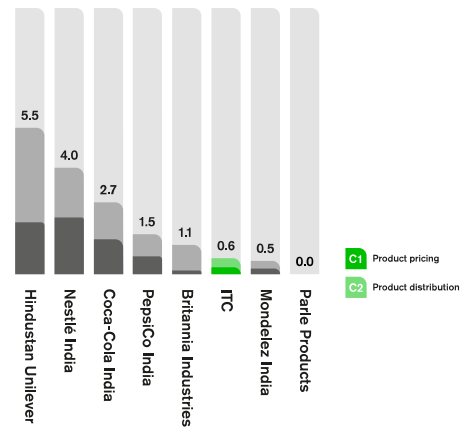
All category, criteria, commitment, performance and disclosure scores are out of 10



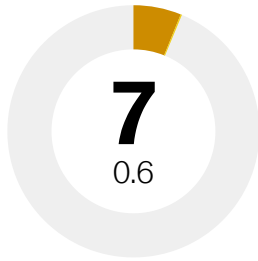
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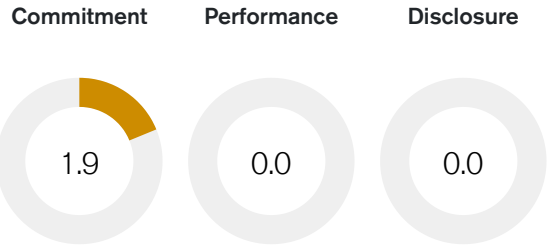


Marketing



- D1 Marketing policy
- D2 Marketing to children
- D3 Auditing and compliance

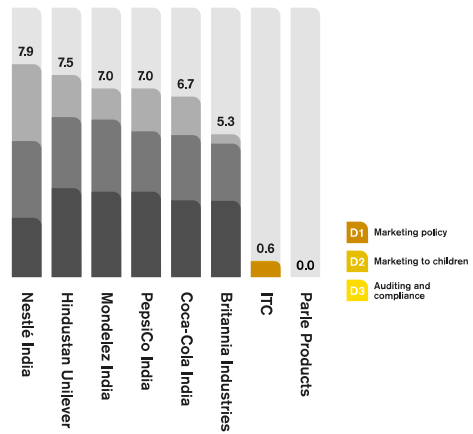
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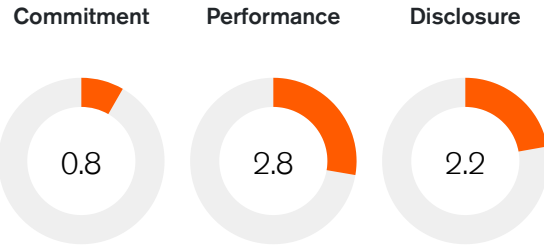


Lifestyles



- E1** Employee health
- E2** Breastfeeding support
- E3** Consumer health

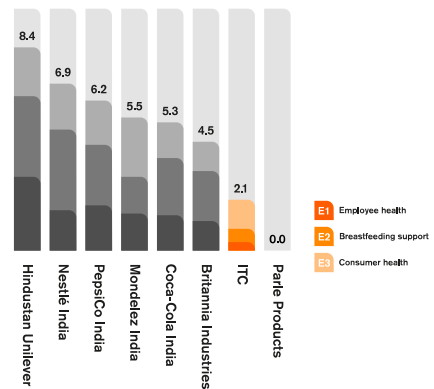
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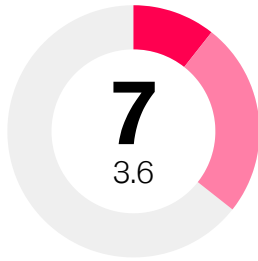
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Peer Comparison



Labeling



- F1** Product labeling
- F2** Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

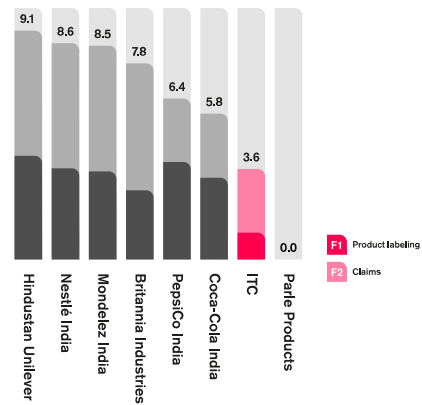
Commitment Performance Disclosure



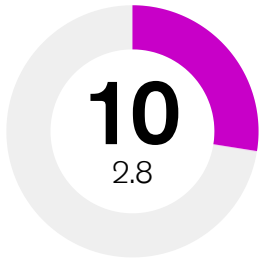
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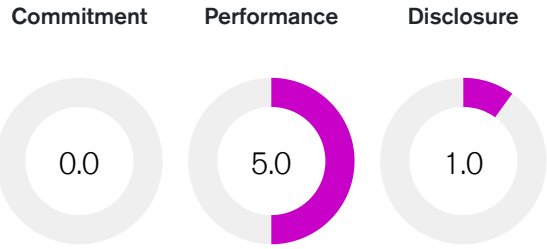


Engagement



- G1 Influencing policymakers
- G2 Stakeholder engagement

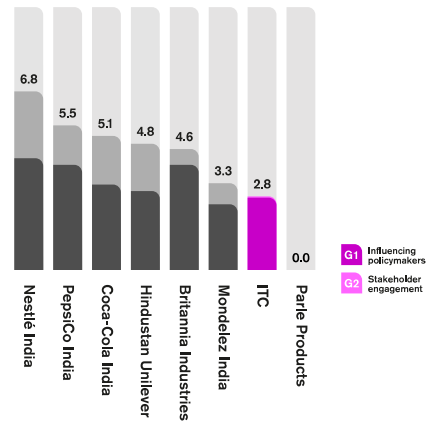
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Peer Comparison



Product Profile



11

Rank 11 / Score 4.4

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
1.6	8%	11%	183	4%	6%	188	90-100%

- A total of 188 products from across five categories, representing 90-100% of ITC's estimated 2018 sales, were included in the Product Profile. Of those, 183 products could be assessed using the HSR. Fifteen products (8%) were found to meet the HSR healthy threshold and the company is estimated to have derived slightly more than one-tenth (11%) of its 2018 sales from healthy products.
- The company achieves an unweighted mean HSR of 1.5 out of 5. After sales-weighting the company's mean HSR slightly improves to 1.6 out of 5, resulting in a mean healthiness score of 3.3 out of 10.
- A total of 188 products were assessed to determine their suitability to be marketed to children according to the WHO SEAR nutrient profile model. Eight products, estimated to represent 6% of 2018 retail sales, were found to meet WHO SEAR criteria and were identified in the Rice, Pasta and Noodles category and the Savoury Snacks category.

Product Category Results

Category	Confectionery	Ready Meals	Rice, Pasta and Noodles	Savoury Snacks	Sweet Biscuits, Snack Bars and Fruit Snacks
Mean HSR	1.1	1.2	2.8	1.8	1.3
% products healthy	0	0	57	7	0
% products suitable to market to children	0	0	38	0	0

- ITC's best performing category is Rice, Pasta and Noodles, with a mean HSR of 2.8 out of 5. A total of 21 products were assessed in this category and 12 (57%) were found to meet the HSR healthy threshold. Few of the company's products in the Savoury Snacks category were found to be healthy and none of the company's products in the remaining categories (Confectionery, Ready Meals, and Sweet Biscuits, Snack Bars and Fruit Snacks) were found to meet the healthy threshold.

Relative nutritional quality of ITC's products by category compared to competitors

Mean HSR	Confectionery	Ready Meals	Rice, Pasta and Noodles	Savoury Snacks	Sweet Biscuits, Snack Bars and Fruit Snacks
ITC	1.1	1.2	2.8	1.8	1.3
Ajinomoto		2.6	0.5		
Amul GCMMF	0.6				
BRF		2.8			
Britannia Industries				2.2	1.4
Campbell				2.5	
Conagra		3.3		2.5	
Ferrero	0.9				1.2
General Mills		2.6	3.7		2.4
Grupo Bimbo	1.2			2.1	1.5
Kellogg				1.7	2.3
Kraft Heinz		2.8		3.5	
Mars	1.3	3.4	3.5		
Meiji	0.9	2.9			0.8
Mondelēz	1.1			2.2	1.4
Mondelēz India	0.5				0.9
Nestlé		3.2	2.7		2.3
Nestlé India	0.7		3.0		
Parle Products	1.1			2.3	1.5
PepsiCo					2.3
PepsiCo India				1.7	
Tingyi			0.6		
Unilever		3.2	3.2		

- When compared to the other companies that sell products in India within the Confectionery category (as part of their top-selling categories), ITC ranks joint first out of five, achieving the highest mean HSR of 1.1 out of 5.

- In the Savoury Snacks and the Sweet Biscuits, Snack Bars and Fruit Snacks categories, ITC products score less well relative to those of the other companies. For both categories, the company ranks third out of four companies. In the Rice, Pasta and Noodles category, the company ranks second with a mean HSR of 2.8 out of 5.
- ITC competes with other companies in four categories and achieves a relative category score of 5.5 out of 10 based on its ranking within those categories.

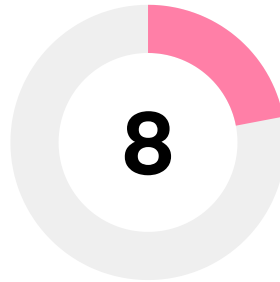
Conclusion

- ITC's mean healthiness score of 3.3 and relative category score of 5.5 result in an overall Product Profile score of 4.4 out of 10, ranking the company eleventh in this assessment.
- The company should continue to improve the nutritional quality of all its products, and particularly within the Sweet Biscuits, Snack Bars and Fruit Snacks category, which do not perform well when compared to those of its competitors. The company is also encouraged to adopt strategies and relevant targets to shift its sales towards healthier products and categories.

Marico

Product Profile Categories

Breakfast Cereals; Edible Oils



Rank 8 / Score 2.2



Product Profile

Rank 6 / Score 5.6

Headquarters

India

Retail sales (INR – millions)

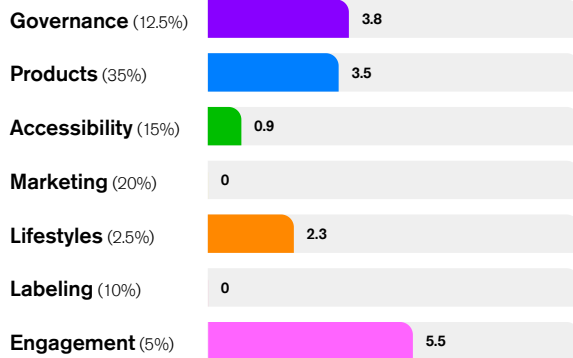
1³⁸
49055

Number of employees

1665

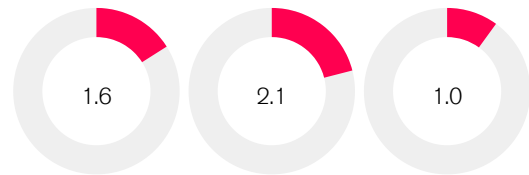
Company Profile

Rank 8 Score 2.2



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment Performance Disclosure



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

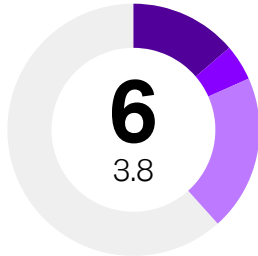
- Marico is assessed for the first time in the India Index 2020. ATNI welcomes Marico's interest in the Index methodology and participation in the Index stakeholder meetings.
- Among the three companies assessed for the 2020 India Index that predominantly sell products in the Edible Oil category, Marico ranks the highest. Although Marico is estimated to have derived 90-100% of its sales from the Edible Oils product category, it is expanding its product portfolio and also sells products in the Breakfast Cereals category.
- Enhancing nutrition is a commitment in the company's corporate sustainability policy. The company discloses that it intends to meet changing consumer needs with strategies that incorporate elements of nutrition and active lifestyles. Marico's recent acquisition of the Revofit mobile app that addresses elements of health and fitness, including nutrition tracking, plans and recipes, illustrates a novel approach in this regard.
- Marico's focus on improving the nutritional quality of its products is further illustrated by its commitment to reduce the salt content of their Saffola Masala Oats products by 15% by 2020. This target is part of a pledge the company made to the Food Safety and Standards Authority of India (FSSAI) in July 2018.
- Marico has a health and wellness program for its employees which includes nutrition consultations, health check-ups and various fitness activities, such as yoga. Marico also educates consumers in relation to nutrition and cardiac health. The company has developed the 'Fit Foodie Meter' in consultation with the Indian Dietetic Association, a tool which assigns a health score to every recipe presented on the website, based on nutritional composition.

Priority areas for improvement

- Marico ranks eighth overall in the India Index with a score of 2.2 out of 10.
- Marico ranks sixth in the Product Profile with a score of 5.6 out of 10. It is estimated to have derived 35% of its 2018 sales from products that achieve a Health Star Rating (HSR) of 3.5 or more out of 5 – i.e. the 'healthy' threshold. Marico's products in the Breakfast Cereals category have the highest mean HSR of (3.7) within its portfolio. The company could improve its result by expanding sales in this category and by introducing reformulated and new healthy products.
- The company could adopt and disclose a nutrition policy that specifies how its commercial strategy could help address the priorities set out the National Nutrition Strategy and Vision 2022 (Kuposhan Mukh Bharat – free from malnutrition, across the life cycle), and POSHAN Abhiyaan. To address micronutrient deficiency challenges in India, Marico should consider voluntarily fortifying all relevant products as per FSSAI's Food Safety and Standards (Fortification of Foods) Regulation, 2018.
- Marico should also consider adopting and publishing a policy to improve the affordability and physical accessibility of healthy products, addressing how best to reach low-income, rural or urban populations that lack regular access to nutritious food.
- As a company that predominantly sells products in the Edible Oils category, Marico could substantially increase their score in Category D – Marketing – by making commitments to market its products responsibly to all consumers and not to market any products to children (its products are unlikely to be marketed to children).
- Marico could improve its labeling practices by ensuring nutrition information is provided on all products according to the Codex Alimentarius guidelines, and in compliance with India's local regulations. It is also encouraged to implement an interpretive front-of-pack labeling system as soon as possible, that aligns with other companies or industry associations and is developed in partnership with the Government and other relevant stakeholders.
- Marico could further increase public disclosure about its nutrition-related commitments, policies and practices in India and is encouraged to further engage with ATNI to allow for a more complete assessment of these aspects.

Category Analysis

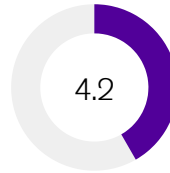
Governance



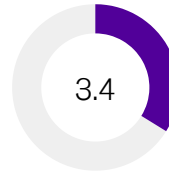
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

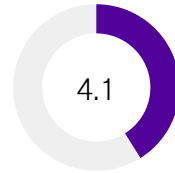
Commitment



Performance



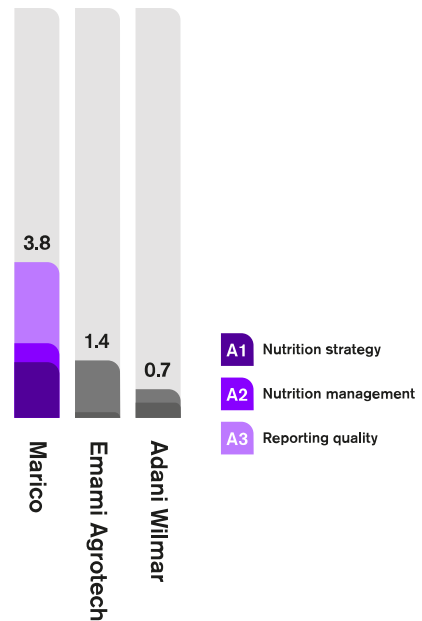
Disclosure



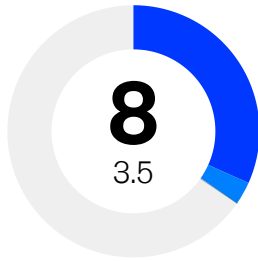
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Peer Comparison



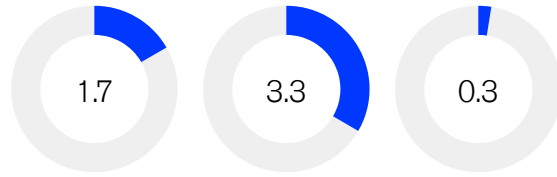
Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

All category, criteria, commitment, performance and disclosure scores are out of 10

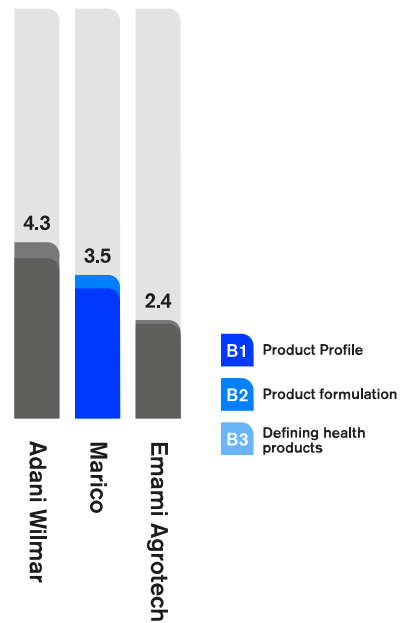
Commitment Performance Disclosure



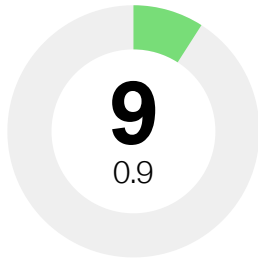
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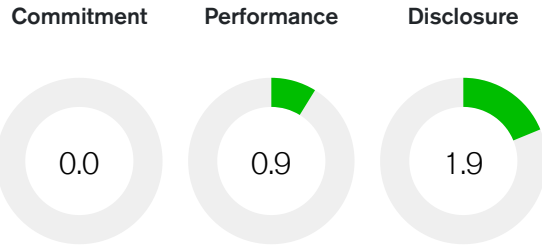


Accessibility



- C1** Product pricing
- C2** Product distribution

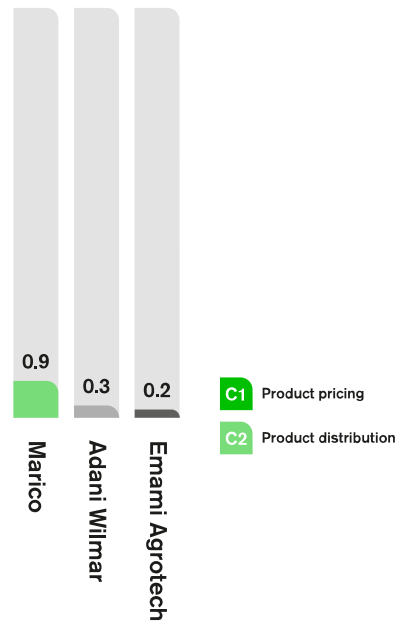
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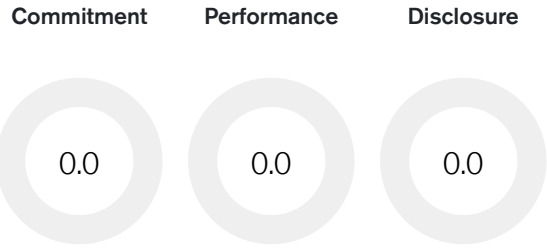


Marketing



- D1 Marketing policy
- D2 Marketing to children
- D3 Auditing and compliance

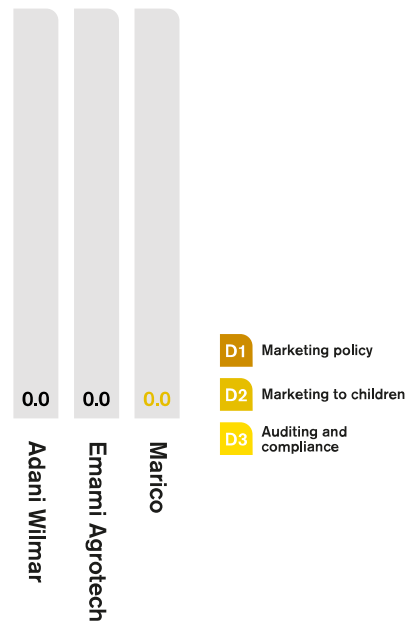
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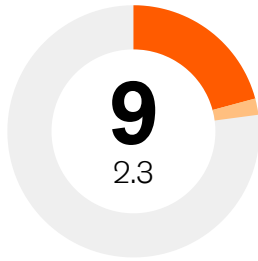
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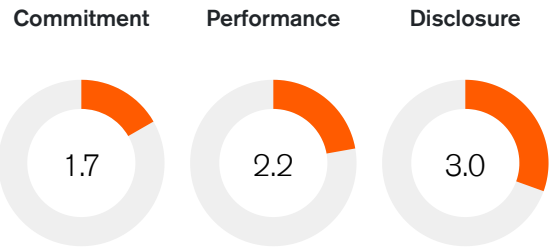


Lifestyles



- E1** Employee health
- E2** Breastfeeding support
- E3** Consumer health

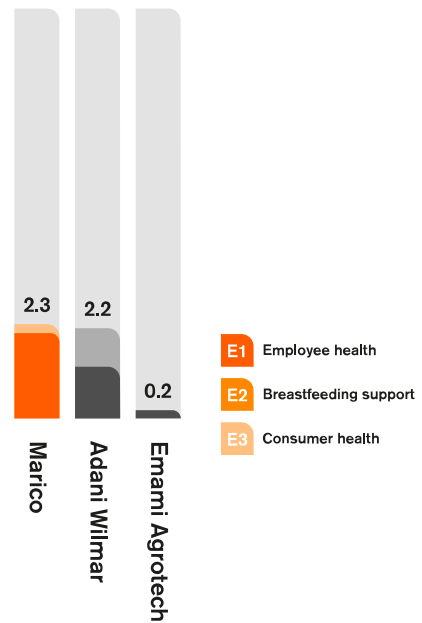
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Peer Comparison



Labeling



- F1 Product labeling
- F2 Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

Commitment Performance Disclosure



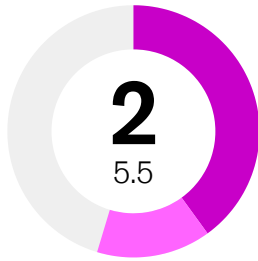
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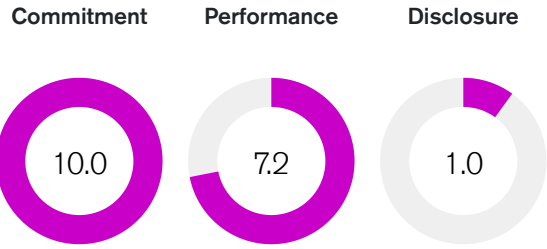


Engagement



- G1** Influencing policymakers
- G2** Stakeholder engagement

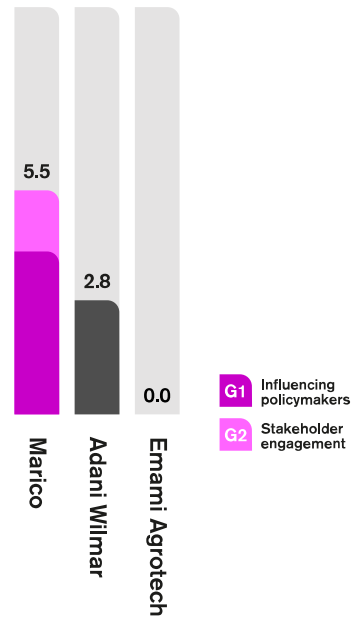
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Product Profile



6

Rank 6 / Score 5.6

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
2.9	61%	35%	41	44%	76%	41	90-100%

- A total of 41 products from two categories (Breakfast Cereals and Edible Oils), representing 90-100% of Marico's estimated 2018 sales, were included in the Product Profile. Twenty-five products (61%) were found to meet the HSR healthy threshold and the company is estimated to have derived approximately one third (35%) of its 2018 sales from these healthy products.
- The company achieves a mean HSR of 3.5 out of 5. After sales-weighting the company's mean HSR decreases to 2.9 out of 5, resulting in a mean healthiness score of 5.9 out of 10.
- A total of 41 products were assessed to determine their suitability to be marketed to children according to the World Health Organization (WHO) South-East Asia Region (SEAR) nutrient profile model. Eighteen products, estimated to represent 76% of the 2018 sales, were found to meet the WHO SEAR criteria.

Product Category Results

Category	Breakfast Cereals	Edible Oils
Mean HSR	3.7	2.9
% products healthy	69	33
% products suitable to market to children	34	78

- Marico performs best in the Breakfast Cereals category, achieving a mean HSR of 3.7 out of 5. Twenty-two of the 32 products assessed in this category (69%) were found to meet the HSR healthy threshold. Marico's Edible Oil category products achieve a mean HSR of 2.9 out of 5.

Relative nutritional quality of Marico's products by category compared to competitors

Mean HSR	Breakfast Cereals	Edible Oils
Marico	3.7	2.9
Adani Wilmar		3.1
Conagra	3.7	4.3
Emami Agrotech		2.8
General Mills	3.1	
Kellogg	3.2	
Mother Dairy		3.8
Nestlé	3.1	
PepsiCo	3.9	
PepsiCo India	4	
Unilever	3.8	

- Marico is one of two companies that sells products in the Breakfast Cereals category (as part of their top-selling categories) in India. Marico ranks second, with a mean HSR of 3.5 out of 5. The company ranks third out of four companies that sell Edible Oils, with a mean HSR of 2.9.
- Competing with other companies in both product categories assessed, Marico achieves a relative category score of 5.2 out of 10 based on its ranking within these categories.

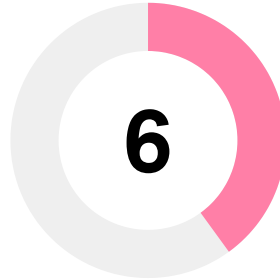
Conclusion

- Marico's mean healthiness score of 5.9 and relative category score of 5.2 result in an overall Product Profile score of 5.6 out of 10, which means the company ranks sixth out of 16.
- Marico's relative category results suggest that the company has scope to improve the nutritional quality of its products. The company is encouraged to assess the opportunities to perform better compared to its peers in the same categories, and to continue its focus on delivering more healthy products.

Mondelēz India

Product Profile Categories

Concentrates; Confectionery; Other
Hot Drinks; Sweet Biscuits, Snack
Bars and Fruit Snacks



↓ Rank 6 / Score 4
Rank 4 (2016)



Product Profile

Rank 16 / Score 1.6

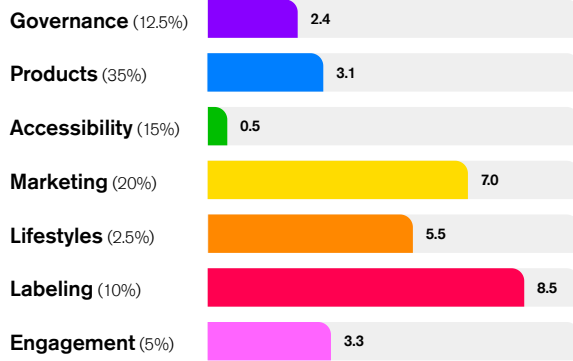
Headquarters
U.S.

Retail sales (INR – millions)
1⁴⁰
97288

Number of employees
5000

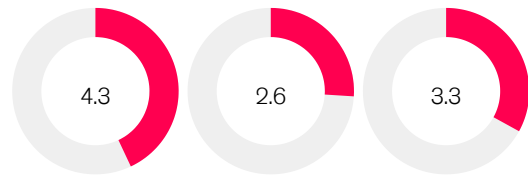
Company Profile

Rank 6 **Score 4**



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment **Performance** **Disclosure**



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

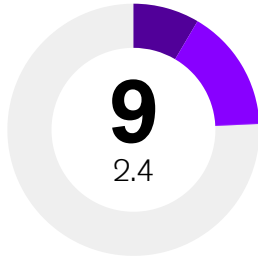
- Mondelez India's growth strategy considers aspects of nutrition and health. Since the previous India Index in 2016, the company has introduced healthier options of its Bournvita biscuits, and has developed micronutrient-fortified products. In line with the Food Safety and Standards Authority of India (FSSAI) Eat Right Movement, the company has an approach to reformulate existing products and to introduce new products with no added sugar or reduced sugar levels, such as its recently released Cadbury Dairy Milk chocolate product with 30% less sugar. It also focuses on portion control by offering many of its chocolate products in calorie-limited single serving portions.
- The company's Nutrition Profiling System (NPS), known as Better Choice, is used to guide product innovation and reformulation. Mondelez India continues to invest in product development as evidenced by its newly inaugurated global Technical Center in Thane, Maharashtra in 2019. To further strengthen its performance, the company could make its NPS publicly available and benchmark it against internationally recognized systems such as the Health Star Rating (HSR).
- The company is committed to providing nutrition information on product labels, including for saturated fat, sodium and total sugars, and stating the number of portions or servings per package. Mondelez India reports that calorie information has been placed on the front-of-pack for all products since 2016.
- Mondelez India has a comprehensive policy on marketing to children. It is one of two companies in the Index that commit to not advertise any products directly to children under 12, and is the only company that commits not to advertise in primary and secondary schools in India.
- The company's corporate social responsibility program, Shubh Aarambh, applies an evidence-based approach to nutrition/health education. The program is implemented by non-governmental organizations and focuses on children and mothers that are at risk or experiencing high levels of malnutrition. The program excludes product or brand-level branding and helps to disseminate elements of FSSAI's Safe and Nutritious Food Program.

Priority areas for improvement

- Mondelez India ranks sixth overall in the India Index 2020 with a score of 4.0 out of 10.
- The company ranks sixteenth in the Product Profile with a score of 1.6 out of 10. This outcome can be partially explained by the predominance of its Confectionery product-related sales. The Product Profile estimates that 1% of the 2018 total sales were derived from healthy products. Further, Mondelez India does not perform well when compared to its peers in the same product categories for product healthiness. The company is encouraged to continue to accelerate its efforts to improve the overall nutrition quality of its product portfolio, also relative to its competitors within the same product categories, and to focus on selling more of its healthier options.
- Mondelez India should consider addressing its nutrition strategies in a formal commercial policy and is encouraged to publish India-specific annual reports. By disclosing more India-specific information, the company could help stakeholders assess progress, particularly in relation to supporting the Government's strategies to combat all forms of malnutrition in India.
- Despite having global nutrition-related commitments, for example, to grow well-being brands at a faster rate, the company does not provide India-specific evidence that healthy products have contributed positively to its financial performance. The company should adopt SMART – Specific, Measurable, Achievable, Relevant and Time-bound – targets and make progress reports publicly available, particular in terms of sugar reduction as most of its Indian portfolio consists of Confectionery products.
- Mondelez India can further improve its responsible marketing to children by expanding its policy to address marketing activities that go beyond advertising, for example influencer marketing. The company is also encouraged to explore options to include children above the age of 12 in the commitment.
- In addition, the company is encouraged to provide nutrition information for all products on its website so Indian consumers can easily access this data. The company is also encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and is developed in partnership with the Government and other stakeholders.

Category Analysis

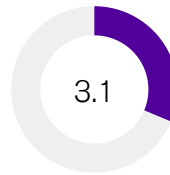
Governance



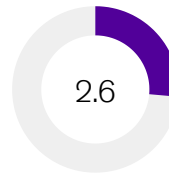
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

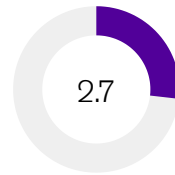
Commitment



Performance



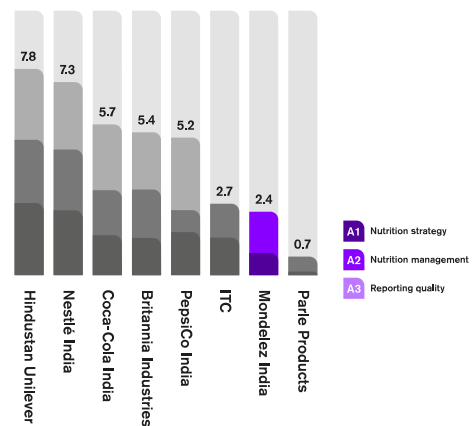
Disclosure



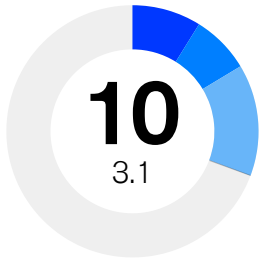
The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

Peer Comparison

Companies are grouped into three different industry segments in this Index based on the type of products they predominantly sell (i.e. contributing 80% or more to their total food and beverage sales) – dairy, edible oil or mixed portfolio. The graph on the right shows how the company's result within this Index category compares to that of its peers within the same industry segment.

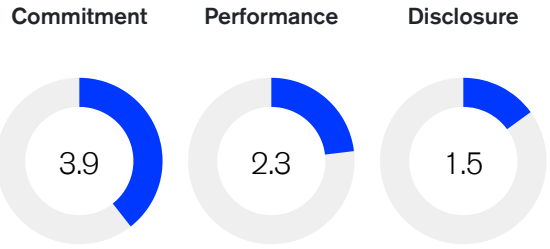


Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

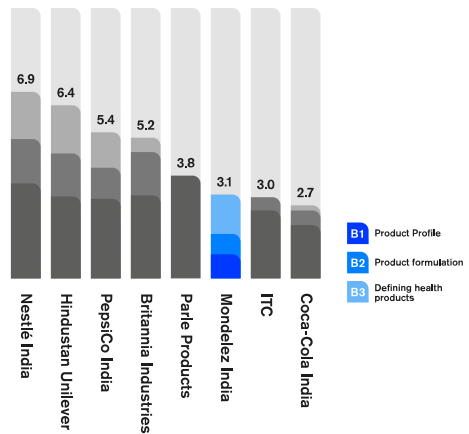
All category, criteria, commitment, performance and disclosure scores are out of 10



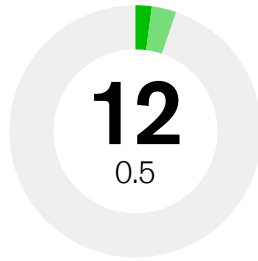
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Peer Comparison

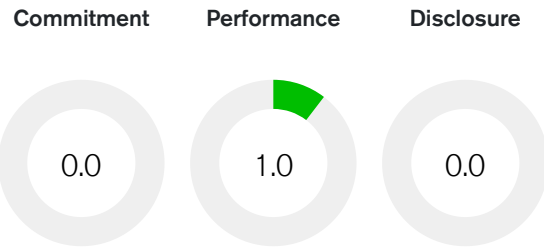


Accessibility



- C1** Product pricing
- C2** Product distribution

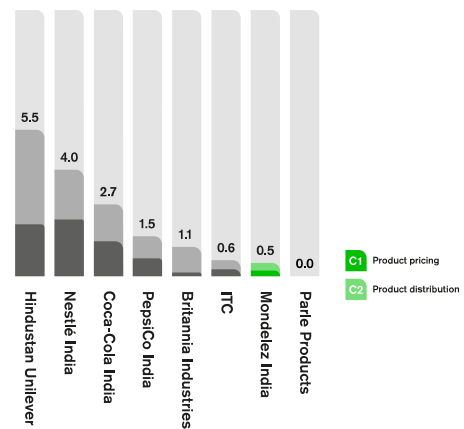
All category, criteria, commitment, performance and disclosure scores are out of 10



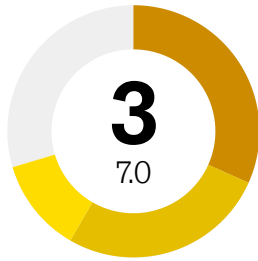
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Peer Comparison

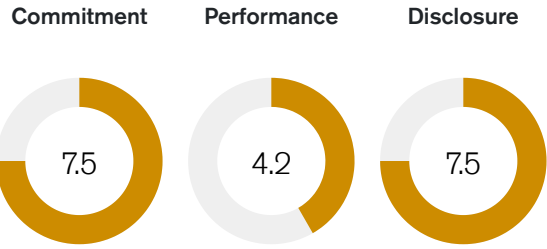


Marketing



- D1** Marketing policy
- D2** Marketing to children
- D3** Auditing and compliance

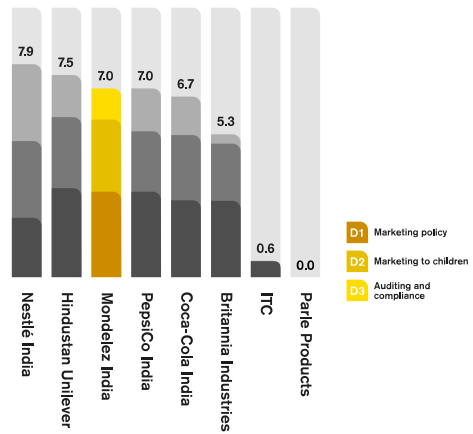
All category, criteria, commitment, performance and disclosure scores are out of 10



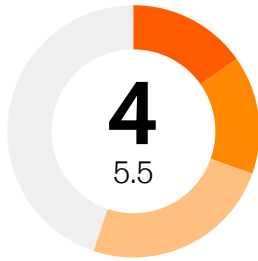
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Peer Comparison

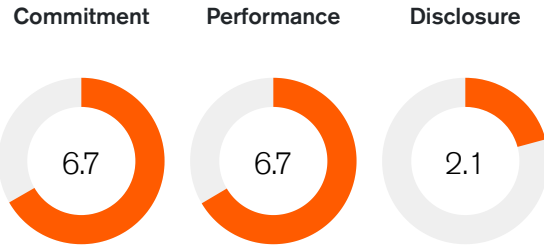


Lifestyles



- E1** Employee health
- E2** Breastfeeding support
- E3** Consumer health

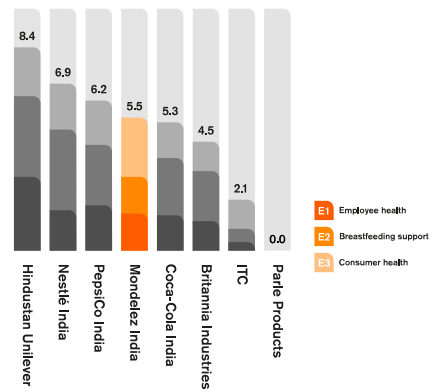
All category, criteria, commitment, performance and disclosure scores are out of 10



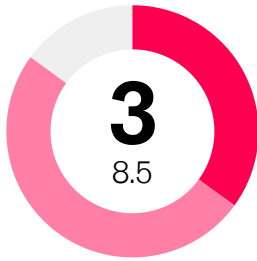
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Peer Comparison



Labeling



- F1** Product labeling
- F2** Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

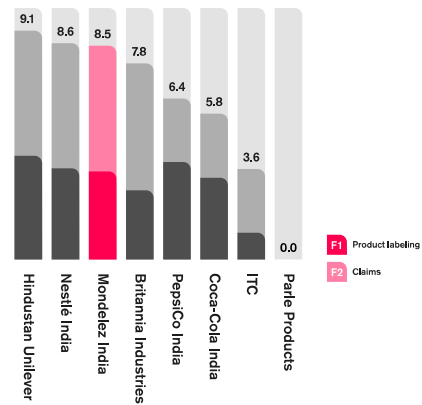
Commitment Performance Disclosure



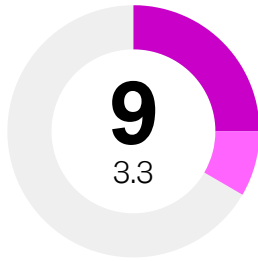
For this category performance indicators were not included. The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

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Peer Comparison

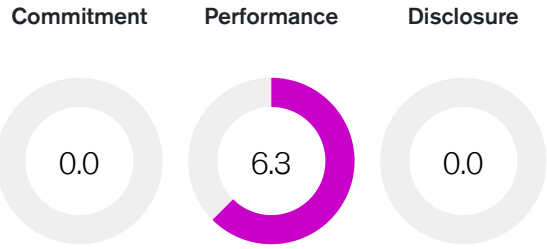


Engagement



- G1** Influencing policymakers
- G2** Stakeholder engagement

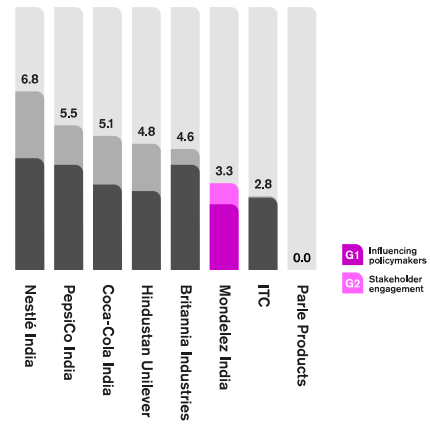
All category, criteria, commitment, performance and disclosure scores are out of 10



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Peer Comparison



Product Profile



16

Rank 16 / Score 1.6

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
0.5	1%	1%	101	0%	0%	101	90-100%

- A total of 101 products from across four categories, representing 90-100% of Mondelez India's estimated 2018 sales, were included in the Product Profile. Only 1% of the company's products were found to meet the HSR healthy threshold and the company was estimated to derive 1% of its 2018 sales from these healthy products.
- The company achieves an unweighted mean HSR of 0.6 out of 5. After sales-weighting, the company's mean HSR drops to 0.5 out of 5, resulting in a mean healthiness score of 1.1 out of 10.
- A total of 101 products were assessed to determine their suitability to be marketed to children according to the World Health Organization (WHO) South-East Asia Region (SEAR) nutrient profile model. None of the company's products were found to meet the criteria.

Product Category Results

Category	Concentrates	Confectionery	Other Hot Drinks	Sweet Biscuits, Snack Bars and Fruit Snacks
Mean HSR	0.5	0.5	0.8	0.9
% products healthy	0	0	8	0
% products suitable to market to children	0	0	0	0

- Mondelez India's mean HSR is highest for products in the Sweet Biscuits, Snack Bars and Fruit Snacks category with a score of 0.9 out of 5. The company's products in the Concentrates and Confectionery categories achieve the lowest HSR of 0.5 out of 5.
- One out of 13 products in the Other Hot Drinks category was found to meet the HSR healthy threshold.

Relative nutritional quality of Mondelez India's products by category compared to competitors

Mean HSR	Concentrates	Confectionery	Other Hot Drinks	Sweet Biscuits, Snack Bars and Fruit Snacks
Mondelez India	0.5	0.5	0.8	0.9
Ajinomoto	0.5			
Amul GCMMF		0.6		
Britannia Industries				1.4
Coca-Cola	1.5			
Conagra			0.5	
Ferrero		0.9		1.2
FrieslandCampina			1.5	
General Mills				2.4
Grupo Bimbo		1.2		1.5
Hindustan Unilever	1.5			
ITC		1.1		1.3
Kellogg				2.3
Kraft Heinz	1.1			
Mars		1.3		
Meiji		0.9		0.8
Mondelez	0.5	1.1	0.7	1.4
Nestlé			2.7	2.3
Nestlé India		0.7		
Parle Products		1.1		1.5
PepsiCo	1.5			2.3
Suntory	1.5			
Unilever			1.6	

- When compared to the other companies that sell products in the Confectionery category (as part of their top-selling categories) in India, Mondelez India's Confectionery products achieve the lowest mean HSR (0.5 out of 5). The company therefore ranks fifth out of five in this category. In the Concentrates category, the company ranks second out of two with a score of 0.5 out of 5. In the Sweet Biscuits, Snack Bars and Fruit Snacks category the company ranks fourth out of five.
- Competing with other companies in three categories, Mondelez India achieves a relative category score of 2.0 out of 10 based on its ranking within those categories.

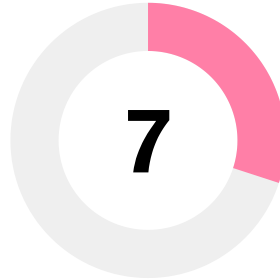
Conclusion

- Mondelez India's mean healthiness score of 1.1 and relative category score of 2.0 result in an overall Product Profile score of 1.6 out of 10, which means the company ranks sixteenth.
- The company is encouraged to continue with its product innovation and product reformulation strategies towards the marketing of healthy products. Mondelez India should adopt India-specific goals and targets to accelerate the company's sales of healthier options.

Mother Dairy

Product Profile Categories

Dairy; Edible Oils; Ice Cream and Frozen Desserts; Processed Fruit and Vegetables



Rank 7 / Score 3

Rank 7 (2016)



Product Profile

Rank 1 / Score 7.5

Headquarters
India

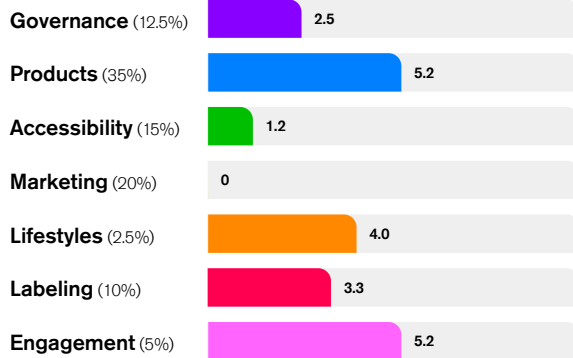
Retail sales (INR – millions)

155287

Number of employees
3269

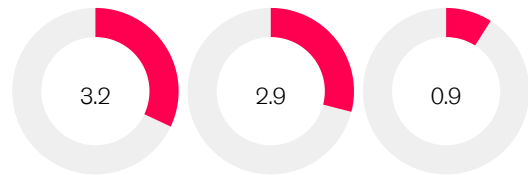
Company Profile

Rank 7 **Score 3**



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment **Performance** **Disclosure**



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

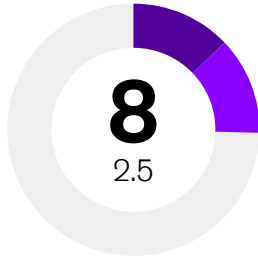
- Mother Dairy ranks first in the Product Profile with a score of 7.5 out of 10. It is estimated that the company derived 53% of its 2018 sales from products that achieve a Health Star Rating (HSR) of 3.5 or more out of 5, i.e. the 'healthy' threshold. This is higher than the company's 2016 healthy product sales estimate of 46%. Mother Dairy's products are relatively healthy compared to those of its peers within the same product categories, most notably in the Dairy and Edible Oils product categories.
- Among the five companies in the dairy industry segment, Mother Dairy performed best in both the overall Index and the Product Profile.
- Mother Dairy voluntarily fortifies all relevant products according to the Food Safety and Standards Authority of India (FSSAI)'s Food Safety and Standards (Fortification of Foods) Regulation, 2018. This is best practice and illustrates the company's commitment to tackle vitamin A and D deficiencies in India.
- The company has several initiatives to improve the affordability and accessibility of its healthy and fortified products. For example, it sells bulk-vended milk fortified with vitamins A and D at a stable and affordable price point in the National Capital Region and other parts of India. Mother Dairy's initiatives also aim to improve the distribution of fortified milk and the sale of affordable fruit and vegetable products.
- As part of its Safe and Nutritious Food at the Workplace Initiative, and as recommended by FSSAI, Mother Dairy has a robust employee health and wellness program called Sahi Poshan Swasth Jeevan (right nutrition, healthy life). The program addresses both nutrition and physical activity.
- The company actively engages with FSSAI's Eat Right Movement by contributing in the development of the Swasth Bharat Yatra (healthy India journey) and Eat Right Mela (Fair). Mother Dairy also aims to promote nutrition literacy among its consumers and to reduce the consumption of oil. The Zara Sa Badalav Banaye Life Behatar campaign (a little change can improve your life) is a relevant example that addresses these elements.

Priority areas for improvement

- Mother Dairy ranks seventh overall in the India Index 2020, as it did in 2016, with a score of 3.0 out of 10.
- The company is encouraged to adopt and publish a formal comprehensive nutrition strategy that clearly sets out how it addresses malnutrition in India, including issues of obesity and diet-related diseases, through its core business model. The strategy should publicly recognize the nutrition and health priorities set out in the National Nutrition Strategy and Vision 2022 (Kuposhan Mukh Bharat – free from malnutrition, across the life cycle), and POSHAN Abhiyaan.
- In 2016, Mother Dairy indicated that it was developing a Nutrient Profiling System to guide the reformulation of its products and to develop new healthy products, but the system was not finalized at the time of this assessment. The company is urged to take this important step and to define targets for reducing levels of sugar, salt and saturated fat in its products.
- Mother Dairy could complement its affordability strategy by adopting a comprehensive accessibility strategy that includes targets to distribute its healthy products more widely. Ideally, the strategy should cover all states the company is present in, with specific attention to aspirational districts, isolated rural areas, urban slums and low-income groups in India.
- Mother Dairy is advised to adopt a responsible marketing policy covering all consumer groups, with specific commitments regarding children and teenagers. It may consider signing the Food and Beverage Alliance India Pledge (FBAI) as a first step towards this aim. The company should further commit to only marketing products to children that meet the World Health Organization's (WHO) South-East Asia Region (SEAR) regional standard. The Product Profile found that 35% of its products currently meet this standard.
- The company could improve its labeling practices by ensuring nutrition information is provided on all products according to the Codex Alimentarius guidelines, and in compliance with local regulations in India. Mother Dairy is also encouraged to implement an interpretive front-of-pack labeling system as soon as possible, that aligns with other companies or industry associations, and is developed in partnership with the Government and other relevant stakeholders.

Category Analysis

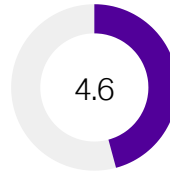
Governance



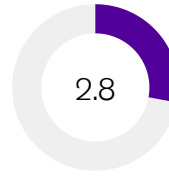
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

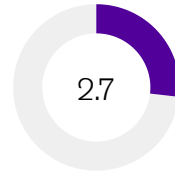
Commitment



Performance



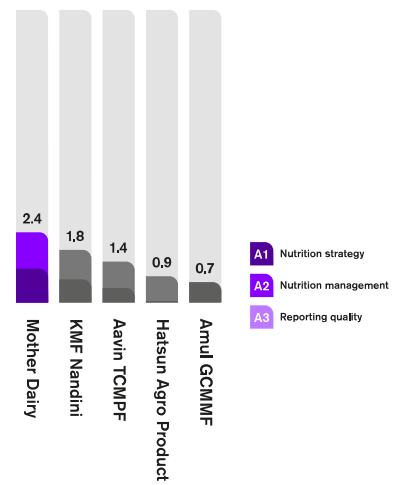
Disclosure



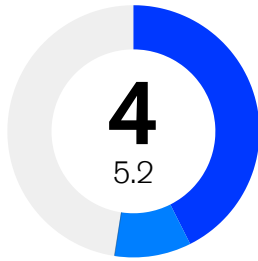
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Peer Comparison

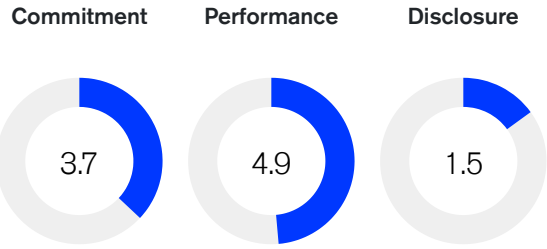


Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

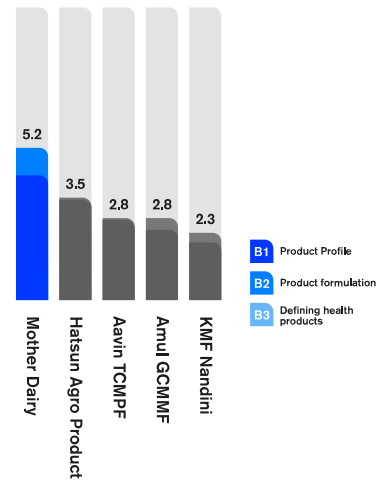
All category, criteria, commitment, performance and disclosure scores are out of 10



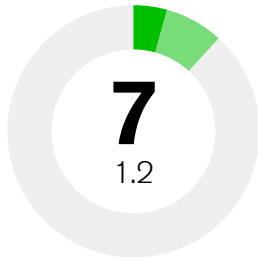
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Peer Comparison

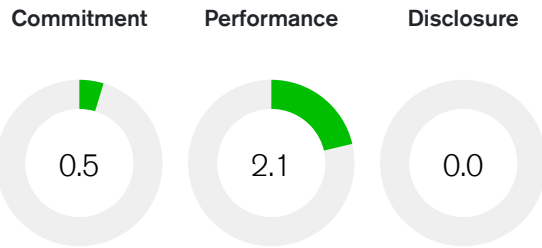


Accessibility



- C1** Product pricing
- C2** Product distribution

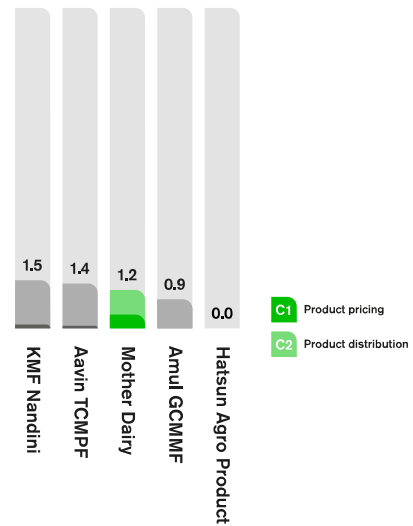
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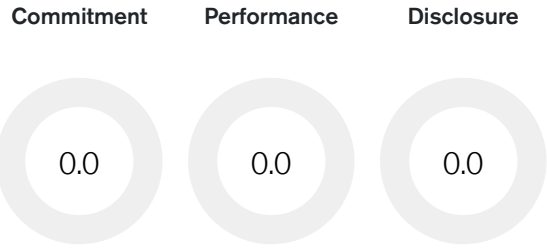


Marketing



- D1 Marketing policy
- D2 Marketing to children
- D3 Auditing and compliance

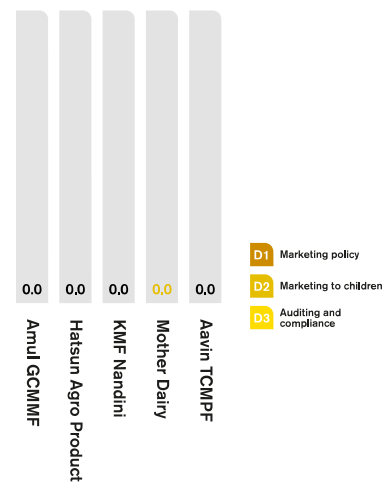
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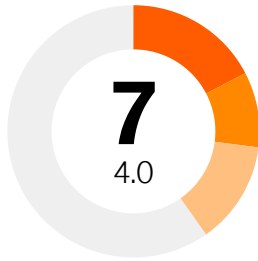
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Peer Comparison



Lifestyles



- E1** Employee health
- E2** Breastfeeding support
- E3** Consumer health

All category, criteria, commitment, performance and disclosure scores are out of 10

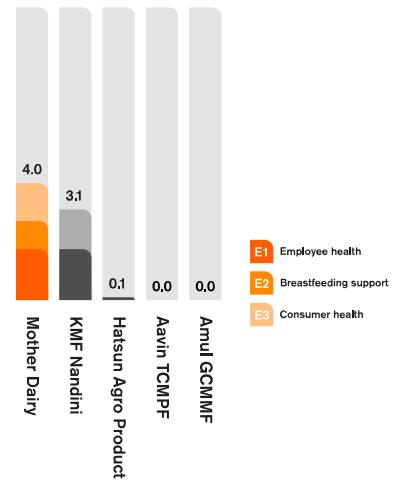
Commitment Performance Disclosure



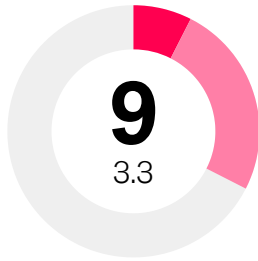
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Peer Comparison



Labeling



- F1** Product labeling
- F2** Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

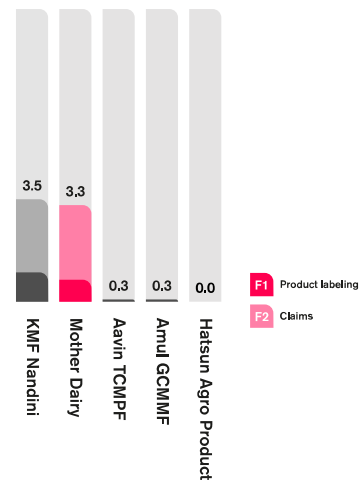
Commitment Performance Disclosure



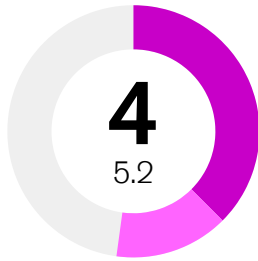
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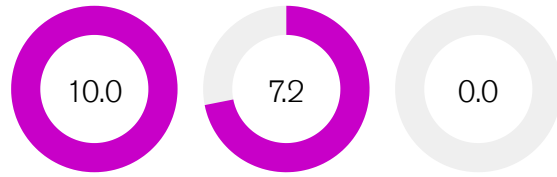
Engagement



- G1** Influencing policymakers
- G2** Stakeholder engagement

All category, criteria, commitment, performance and disclosure scores are out of 10

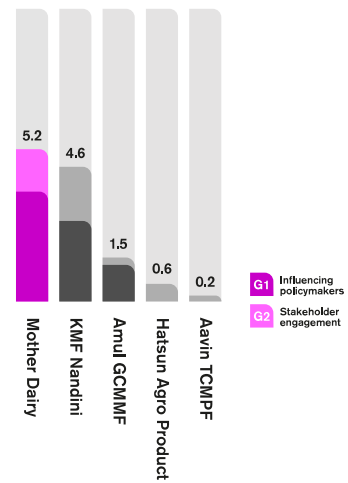
Commitment Performance Disclosure



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Peer Comparison



Product Profile



Rank 1 / Score 7.5

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
3.0	41%	53%	99	35%	44%	106	90-100%

- A total of 106 products from across four categories, representing 90-100% of Mother Dairy's estimated 2018 retail sales, were included in the Product Profile. Of those, 99 could be assessed using the HSR. Forty-one products (41%) were found to meet the HSR healthy threshold and the company was estimated to derive over half (53%) of its 2018 sales from these healthy products.
- The company achieves an unweighted mean HSR of 2.8 out of 5. After sales-weighting the company's mean HSR slightly improves to 3.0 out of 5, resulting in a mean healthiness score of 6.1 out of 10.
- A total of 106 products were assessed to determine their suitability to be marketed to children according to the WHO SEAR nutrient profile model. Over one third (37 products), estimated to represent 44% of 2018 retail sales, were found to meet the WHO SEAR criteria. Many were identified in the Dairy and Processed Fruit and Vegetables category, whilst all products in the Edible Oils category met the criteria.

Product Category Results

Category	Dairy	Edible Oils	Ice Cream and Frozen Desserts	Processed Fruit and Vegetables
Mean HSR	3.0	3.8	2.0	4.6
% products healthy	54	67	0	100
% products suitable to market to children	39	100	0	88

- Mother Dairy performed best in the Processed Fruit and Vegetables category. Although this category represents a small proportion of the company's total sales, the seven products assessed in this category achieve a mean HSR of 4.6 out of 5. The second-best performing category for Mother Dairy is Edible Oils (3.8) followed by Dairy (3.0).

Relative nutritional quality of Mother Dairy's products by category compared to competitors

Mean HSR	Dairy	Edible Oils	Ice Cream and Frozen Desserts	Processed Fruit and Vegetables
Mother Dairy	3.0	3.8	2.0	4.6
Aavin TCMPF	2.3			
Adani Wilmar		3.1		
Amul GCMF	2.4		1.8	
Arla	3.2			
BRF	2.7			
Britannia Industries	2.2			
Coca-Cola	3.6			
Coca-Cola India	3.5			
Conagra		4.3		
Danone	3.5			
Emami Agrotech		2.8		
Ferrero	0.7			
FrieslandCampina	3.4			
General Mills	3.5		1.8	
Hatsun Agro Product	2.7		2.2	
Hindustan Unilever			2.1	
KMF Nandini	2.2		1.4	
Keurig Dr Pepper				1
Kraft Heinz	2.7			4.2
Lactalis	3.1			
Marico		2.9		
Mars	2.8			
Meiji	3.2		2.2	
Mengniu	3		2.3	
Mondelēz	2.4			
Nestlé	2.4			
Nestlé India	3.0			
PepsiCo	3.1			
Suntory	3			
Tingyi	2.7			
Yili	3.1		2.1	

- When compared to the three other companies that sell products in the Edible Oils category (as part of their top-selling categories) in India, Mother Dairy ranks first with a mean HSR of 3.8 out of 5. The company ranks joint second out of eight companies in the Dairy category with a mean HSR of 3.0 out of 5, and ranks third out of five for its Ice Cream and Frozen Desserts products with a mean HSR of 2.0 out of 5.
- Competing with other companies in three categories, Mother Dairy achieves a relative category score of 8.8 out of 10 based on its ranking within those categories.

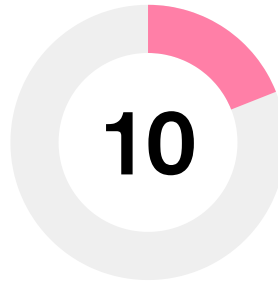
Conclusion

- Mother Dairy ranks first in the Product Profile. The company's mean healthiness score of 6.1 and relative category score of 8.8 result in an overall Product Profile score of 7.5 out of 10.
- The portfolio and category-level results suggest that Mother Dairy has scope to further improve the healthiness of its products, mostly in the Ice Cream and Frozen Desserts category and possibly in the Dairy category. Mother Dairy is encouraged to continue its efforts to do so and to further shift its sales towards its healthy products and product categories.

KMF Nandini

Product Profile Categories

Dairy; Ice Cream and Frozen Desserts



Rank 10 / Score 1.9



Product Profile

Rank 14 / Score 3.5

Headquarters

India

Retail sales (INR – millions)

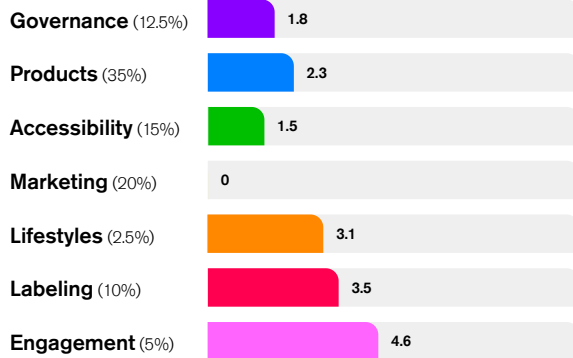
14522

Number of employees

4970

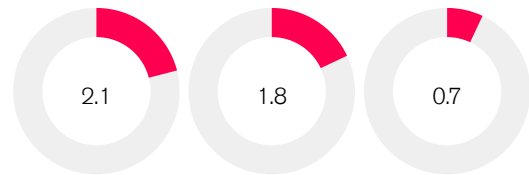
Company Profile

Rank 10 Score 1.9



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment Performance Disclosure



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

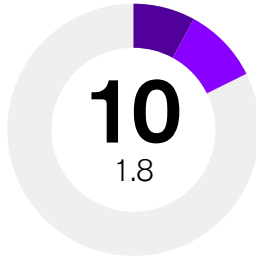
- KMF Nandini is assessed in full for the first time in the India Index 2020. ATNI welcomes KMF Nandini's interest in the Index methodology, participation in stakeholder meetings and its active engagement with ATNI during the Index research phase.
- In 2016, the company was interviewed regarding its approach to address undernutrition. In this second Index iteration, KMF Nandini continues to make a commitment to micronutrient fortification and makes reference to reaching groups experiencing or at high risk of malnutrition in its nutrition strategy.
- KMF Nandini voluntarily fortifies milk products according to the Food Safety and Standards Authority of India (FSSAI)'s Food Safety and Standards (Fortification of Foods) Regulation, 2018. With support from Tata Trust and the National Dairy Development Board, Nandini milk fortified with vitamin A and D was launched in 2019 to markets across Karnataka.
- KMF Nandini aims to help address issues related to obesity and diet-related diseases by releasing products designed to meet specific consumer needs. Examples include the introduction of low-fat milk and millet-based high-fiber products.
- KMF Nandini has supported the Indian Government's Support to Training and Employment Programme for Women since 1997, by implementing a health and nutrition program for women in the rural areas of India. The company has also initiated its Ksheera Bhagya (milky way) program in partnership with the Government of Karnataka to provide children between the ages of 4 and 14 with milk in schools and anganwadis (childcare centers).
- KMF Nandini demonstrates its focus on increasing the nutritional status of its employees by providing them with one liter of milk per day for free for all employees. The company also helps employees in accessing periodic health check-ups. The company could further improve their approach by implementing a more comprehensive health and wellness program that encourages healthy diets and lifestyles among employees.

Priority areas for improvement

- KMF Nandini ranks tenth in the India Spotlight Index 2020 with a score of 1.9 out of 10.
- The company should consider adopting and publishing a formal nutrition policy to address malnutrition challenges in India, observing the health and nutrition priorities set out in the National Nutrition Strategy and Vision 2022 (Kuposhan Mukht Bharat – free from malnutrition, across the life cycle), and POSHAN Abhiyaan, in its commercial strategy. KMF Nandini should also fortify all relevant products as per the FSSAI's fortification guidelines.
- KMF Nandini ranks fourteenth in the Product Profile and is estimated to have derived 30% of its 2018 sales from products that achieve a Health Star Rating (HSR) of 3.5 or more out of 5, i.e. the 'healthy' threshold. The company's Dairy products are, on average, healthier than its Ice Cream and Frozen Desserts products. However, within both categories, product healthiness does not compare well when compared to other companies. KMF Nandini should therefore increase its efforts to reformulate its products, develop new healthy products, and assess opportunities to increase performance relative to its peers.
- The company is encouraged to adopt a Nutrient Profiling System to define its healthy products and to implement policies to improve the affordability and accessibility of its healthy products, with attention to reaching low-income, rural or urban populations that lack regular access to nutritious food.
- KMF Nandini is advised to adopt and publish a responsible marketing policy that covers all consumer groups, with specific commitments regarding children and teenagers. The company should further consider committing to only marketing products to children that meet the World Health Organization (WHO) South-East Asia Region (SEAR) regional standard. This is especially relevant for its ice cream products as the Product Profile found that none currently meet the standard.
- The company should also commit to providing nutrition information on all products according to Codex Alimentarius guidelines and in compliance with Indian regulations. Further, it is encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and is developed in partnership with the Government and other relevant stakeholders.

Category Analysis

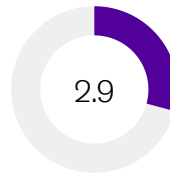
Governance



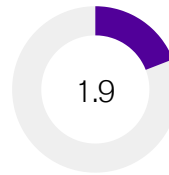
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

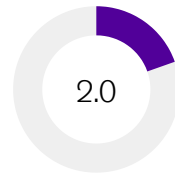
Commitment



Performance



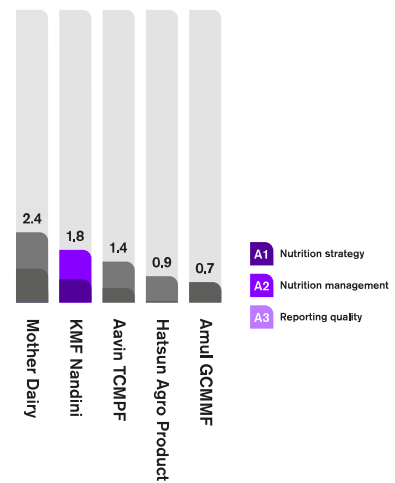
Disclosure



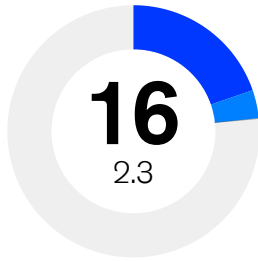
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Peer Comparison



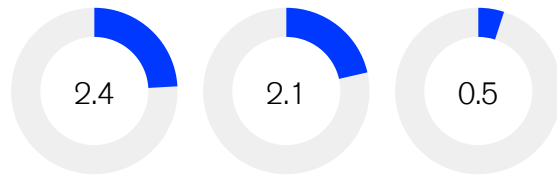
Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

All category, criteria, commitment, performance and disclosure scores are out of 10

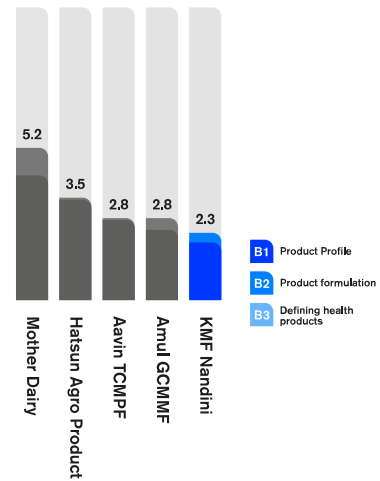
Commitment Performance Disclosure



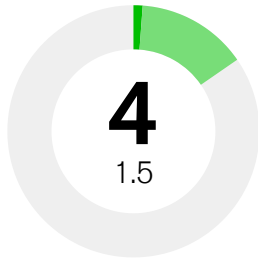
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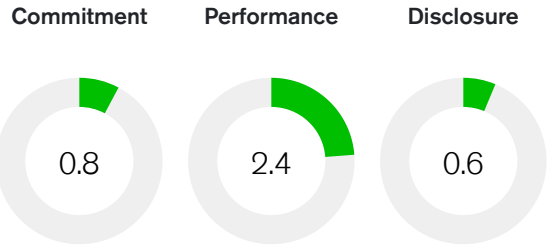


Accessibility



- C1** Product pricing
- C2** Product distribution

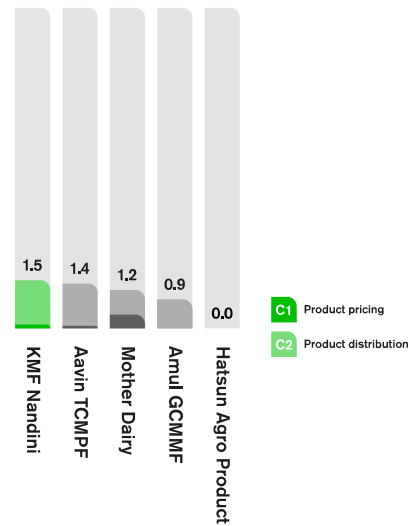
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Peer Comparison



Marketing



- D1 Marketing policy
- D2 Marketing to children
- D3 Auditing and compliance

All category, criteria, commitment, performance and disclosure scores are out of 10

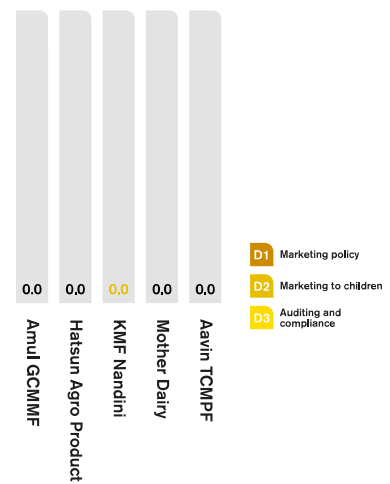
Commitment Performance Disclosure



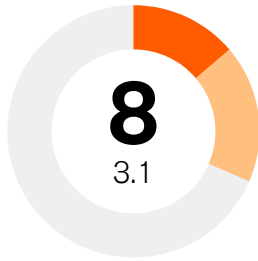
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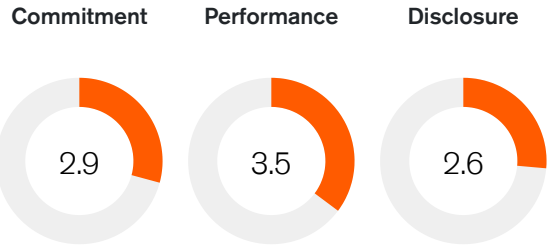


Lifestyles



- E1 Employee health
- E2 Breastfeeding support
- E3 Consumer health

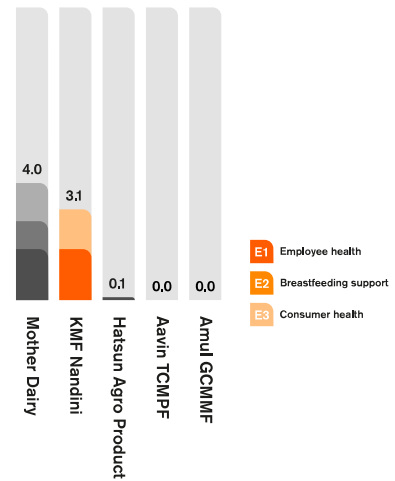
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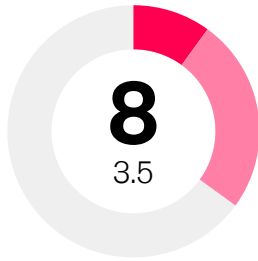
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Peer Comparison



Labeling



- F1** Product labeling
- F2** Claims

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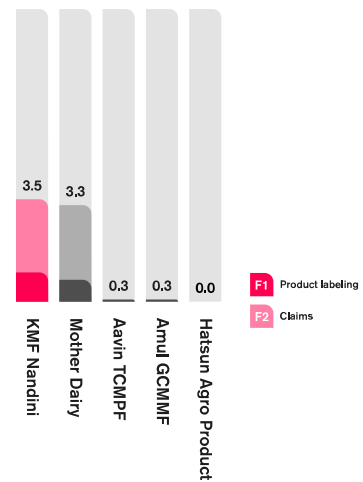
Commitment Performance Disclosure



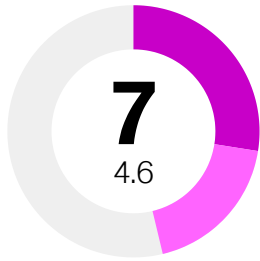
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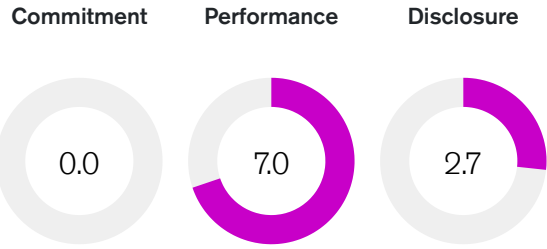


Engagement



- G1 Influencing policymakers
- G2 Stakeholder engagement

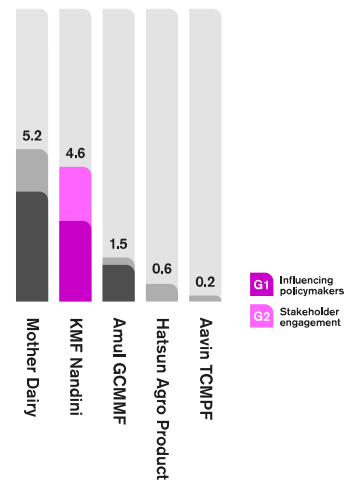
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Peer Comparison



Product Profile



14

Rank 14 / Score 3.5

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
2.2	16%	30%	62	19%	36%	62	90-100%

- A total of 62 products from two categories (Dairy and Ice Cream and Frozen Desserts), representing 90-100% of KMF Nandini's estimated 2018 sales, were included in the Product Profile. Ten products (16%) were found to meet the HSR healthy threshold and the company is estimated to have derived 30% of its 2018 sales from these healthy products.
- The company achieves an unweighted mean HSR of 1.8 out of 5. After sales-weighting the company's mean HSR improves to 2.2 out of 5, resulting in a mean healthiness score of 4.4 out of 10.
- A total of 62 products were assessed to determine their suitability to be marketed to children according to the WHO SEAR nutrient profile model. Twelve Dairy products, estimated to represent 36% of 2018 sales, were found to meet the WHO SEAR criteria

Product Category Results

Category	Dairy	Ice Cream and Frozen Desserts
Mean HSR	2.2	1.4
% products healthy	30	0
% products suitable to market to children	36	0

- KMF Nandini's performs best on the Dairy category in regards to healthiness, achieving a mean HSR of 2.2 out of 5. But whilst 10 (30%) of the company's Dairy products were found to meet the HSR healthy threshold, none of the company's products in the Ice Cream and Frozen Desserts category met this standard.

Relative nutritional quality of KMF Nandini's products by category compared to competitors

Mean HSR	Dairy	Ice Cream and Frozen Desserts
KMF Nandini	2.2	1.4
Aavin TCMPPF	2.3	
Amul GCMMF	2.4	1.8
Arla	3.2	
BRF	2.7	
Britannia Industries	2.2	
Coca-Cola	3.6	
Coca-Cola India	3.5	
Conagra	2.1	
Danone	3.5	
Ferrero	0.7	
FrieslandCampina	3.4	
General Mills	3.5	1.8
Hatsun Agro Product	2.7	2.2
Hindustan Unilever		2.1
Kraft Heinz	2.7	
Lactalis	3.1	
Mars	2.8	
Meiji	3.2	2.2
Mengniu	3	2.3
Mondelēz	2.4	
Mother Dairy	3.0	2.0
Nestlé	2.4	
Nestlé India	3.0	
PepsiCo	3.1	
Suntory	3	
Tingyi	2.7	
Yili	3.1	2.1

- When compared to the seven other companies that sell products in the Dairy category in India (as part of their top-selling categories), KMF Nandini's products achieve the lowest mean HSR of 2.2 out of 5. The company ranks joint seventh in this category.
- Similarly, within the Ice Cream and Frozen Desserts, KMF Nandini ranks last out of five companies with a mean HSR of 1.4.
- Competing with companies in the two categories, KMF Nandini achieves a relative category score of 2.5 out of 10 based on its ranking within these categories.

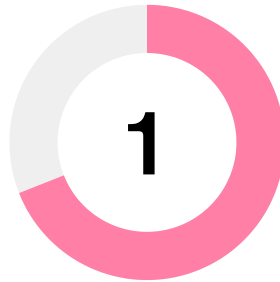
Conclusion

- KMF Nandini's mean healthiness score of 4.4 and relative category score of 2.5 result in an overall Product Profile score of 3.5 out of 10, which means the company ranks fourteenth.
- The company is encouraged to continue its efforts toward improving the nutritional quality of its Dairy products by adopting relevant targets and goals. Further, KMF Nandini is encouraged to shift sales towards healthier products within its Dairy category.

Nestlé India

Product Profile Categories

Confectionery; Dairy; Rice, Pasta and Noodles; Sauces, Dressings and Condiments



Rank 1 / Score 6.9

Rank 1 (2016)



Product Profile

Rank 4 / Score 6.2

Headquarters
Switzerland

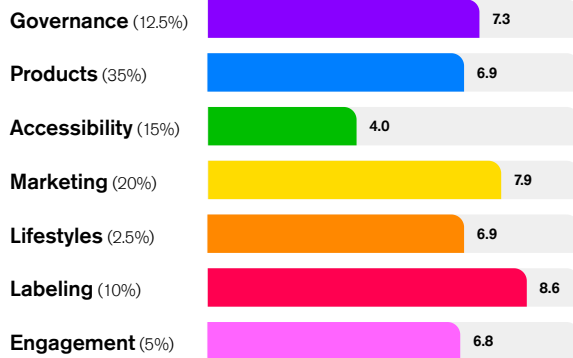
Retail sales (INR – millions)

112162

Number of employees
7604

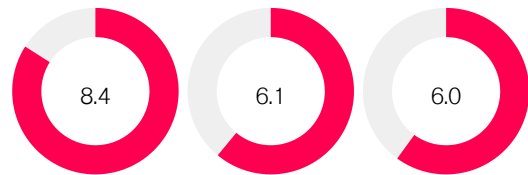
Company Profile

Rank 1 **Score 6.9**



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment **Performance** **Disclosure**



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

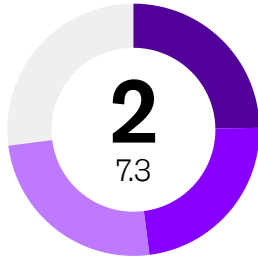
- Nestlé India jointly leads the India Index 2019 with a score of 6.9 out of 10. This result is comparable to its score and result in the 2016 Index in which the company also ranked first.
- Based on an assessment of the product categories that make up 60-70% of Nestlé India's 2018 sales in the country (baby foods and coffee products were not assessed), the company ranks fourth in the Product Profile with a score of 6.2 out of 10. Nestlé India's relative performance against competitors within the same product categories contributes most positively to this result.
- Nestlé India's overall nutrition governance and management systems are comprehensive and applied through a clear accountability structure. Nestlé India is the only assessed company that defines how it aims to reach malnourished groups and those at high risk of malnutrition through its commercial activities. The company recognizes the nutrition and health priorities set out in the National Nutrition Strategy and Vision 2022 (Kuposhan Mukh Bharat – free from malnutrition, across the life cycle), and POSHAN Abhiyaan.
- The company has publicly pledged to reduce the levels of fat, salt and sugar in its products, as recommended by the Food Safety and Standards Authority of India (FSSAI), and has defined targets towards these aims. In line with World Health Organization (WHO) recommendations, by January 2017, Nestlé India removed industrially-produced trans fat from all relevant products. Since the last Index, the company has launched new healthy products and expanded product fortification to cover more specific consumer groups.
- Through its Popularly Positioned Products (PPP) Strategy, Nestlé India makes a formal commitment to address the affordability of its nutritious products. It also provides evidence of improving the affordability of products aimed at addressing micronutrient deficiencies across India.
- Nestlé India's 2018 Marketing Communication to Children Policy commits to using responsible marketing techniques in respect to children under 12 years and to not market or advertise in primary schools – or near them for products such as confectionery or water-based sweetened beverages. The company recently commissioned an independent audit of compliance for its policy, reporting compliance levels above 90%.

Priority areas for improvement

- Nestlé India is encouraged to disclose more India-specific information publicly to increase its transparency to the high level of its parent company.
- Nestlé India applies the Nutrient Profiling System (NPS) of its parent company. It reports that 94% of its products in India achieved the Nestlé Nutritional Foundation status – its healthy standard – in 2018. The Product Profile estimates that, of the product categories included, the company derived 29% of its 2018 sales from products that achieve a Health Star Rating (HSR) of 3.5 or more, i.e. the 'healthy' threshold. Although the mean sales-weighted HSR is higher than in 2016, Nestlé India should continue improving the healthiness of its portfolio and ensure its NPS criteria align with internationally recognized systems, such as the HSR and the healthy threshold.
- The company could further improve its product fortification approach by committing to voluntarily fortify all products in its portfolio as per the FSSAI's Food Safety and Standards (Fortification of Foods) Regulation, 2018.
- Nestlé should improve the affordability of its healthy products by including clear targets in its PPP Strategy. Further, it could formalize its strategy to improve the physical accessibility of healthy products, including products designed to address micronutrient deficiencies in aspirational districts, urban slums and rural areas.
- The company could further improve its responsible marketing approach by pledging only to market products to children that meet the WHO South-East Asia Region (SEAR) regional standard. The Product Profile found that 25% of the assessed products currently meet this standard. Further, it could expand the scope by exploring options to include children above the age of 12 in the commitment and by excluding inappropriate marketing in and near secondary schools.
- Nestlé India conducts third-party evaluations for some of its community-oriented programs and should consider doing this for all programs. Further, all programs should be evidence-based and aligned with relevant national or international guidelines.
- To further improve its labeling approach, the company is encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and is developed in partnership with the Government and other relevant stakeholders.

Category Analysis

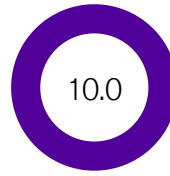
Governance



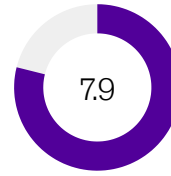
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

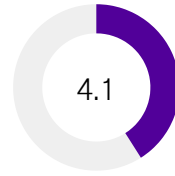
Commitment



Performance



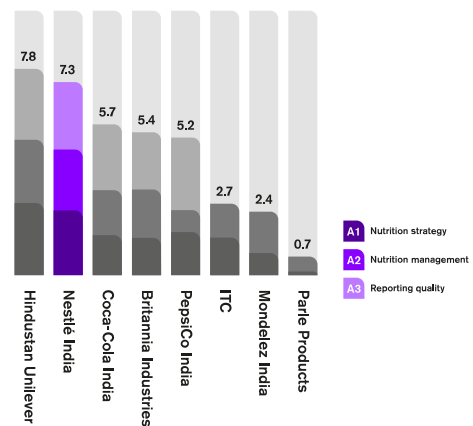
Disclosure



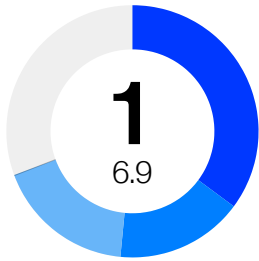
The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

Companies are grouped into three different industry segments in this Index based on the type of products they predominantly sell (i.e. contributing 80% or more to their total food and beverage sales) – dairy, edible oil or mixed portfolio. The graph on the right shows how the company's result within this Index category compares to that of its peers within the same industry segment.

Peer Comparison



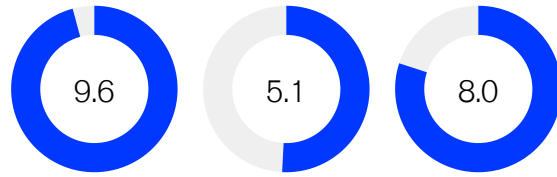
Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

All category, criteria, commitment, performance and disclosure scores are out of 10

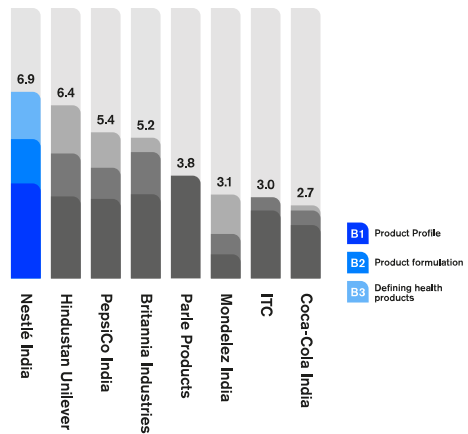
Commitment Performance Disclosure



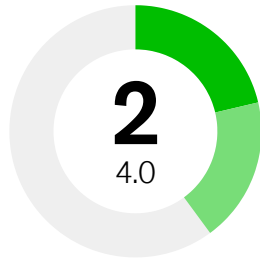
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Peer Comparison

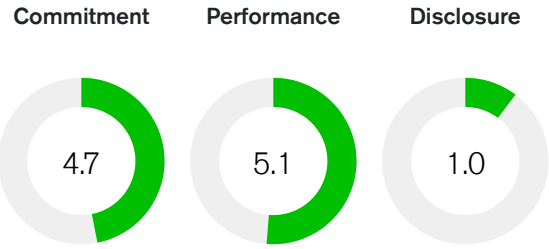


Accessibility



- C1** Product pricing
- C2** Product distribution

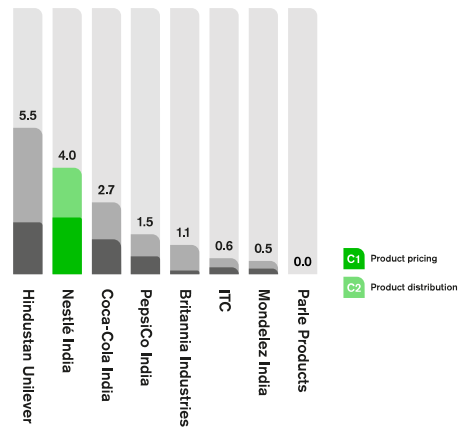
All category, criteria, commitment, performance and disclosure scores are out of 10



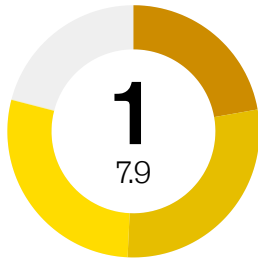
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Peer Comparison



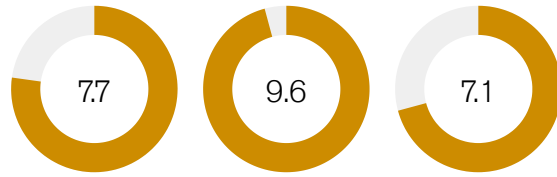
Marketing



- D1** Marketing policy
- D2** Marketing to children
- D3** Auditing and compliance

All category, criteria, commitment, performance and disclosure scores are out of 10

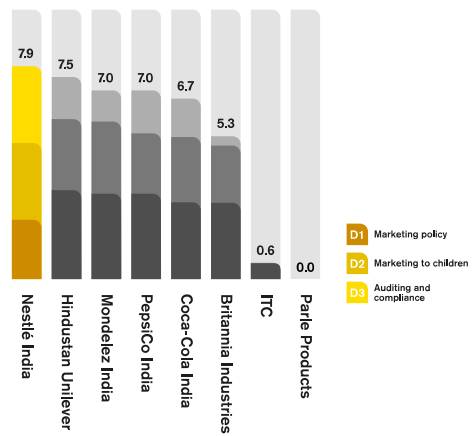
Commitment **Performance** **Disclosure**



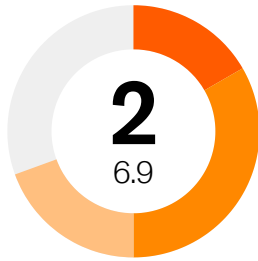
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Peer Comparison

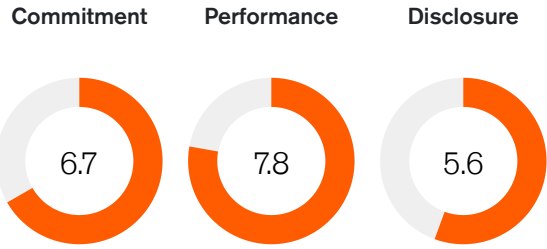


Lifestyles



- E1** Employee health
- E2** Breastfeeding support
- E3** Consumer health

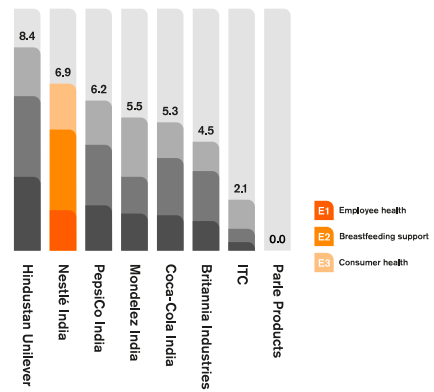
All category, criteria, commitment, performance and disclosure scores are out of 10



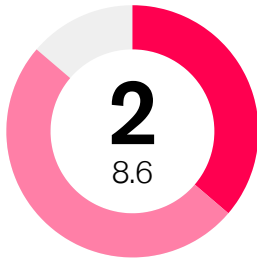
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Peer Comparison



Labeling



- F1** Product labeling
- F2** Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

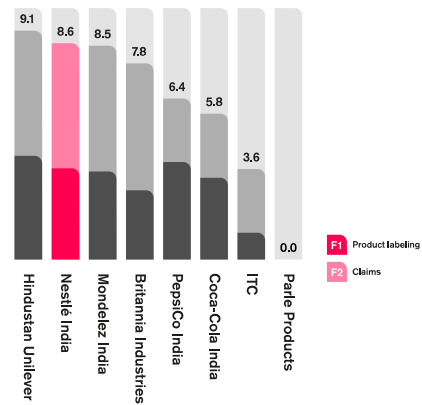
Commitment Performance Disclosure



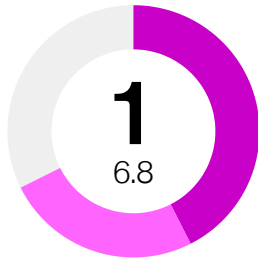
For this category performance indicators were not included. The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

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Peer Comparison

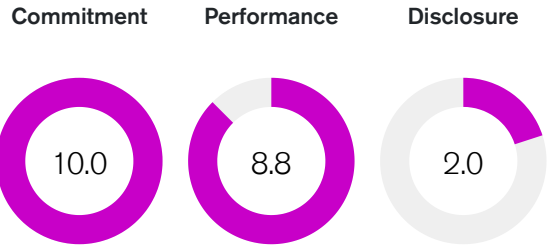


Engagement



- G1** Influencing policymakers
- G2** Stakeholder engagement

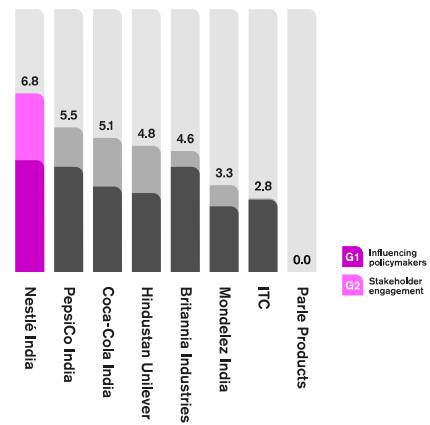
All category, criteria, commitment, performance and disclosure scores are out of 10



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Peer Comparison



Product Profile



4

Rank 4 / Score 6.2

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
2.4	19%	29%	68	25%	40%	68	60-70%

- A total of 68 products from across four categories, representing 60-70% of Nestlé India's estimated 2018 retail sales, were included in the Product Profile (baby foods and coffee products were not assessed). Thirteen products (19%) were found to meet the HSR healthy threshold and the company is estimated to have derived 29% of its 2018 sales from these healthy products.
- The company achieves an unweighted mean HSR of 1.9 out of 5. After sales-weighting, the company's mean HSR improves to 2.4 out of 5, resulting in a mean healthiness score of 4.8 out of 10.
- A total of 68 products were assessed to determine their suitability to be marketed to children according to the WHO SEAR nutrient profile model. Seventeen products, estimated to represent 40% of 2018 retail sales across the four categories, were found to meet the WHO SEAR criteria. These were identified in the Dairy and the Rice, Pasta and Noodles categories.

Product Category Results

Category	Confectionery	Dairy	Rice, Pasta and Noodles	Sauces, Dressings and Condiments
Mean HSR	0.7	3.0	3.0	1.7
% products healthy	0	60	25	0
% products suitable to market to children	0	40	69	0

- Nestlé India's best performing product categories are Dairy and Rice, Pasta and Noodles – both scoring a mean HSR of 3.0 out of 5. Nine products out of the company's 15 Dairy products (60%) were found to meet the HSR healthy threshold as were four of the 16 products (25%) from the Rice, Pasta and Noodles category. The company's products in the Confectionery category achieve the lowest mean HSR of 0.7.

Relative nutritional quality of Nestlé India's products by category compared to competitors

Mean HSR	Confectionery	Dairy	Rice, Pasta and Noodles	Sauces, Dressings and Condiments
Nestlé India	0.7	3.0	3.0	1.7
Aavin TCMPF		2.3		
Ajinomoto			0.5	0.9
Amul GCMMF	0.6	2.4		
Arla		3.2		2.6
BRF		2.7		
Britannia Industries		2.2		
Campbell				3.2
Coca-Cola		3.6		
Coca-Cola India		3.5		
Conagra				2.6
Danone		3.5		
Ferrero	0.9	0.7		
FrieslandCampina		3.4		
General Mills		3.5	3.7	3.5
Grupo Bimbo	1.2			
Hatsun Agro Product		2.7		
Hindustan Unilever				1.6
ITC	1.1		2.8	
KMF Nandini		2.2		
Kraft Heinz		2.7		2.2
Lactalis		3.1		
Mars	1.3	2.8	3.5	
Meiji	0.9	3.2		
Mengniu		3		
Mondelēz	1.1	2.4		
Mondelēz India	0.5			
Mother Dairy		3.0		
Nestlé		2.4	2.7	
Parle Products	1.1			
PepsiCo		3.1		3.6
Suntory		3		
Tingyi		2.7	0.6	
Unilever			3.2	1.9
Yili		3.1		

- When compared to the seven other companies selling products in the Dairy category (as part of their top-selling categories) in India, Nestlé India ranks joint second together with Mother Dairy, as they both score a mean HSR of 3.0 out of 5.
- Nestlé India performs best in the Rice, Pasta and Noodles and the Sauces, Dressings and Condiments categories. In both cases, only two companies in the Index were found to sell products in these categories.
- Competing with other companies in four categories, Nestlé India achieves a relative category score of 7.5 out of 10 based on its ranking within those categories.

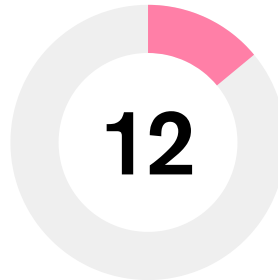
Conclusion

- Nestlé India's mean healthiness score of 4.8 and relative category score of 7.5 result in an overall Product Profile score of 6.2 out of 10, ranking the company fourth out of 16.
- Nestlé India's Product Profile score is largely driven by the company's relative performance against its peers that sell products in the same categories (relative category score). The company is encouraged to continue launching healthy products and to accelerate its reformulation strategies to deliver healthier products, while shifting sales towards healthier products and healthier categories.

Parle Products

Product Profile Categories

Confectionery; Savoury Snacks; Sweet Biscuits, Snack Bars and Fruit Snacks



↓ Rank 12 / Score 1.4

Rank 8 (2016)



Product Profile

Rank 3 / Score 6.6

Headquarters

India

Retail sales (INR – millions)

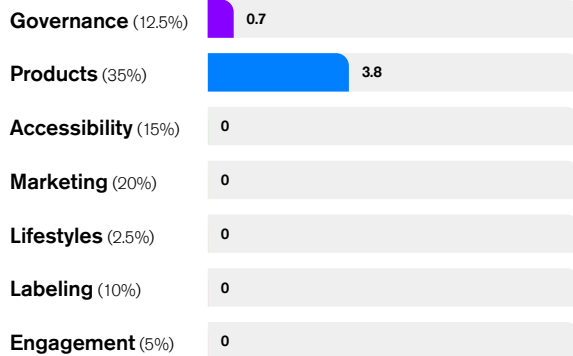
109860

Number of employees

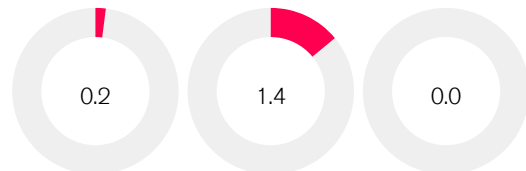
100.000

Company Profile

Rank 12 Score 1.4



Commitment Performance Disclosure



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Main areas of strength

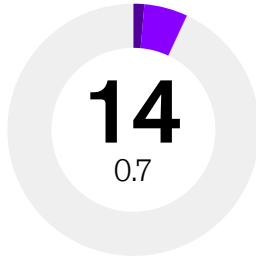
- Parle Products ranks third in the Product Profile with a score of 6.6 out of 10. Its relative performance against competitors within the same product categories contributed most positively to this result, with the company achieving the highest mean healthiness scores across the three categories in which it competes with peers – Savoury Snacks, Confectionery and Sweet Biscuits, Snack Bars and Fruit Snacks.
- Although Parle Products does not publicly disclose detailed information on its nutrition-related strategies and policies, some focus on nutrition, health and product affordability is described in its public statement: 'We have made it a tradition to deliver both health and taste, with a value-for-money positioning that allows people from all classes and age groups to enjoy Parle products to the fullest.'
- The company demonstrates a focus on food quality and safety by disclosing a global ISO-certified Food Safety Management System on its website.

Priority areas for improvement

- Parle Products ranks joint twelfth overall in the India Index 2020 with a score of 1.4 out of 10.
- Parle Products does not perform well in the overall mean healthiness of its products. Of the company's 2018 sales, it is estimated that 2% were derived from products that achieve a Health Star Rating (HSR) of 3.5 or more out of 5, i.e. that meet the 'healthy' threshold. Parle Products should consider improving the healthiness of its product portfolio through innovation and reformulation, and/or by selling products in healthier product categories, while defining which of its products are healthy based on objective nutrition criteria.
- Parle Products is encouraged to adopt a comprehensive nutrition policy and management system, specifying how the company's commercial strategy and activities aim help improving nutrition and health, and to address all forms of malnutrition in India. The company should disclose its micronutrient fortification approach and indicate whether any products are voluntarily fortified according to the Food Safety and Standards Authority of India's (FSSAI) Food Safety and Standards (Fortification of Foods) Regulation, 2018.
- Parle Products is advised to adopt a responsible marketing policy covering all consumer groups, with specific commitments regarding children and teenagers. It may consider signing the Food and Beverage Alliance India Pledge (FBAI) as a first step towards this aim. The company should further commit to only marketing products to children that meet the World Health Organization (WHO) South-East Asia Region (SEAR) regional standard. The Product Profile found that none of its products currently meet this standard.
- Parle Products should adopt and publish a labeling policy that ensures nutrition information is provided on products in India according to the Codex Alimentarius guidelines, and in compliance with local regulations. It is also encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and is developed in partnership with the Government and other relevant stakeholders.
- Parle Products could further increase public disclosure about its nutrition-related commitments, policies and practices in India and is encouraged to engage with ATNI to allow for a more complete assessment of these aspects.

Category Analysis

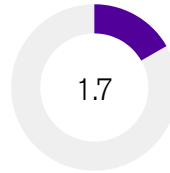
Governance



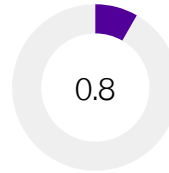
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

Commitment



Performance



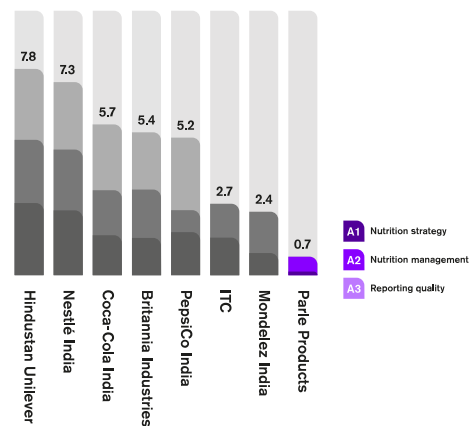
Disclosure



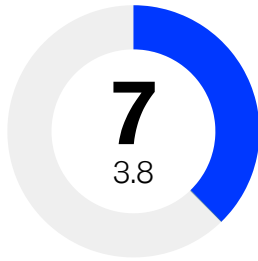
The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

Peer Comparison

Companies are grouped into three different industry segments in this Index based on the type of products they predominantly sell (i.e. contributing 80% or more to their total food and beverage sales) – dairy, edible oil or mixed portfolio. The graph on the right shows how the company's result within this Index category compares to that of its peers within the same industry segment.

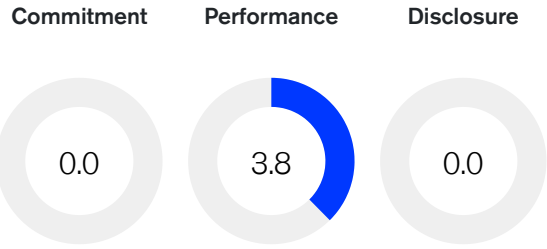


Products



- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

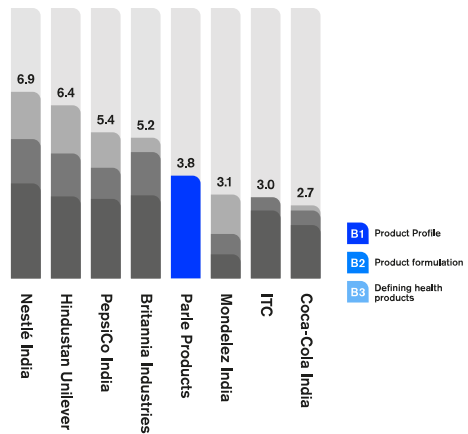
All category, criteria, commitment, performance and disclosure scores are out of 10



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Peer Comparison



Accessibility



- C1 Product pricing
- C2 Product distribution

All category, criteria, commitment, performance and disclosure scores are out of 10

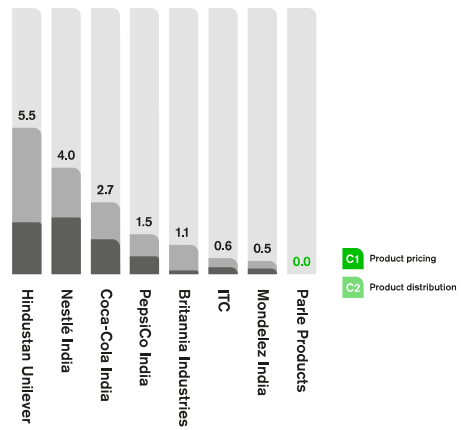
Commitment Performance Disclosure



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Peer Comparison



Marketing



- D1** Marketing policy
- D2** Marketing to children
- D3** Auditing and compliance

All category, criteria, commitment, performance and disclosure scores are out of 10

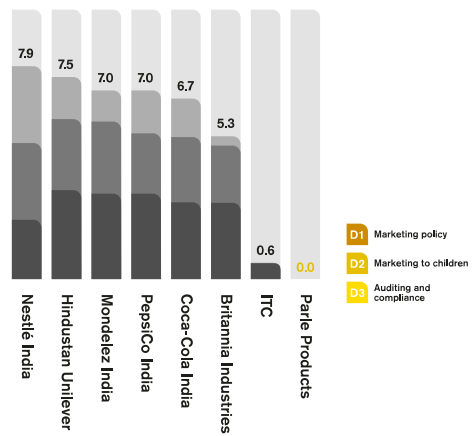
Commitment Performance Disclosure



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Peer Comparison



Lifestyles



- E1 Employee health
- E2 Breastfeeding support
- E3 Consumer health

All category, criteria, commitment, performance and disclosure scores are out of 10

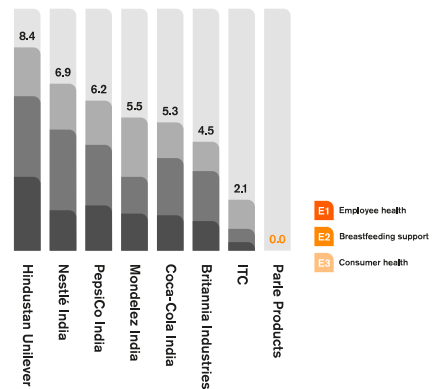
Commitment Performance Disclosure



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Peer Comparison



Labeling



- F1 Product labeling
- F2 Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

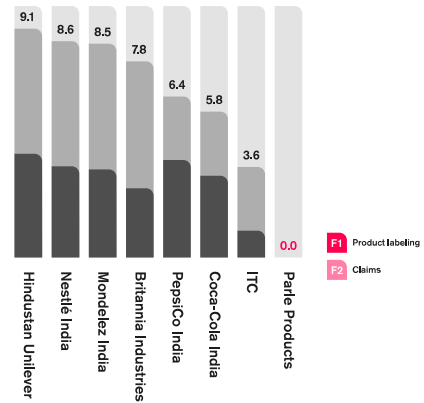
Commitment Performance Disclosure



For this category performance indicators were not included. The circle on the left represents the company result for this Index category, showing the rank out of 16 and the score below it. The colored segments represent the respective criteria contributions to the overall category score. The above circles indicate how the company performs on the three types of indicators within this category.

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Peer Comparison



Engagement



- G1 Influencing policymakers
- G2 Stakeholder engagement

All category, criteria, commitment, performance and disclosure scores are out of 10

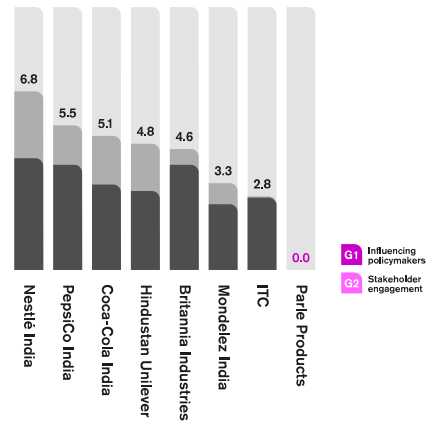
Commitment Performance Disclosure



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Peer Comparison



Product Profile



3

Rank 3 / Score 6.6

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
1.6	3%	2%	201	0%	0%	202	90-100%

- A total of 202 products from three categories, representing 90-100% of Parle Product's estimated 2018 retail sales, were included in the Product Profile. Of those, 201 could be assessed using the HSR. Seven products (3%) were found to meet the HSR healthy threshold and the company is estimated to have derived 2% of its 2018 sales from these healthy products.
- The company achieves an unweighted mean HSR of 1.6 out of 5. After sales-weighting the company's mean HSR remains the same, resulting in a mean healthiness score of 3.2 out of 10.
- A total of 202 products were assessed to determine their suitability to be marketed to children according to the WHO SEAR nutrient profile model. None of the products were found to be suitable to be marketed to children.

Product Category Results

Category	Confectionery	Savoury Snacks	Sweet Biscuits, Snack Bars and Fruit Snacks
Mean HSR	1.1	2.3	1.5
% products healthy	0	12	0
% products suitable to market to children	0	0	0

- Parle Products' highest-scoring product category is Savoury Snacks, for which it achieves a mean HSR of 2.3 out of 5. The company's Confectionery category achieved the lowest mean HSR of 1.1.

Relative nutritional quality of Parle Products' products by category compared to competitors

Mean HSR	Confectionery	Savoury Snacks	Sweet Biscuits, Snack Bars and Fruit Snacks
Parle Products	1.1	2.3	1.5
Amul GCMF	0.6		
Britannia Industries		2.2	1.4
Campbell		2.5	
Conagra		2.5	
Ferrero	0.9		1.2
General Mills			2.4
Grupo Bimbo	1.2	2.1	1.5
ITC	1.1	1.8	1.3
Kellogg		1.7	2.3
Kraft Heinz		3.5	
Mars	1.3		
Meiji	0.9		0.8
Mondelēz	1.1	2.2	1.4
Mondelēz India	0.5		0.9
Nestlé			2.3
Nestlé India	0.7		
PepsiCo			2.3
PepsiCo India		1.7	

- When compared to the five other companies that sell products in the Confectionery category (as part of their top-selling categories) in India, Parle Product achieves the highest mean HSR of 1.1 out of 5, placing them joint first for this category.
- Parle Products ranks either first or joint first across the three product categories for which the company is assessed (Confectionery, Savoury Snacks, and Sweet Biscuits, Snack Bars, and Fruit Snacks). Based on its top ranking within these categories, the company achieves the maximum relative category score of 10 out of 10.

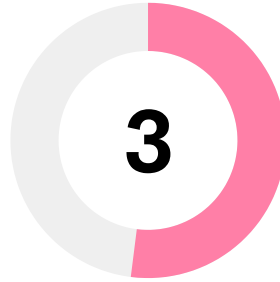
Conclusion

- Parle Product's mean healthiness score of 3.2 and relative category score of 10 result in an overall Product Profile score of 6.6 out of 10. This means the company ranks third in the Product Profile despite having one of the lowest overall proportions (3%) of products meeting the HSR healthy threshold. Parle's Product Profile score is largely driven by the company's relative performance when compared to other companies that sell products within the same categories.
- The company is encouraged to improve the overall nutritional quality of its product portfolio through innovation and reformulation. It could also consider starting to sell new products within healthier categories it is not currently active in.

PepsiCo India

Product Profile Categories

Bottled Water; Breakfast Cereals;
Carbonates; Juice; Savoury Snacks



Rank 3 / Score 5.2

Rank 3 (2016)



Product Profile

Rank 9 / Score 5.2

Headquarters

U.S./India

Retail sales (INR – millions)

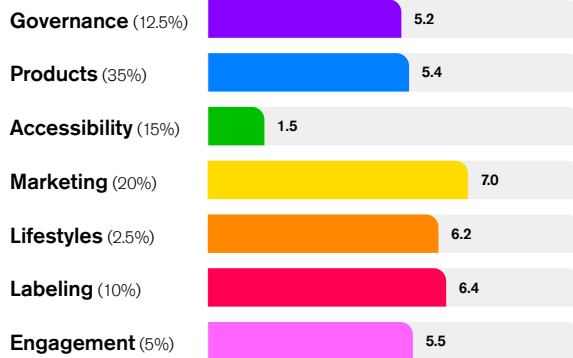
111166

Number of employees

143000

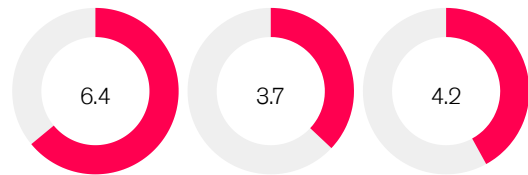
Company Profile

Rank 3 Score 5.2



(%) Figure in brackets is the weighting of the category. All category, commitment, performance and disclosure scores are out of 10

Commitment Performance Disclosure



The bar graph to the left shows company performance across the seven Index categories, which are key topic areas of assessment, and scores are shown for each category. The circles above provide an alternate view on the company's overall results, showing the score per indicator type.

Main areas of strength

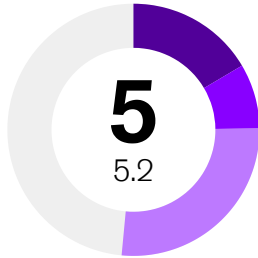
- Pepsico India ranks third out of 16 companies in the 2020 India Index with a score of 5.2 out of 10. Pepsico India has increased its overall score by one full point and improved its performance within six of the seven Categories (the most improved being F – Labeling, G – Engagement and D – Marketing).
- The company's Performance with Purpose (PwP) 2025 product reformulation commitments are well aligned with the Food Safety and Standards Authority of India's (FSSAI) Eat Right Movement, which aims to reduce the amount of added sugars, salt and saturated fat in packaged foods and beverages, and to ensure products remain free of trans fat originating from partially hydrogenated vegetable oils.
- Pepsico India has improved its commitments and performance on addressing undernutrition and micronutrient deficiencies by developing several new products, including those that address the needs of women of childbearing age with iron deficiency. In addition to products that are naturally rich in micronutrients, the company has introduced several fortified 'Tropicana' juice products that are adapted to nutritional needs in India.
- Pepsico India performs well in Category D – Marketing – with a comprehensive and responsible marketing policy, including a commitment to avoid marketing in primary schools. The company is a Food & Beverage Alliance of India pledge signatory, and thereby commits to limit the marketing of unhealthy products to children and to regular auditing of these commitments.
- The company has improved its approach to stakeholder engagement and partnerships by publicly disclosing its engagement with national bodies and scientific experts to develop its commercial nutrition programs. PepsiCo India also actively contributes to FSSAI's initiatives by, for example, creating awareness about healthy eating and active lifestyles – including education about anemia – for the Authority's Eat Right School Program.

Priority areas for improvement

- Pepsico India ranks ninth in the 2019 Product Profile with a score of 5.2 out of 10. The company provided ATNI with nutrition information about its portfolio, which was used to estimate the percentage of 2018 sales derived from products achieving a Health Star Rating (HSR) of 3.5 or more out of 5 – i.e. that meet the 'healthy' threshold. When compared to the India Index 2016, this percentage increased from 8 to 18%. The company should continue improving the composition of its products and the overall nutritional quality of its product portfolio.
- Pepsico India publicly discloses elements of its PepsiCo Nutrition Criteria (PNC), including the nutrients it limits. The company should align its definition of healthy products with external benchmarks, such as the HSR 3.5-star threshold, and consider publishing the full details of its PNC – including the tiered criteria it has defined for 20 product categories.
- Pepsico India has set up a partnership with Varun Beverages Limited to address the distribution of healthy and fortified products in India. It could improve its approach by formalizing its strategy to enhance the accessibility of its healthy products and by defining concrete targets to reach low-income populations and aspirational districts.
- The company could further strengthen its marketing approach by pledging only to market products to children that meet the World Health Organization (WHO) South-East Asia Region (SEAR) regional standard. The Product Profile found that 15% of the assessed products currently meet this standard. Additionally, Pepsico India could explore options to include children above 12 years in its commitment, and to exclude inappropriate marketing in secondary schools (beyond its current policy on beverage sales), and in places near schools.
- Pepsico India's employee health and wellness program, available for all employees, could be improved by ensuring the program's impact is independently evaluated and by extending it to workers throughout the wider value chain.
- To further improve its labeling approach, the company is encouraged to implement an interpretive front-of-pack labeling system as soon as possible that aligns with other companies or industry associations, and is developed in partnership with the Government and other relevant stakeholders.

Category Analysis

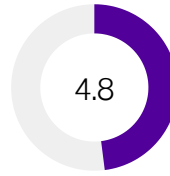
Governance



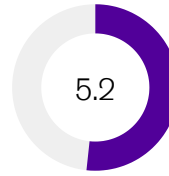
- A1** Nutrition strategy
- A2** Nutrition management
- A3** Reporting quality

All category, criteria, commitment, performance and disclosure scores are out of 10

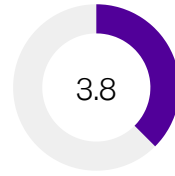
Commitment



Performance



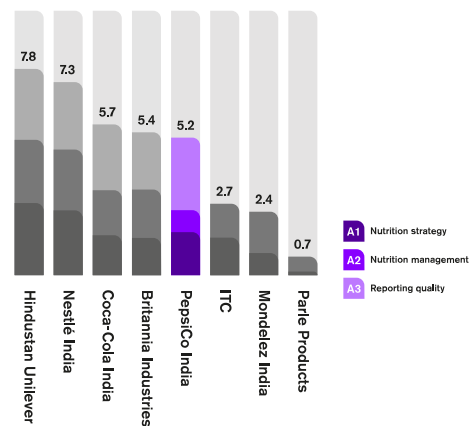
Disclosure



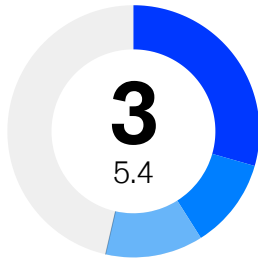
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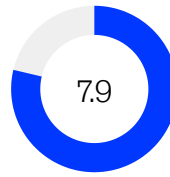
Products



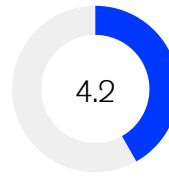
- B1** Product Profile
- B2** Product formulation
- B3** Defining healthy products

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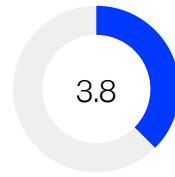
Commitment



Performance



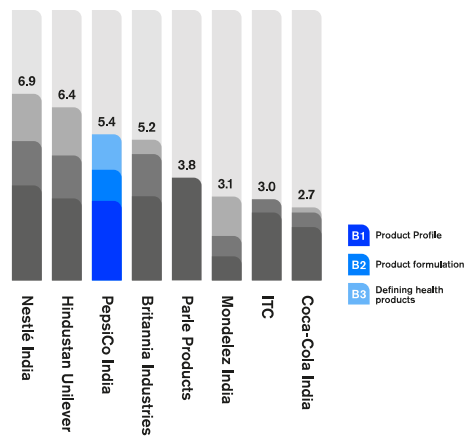
Disclosure



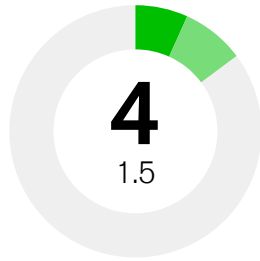
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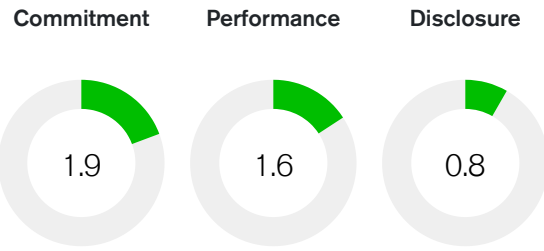


Accessibility



- C1** Product pricing
- C2** Product distribution

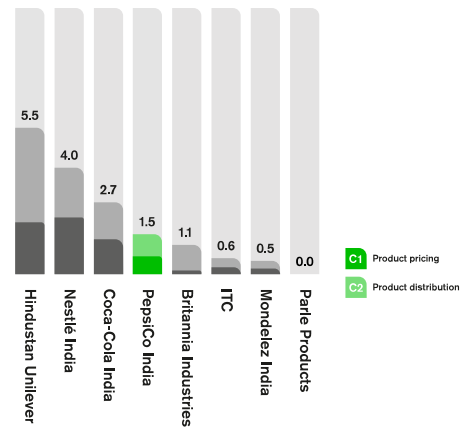
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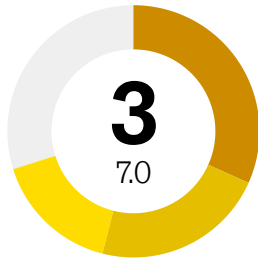
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Peer Comparison



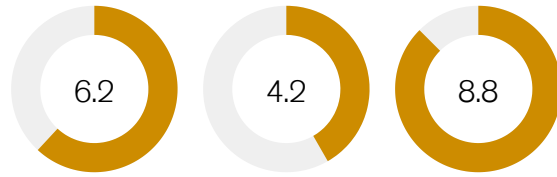
Marketing



- D1** Marketing policy
- D2** Marketing to children
- D3** Auditing and compliance

All category, criteria, commitment, performance and disclosure scores are out of 10

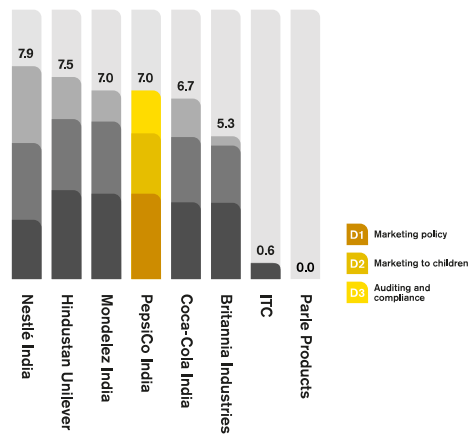
Commitment **Performance** **Disclosure**



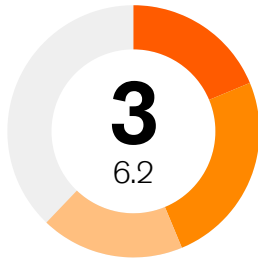
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Peer Comparison



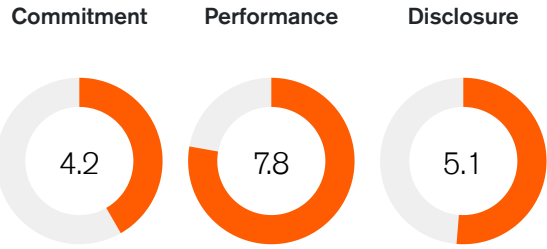
Lifestyles



- E1** Employee health
- E2** Breastfeeding support
- E3** Consumer health

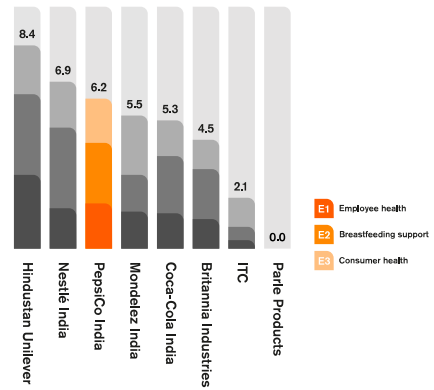
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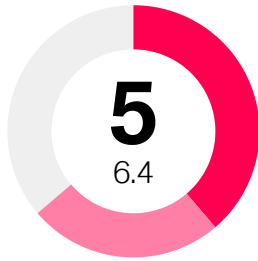


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Peer Comparison



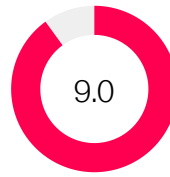
Labeling



- F1** Product labeling
- F2** Claims

All category, criteria, commitment, performance and disclosure scores are out of 10

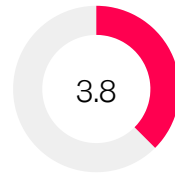
Commitment



Performance



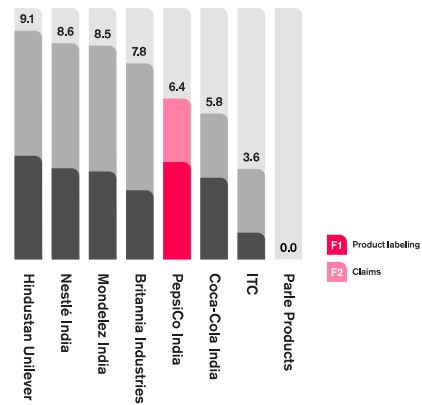
Disclosure



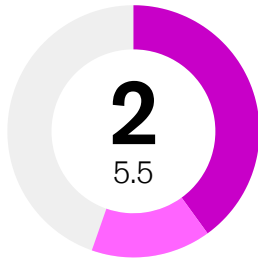
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Peer Comparison



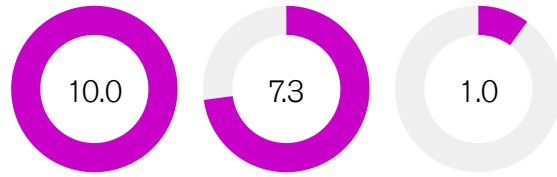
Engagement



- G1 Influencing policymakers
- G2 Stakeholder engagement

All category, criteria, commitment, performance and disclosure scores are out of 10

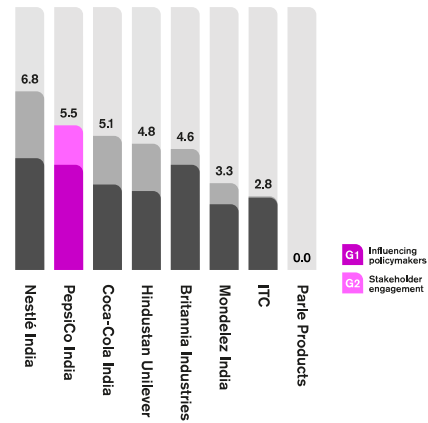
Commitment Performance Disclosure



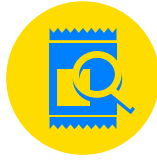
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Peer Comparison



Product Profile



9

Rank 9 / Score 5.2

Portfolio-level Results

Average HSR score products (sales-weighted)	Healthy products (HSR)			Products suitable to market to children (WHO SEAR)			Range of total India F&B sales included
	% products healthy	% sales healthy	No. products assessed	% products suitable	% sales suitable	No. products assessed	
2.1	21%	18%	81	15%	32%	81	90-100%

- A total of 81 products from across five categories, representing 90-100% of PepsiCo India's estimated 2018 retail sales, were included in the Product Profile. Seventeen products (21%) were found to meet the HSR healthy threshold and the company is estimated to have derived 18% of its 2018 sales from healthy products.
- The company achieves an unweighted mean HSR of 2.2 out of 5. After sales-weighting the company's mean HSR slightly decreases to 2.1 out of 5, resulting in a mean healthiness score of 4.1 out of 10.
- A total of 81 products were assessed to determine their suitability to be marketed to children according to the WHO SEAR nutrient profile model. Twelve products identified in the Bottled Water, Breakfast Cereals and Carbonates categories, and estimated to represent 32% of 2018 sales, were found to meet the criteria.

Product Category Results

Category	Bottled Water	Breakfast Cereals	Carbonates	Juice	Savoury Snacks
Mean HSR	5.0	4	1.8	2.5	1.7
% products healthy	100	80	12	37	3
% products suitable to market to children	100	20	47	0	0

- After Bottled Water (with a mean HSR of 5 out of 5), the second best performing category for PepsiCo India is Breakfast Cereals, which achieves a mean HSR of 4.0 out of 5. Four out of five (80%) of the company's Breakfast Cereal products were found to meet the HSR healthy threshold, yet only one was found suitable to be marketed to children according to the WHO SEAR criteria. In the Savoury Snacks category, the company achieved the lowest mean HSR of 1.7.

Relative nutritional quality of PepsiCo India's products by category compared to competitors

Mean HSR	Bottled Water	Breakfast Cereals	Carbonates	Juice	Savoury Snacks
PepsiCo India	5.0	4	1.8	2.5	1.7
Britannia Industries					2.2
Campbell				3.3	2.5
Coca-Cola			1.5	2.7	
Coca-Cola India	5.0		1.7	1.3	
Conagra		3.7			2.5
General Mills		3.1			
Grupo Bimbo					2.1
ITC					1.8
Kellogg		3.2			1.7
Keurig Dr Pepper			1.3	2.1	
Kraft Heinz				3.6	3.5
Lactalis				4.3	
Marico		3.7			
Mars					1
Mondelēz					2.2
Nestlé		3.1	1.8		
Parle Products					2.3
PepsiCo		3.9	1.6	2.6	
Suntory			1.6	3.5	
Tingyi				3.6	
Unilever		3.8			

- Among three other companies that sell products in India in the Savory Snacks category (as part of their top-selling categories), PepsiCo India ranks last with a mean HSR of 1.7 out of 5. The company ranks best of two companies for the Carbonates, Juice and Breakfast Cereals categories and ranks joint first for the Bottled Water category.
- PepsiCo India competes with other companies in five categories and achieves a relative category score of 6.2 out of 10 based on its ranking within these categories.

Conclusion

- PepsiCo India's mean healthiness score of 4.1 and relative category score of 6.2 result in an overall Product Profile score of 5.2 out of 10, ranking the company ninth in the assessment.
- PepsiCo India's Product Profile score is driven more so by the company's relative performance against its peers (the relative category score) than by its mean healthiness score. PepsiCo India should continue improving the healthiness of its products and is encouraged to shift its sales towards healthier products and product categories.

Footnotes

1. Healthy products are defined as products that meet Health Star Rating of 3.5 or higher.
2. In the context of this finding, the definition of healthy products is based on the company's own criteria for determining which products are healthy. ATNI does not credit portion-limited unhealthy products in this regard (e.g. in the Confectionery or Ice Cream and Frozen Desserts categories).
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12. MoFPI, CII and EY - (2017) High-Growth Segments of Indian Food and Beverage Industry, pp. 1–88.
13. The Product Profile score is the equally weighted mean of two scores: • Mean healthiness score: a representation of the nutritional quality of each company's overall product portfolios (the sales-weighted mean HSR). • Relative category score: a representation of the companies' product categories' performance against peers that sell products in the same category (based on the ranking within product categories).
14. In the context of this finding, the definition of healthy products is based on the company's own criteria for determining which products are healthy. ATNI does not credit portion-limited unhealthy products in this regard (e.g. in the Confectionery or Ice Cream and Frozen Desserts categories).
15. World Health Organization's (WHO) South East Asia Region (SEAR) nutrient profile model is applied to determine products suitable for marketing to children.
16. *The Economic Times*, 2020 Available at: https://economictimes.indiatimes.com/news/politics-and-nation/fssai-to-finalise-in-2-months-regulations-to-ban-sale-ad-of-junk-foods-in-schools-within-50-m-of-campus/articleshow/72943024.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst
17. <https://fssai.gov.in/book-details.php?bkid=149>
18. <https://fssai.gov.in/book-details.php?bkid=343>
19. Because the company derives more than 80% of its sales from dairy products, it is assessed as part of the dairy industry segment.
20. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
21. Because the company derives more than 80% of its sales from edible oil products, it is assessed as part of the edible oil industry segment. Some elements of the India Index 2020 methodology may not be applicable or a priority in relation to edible oil products, such as certain product reformulation targets or commitments regarding responsible marketing to children. However, as companies in the industry segment are diversifying their portfolios, these companies were assessed for the India Index 2020 while non-applicable elements of the methodology were excluded from analysis and scoring. The product categories included in the Product Profile were limited to those products for which information and sales data were available. The full portfolio of the company encompasses a broader range of products.
22. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
23. Amul GCMMF markets BMS products in India but this aspect was not assessed in the India Index 2020. Because the company derives more than 80% of its sales from dairy products, it is assessed as part of the dairy industry segment.
24. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
25. The company is assessed as part of the mixed portfolio industry segment.
26. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.

27. Coca-Cola India is the only company assessed for the India Index 2020 that only sells beverages. It markets beverage products across various product categories and is therefore assessed as part of the mixed portfolio industry segment. Additionally, the included product categories were limited to the top 5 the company is estimated to derive most of its sales from. The full portfolio of the company encompasses a broader range of products.
28. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
29. Because the company derives more than 80% of its sales from edible oil products, it is assessed as part of the edible oil industry segment. Some elements of the India Index 2020 methodology may not be applicable or a priority in relation to edible oil products, such as certain product reformulation targets or commitments regarding responsible marketing to children. However, as companies in the industry segment are diversifying their portfolios, these companies were assessed for the India Index 2020 while non-applicable elements of the methodology were excluded from analysis and scoring.
30. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
31. Because the company derives more than 80% of its sales from dairy products, it is assessed as part of the dairy industry segment.
32. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
33. The company is assessed as part of the mixed portfolio industry segment. The categories Tea and Coffee, as well as wheat flour and salt products, were excluded from the Product Profile because the Health Star Rating is not applicable to these products, while the company derives a substantial proportion of sales from these products. Additionally, the included product categories were limited to the top 5 the company is estimated to derive most of its sales from. The full portfolio of the company encompasses a broader range of products.
34. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
35. The product categories included in the Product Profile were limited to the top 5 the company is estimated to derive most of its sales from. The full portfolio of the company encompasses a broader range of products. The company is assessed as part of the mixed portfolio industry segment.
36. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
37. Because the company derives more than 80% of its sales from edible oil products, it is assessed as part of the edible oil industry segment. Some elements of the India Index 2020 methodology may not be applicable or a priority in relation to edible oil products, such as certain product reformulation targets or commitments regarding responsible marketing to children. However, as companies in the industry segment are diversifying their portfolios, these companies were assessed for the India Index 2020 while non-applicable elements of the methodology were excluded from analysis and scoring.
38. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
39. Mondelez India is the only company assessed for the India Index 2020 that is estimated to derive between 80-90% of its sales from the Confectionery product category. As its remaining sales are derived from a range of products across several categories, Mondelez India is assessed as part of the mixed portfolio industry segment.
40. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
41. The product categories included in the Product Profile were limited to those the company is estimated to derive most of its sales from and for which information and sales data was available. The full portfolio of the company encompasses a broader range of products. Because the company derives more than 80% of its sales from dairy products, it is assessed as part of the dairy industry segment.
42. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
43. Because the company derives more than 80% of its sales from dairy products, it is assessed as part of the dairy industry segment. The product categories included in the Product Profile were limited to those products for which information and sales data were available. The full portfolio of the company encompasses a broader range of products, including Baked Goods.
44. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.
45. Nestlé India markets BMS products in India but this aspect was not assessed in the India Index 2020. The company is assessed as part of the mixed portfolio industry segment. The categories Baby Food and Coffee were excluded from the Product Profile because the Health Star Rating is not applicable to those products, while the company derives a substantial proportion of sales from these products. Additionally, the included product categories were limited to other categories the company is estimated to derive most of its sales from and for which information and sales data was available. The full portfolio of the company encompasses a broader range of products.
46. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.

47. The company is assessed as part of the mixed portfolio industry segment.

48. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.

49. The product categories included in the Product Profile were limited to the top 5 the company is estimated to derive most of its sales from. The full portfolio of the company encompasses a broader range of products. The company is assessed as part of the mixed portfolio industry segment.

50. Source: Derived from Euromonitor International's 2018 industry publications of: Packaged Food, Hot Drinks and Soft Drinks.

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