We aim to provide our customers with food and beverages that not only taste delicious, but are also healthy and nutritious. To achieve this, we use science-based solutions to improve quality of life through food and diet, contributing to the health and wellbeing of consumers. We also aim to generate greater awareness, knowledge and understanding among consumers through clear, responsible communication.
Nutrition

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Our global R&D
We have more than 5000 people involved in R&D across 32 research centres.

Tasty nutrition
We invest in better consumer understanding, product innovation and renovation to create nutritious, superior tasting food products.

Fortification
Thousands of our products provide people on lower incomes with affordable, nutritious food.

Infant nutrition
We help educate parents on the impact that simple dietary changes can have on the growth and development of their children.

For seniors
We work to enhance quality of life for those with special nutrition needs.

Education
We provide engaging information to consumers on various digital platforms to better support them in making informed diet and lifestyles choices.
Overview

Nutrition and Creating Shared Value

Value for Nestlé: deeper understanding of nutrition and health issues as well as fruitful collaborations with various stakeholders, both informing our innovation and renovation efforts, brand awareness and recognition; consumer loyalty; long-term enhanced growth, market share and profitability.

Value for society: greater access to safe, high-quality, responsibly produced, nutritious food; greater knowledge of health issues, better understanding of how to use Nestlé products as part of a healthy and enjoyable diet.

Context
As the world’s leading Nutrition, Health and Wellness Company, we believe that our future lies in helping people to eat a healthier diet, whether the problem is deficiency in vitamins and minerals at one end of the spectrum, or obesity at the other.

Goals
Our nutrition, health and wellness strategy is based on the principle that consumer choice will increasingly be driven by nutritional awareness and the desire for improved health and wellness. This strategy is guided by the Nestlé Nutrition Council – a council of internationally recognised experts, chaired by Executive Vice President Werner Bauer – that meets regularly with our management to consider key topics in nutrition relevant to Nestlé business interests.

We have two main goals within nutrition. Firstly, we aim to use science-based solutions to improve consumers’ health and wellbeing through food and diet, with a particular focus on people with specific nutritional needs and those on low incomes. Secondly, we seek to generate greater awareness, knowledge and understanding among consumers through clear, responsible communication.
Our actions

- Becoming the first food and beverage company to pledge its commitment to the United Nations Every Woman Every Child initiative.
- Becoming the first infant formula manufacturer to be included in the Financial Times Stock Exchange Responsible Investment Index (FTSE4Good).
- Co-chairing the work leading to the development and adoption of nutrition and health resolutions by the Consumer Goods Forum.
- Facilitating discussion of the global burden of micronutrient deficiencies at the Nestlé Nutrition Institute (NNI) workshop in March 2011.
- Further strengthening our Policy on Marketing Communication to Children with two significant amendments.
- Enhancing both the taste and nutritional value of our products by using our unique 60/40+ approach to continuously invest in innovation and consumer understanding.
- Addressing the increasing incidence of chronic inflammatory disorders, allergies and asthma at the eighth Nestlé International Nutrition Symposium in October 2011.
- Being the first company within the food industry to introduce comprehensive policies for the systematic reduction of all public-health sensitive nutrients: trans-fatty acids (issued in 2003), salt (2005), sugar (2007) and saturated fats (2009).
- Providing 47,181 additional employees with NQ (Nutrition Quotient) booster training in 2011 (193,103 since 2007), as well as reaching out to 67,159 past trainees with “booster” training.

Performance summary

- CHF 28.7 billion of products (sales volume) thoroughly assessed – and improved where needed – in 2011 [KPI].
- 70% of products assessed, of which 74.1% meet or exceed Nutritional Foundation profiling criteria (% sales).
- 5066 products renovated in 2011 resulting in nutritional improvement [KPI].
- CHF 21.9 billion of products with specific portion guidance (sales volume).
- Nestlé Nutritional Compass included on 98% of product packaging (% sales).
- Per cent GDA (Guideline Daily Amount) indication for energy featured on the front of pack of 98.9% of our products in Europe.
- WHO (World Health Organization) Code training provided for all Nestlé staff involved in infant formula marketing in developing countries.
- Our Healthy Kids Global Programme reaches 4 million children and is active in more than 50 countries.
- 1215 of our products (52.4%) now contain less sodium, sugars, trans-fatty acids, total fat or artificial colours [KPI], and 3851 of our products (75.9%) bring more essential nutrients or nutritious ingredients to consumers, such as vitamins, probiotics, prebiotics, vegetables and many more [KPI].

Systems

Underpinning our goals and strategy is our long-established governance structure with clearly defined management responsibilities and a comprehensive suite of policies and tools.
Context

The global context in which we operate influences our strategy and initiatives in nutrition, health and wellness. The nutrition and health status of consumers varies widely due to several factors including geography, socioeconomic status and age. Under-nutrition, comprising protein energy malnutrition and micronutrient deficiencies, and over-nutrition, comprising overweight and obesity and related non-communicable diseases, affect a large proportion of populations. Many developing countries are undergoing a “nutrition transition” in which both under-nutrition and over-nutrition co-exist, often side by side.

Increase in life expectancy

Global life expectancy at birth is expected to reach 75 years by 2050 (UN 2007). This is mainly due to better nutrition, hygiene and medicine.

Under-nutrition

Hunger

The global number of people suffering from chronic hunger is currently estimated at 925 million (FAO 2010).

Anaemia

It is estimated that 1.62 billion people (24.8% of the global population) are anaemic (WHO, 2008). The highest prevalence is in pre-school children (47.4% of pre-school children population; 293 million in total), followed by pregnant women (41.8%; 56 million).

Vitamin A deficiency

In 2009, the WHO estimated that a total of 209 million people were considered to be vitamin A deficient, 90% of which were pre-school children and the remainder pregnant women.

Iodine deficiency

The WHO (2008) considers that, worldwide, around two billion people have insufficient iodine intake (about 30% of the global population).

Over-nutrition

Childhood obesity

In 2010, 43 million children worldwide (35 million in developing countries) under five years of age were estimated to be overweight or obese (Am J Clin Nutr 92: 1257-1264, 2010).

Adult obesity

In 2008, 1.5 billion adults, 20 and older, were overweight. Of these, over 200 million men and nearly 300 million women were obese. 1.46 billion adults worldwide are classified as overweight (BMI of 25 kg/m² or greater), 34% of which are considered to be obese (BMI of 30 kg/m² or greater) (Finucane M. et al, Lancet, 2011).
Non-communicable diseases (NCDs)
A total of 57 million deaths occurred in the world during 2008; 36 million (63%) were due to NCDs, principally cardiovascular diseases, diabetes, cancer and chronic respiratory diseases. Nearly 80% of these NCD deaths (29 million) occurred in low- and middle-income countries (WHO, 2011).

Cardiovascular disease (CVD)
An estimated 17.3 million people died from CVDs in 2008, representing 30% of all global deaths. Over 80% of CVD deaths take place in low- and middle-income countries. By 2030, almost 23.6 million people will die from CVDs, mainly from heart disease and stroke. These are projected to remain the single leading causes of death (WHO, 2012).

Diabetes
346 million people worldwide have diabetes. In 2004, an estimated 3.4 million people died from consequences of high blood sugar. More than 80% of diabetes deaths occur in low- and middle-income countries. Diabetes deaths are projected to double between 2005 and 2030 (WHO, 2011).

Cancer
Cancer accounted for 7.6 million deaths (around 13% of all deaths) in 2008. About 70% of all cancer deaths in 2008 occurred in low- and middle-income countries. Deaths from cancer worldwide are projected to continue rising, with an estimated 13.1 million deaths in 2030 (WHO, 2012).

Osteoporosis
Osteoporosis is estimated to affect 200 million women worldwide. One in three women over 50 will experience osteoporotic fractures, as will one in five men (International Osteoporosis Foundation, 2012).
Our systems

The Nestlé Corporate Business Principles (NCBP) describe our 10 principles of business operations, including nutrition, health and wellness, quality assurance and product safety, and consumer communication.

**Nutrition, health and wellness (NHW)**

The NCBP summarise our NHW principles as follows:

“Our core aim is to enhance the quality of consumers’ lives every day, everywhere by offering tastier and healthier food and beverage choices and encouraging a healthy lifestyle. We express this via our corporate proposition Good Food, Good Life.”

Specific NHW policies cover a wide range of topics including the reduction of saturated fats, trans-fatty acids, salt and sugar levels in products, and the fortification by relevant nutrients.

The Nestlé Nutritional Profiling System, based on public health recommendations and consumer science, is designed to support product development in constantly optimising the nutritional composition of products.

**Quality assurance and product safety**

Through our Quality Policy and quality management system, we aim to build consumer trust by complying with all internal and external food safety, regulatory and quality requirements.

**Consumer communication**

Our Consumer Communication Principles contain mandatory rules, including on the accurate representation and portrayal of foods in a way that does not encourage over-consumption.

**Organisational responsibility and implementation**

- **Executive Board** – sets direction and monitors NHW performance indicators. Ultimate organisational responsibility rests with the Nestlé CEO Paul Bulcke.

- **Highest level of direct responsibility** – José Lopez, Executive Vice President of Operations and GLOBE (Global Business Excellence). Patrice Bula, Executive Vice President, is responsible for the Strategic Business Units, Marketing and Sales, and Kurt Schmidt, Deputy Executive Vice President Nestlé S.A., is Head of Nestlé Nutrition. All are Executive Board members and report directly to Nestlé’s CEO.

- **The Nestlé Nutrition Council** – an independent advisory panel comprising renowned experts advises Nestlé’s top management on key NHW issues including diabetes and childhood obesity.

- **Nestlé R&D** – our global R&D network gives our consumers products, systems and services that they can trust, and which help to enhance the quality of their lives – through nutrition, pleasure and convenience. We have external collaborations and partnerships at every stage of the product development process, including universities, start-up companies and key suppliers.
Training, awareness, monitoring, follow-up
We ensure that, where relevant, our employees are fully trained to implement policies that are relevant to nutrition. In higher-risk countries, for example, all our infant formula marketing staff are trained in the WHO International Code of Marketing of Breast-Milk Substitutes. [KPI]
Our global R&D

Nestlé’s growth in providing new nutrition, health and wellness solutions to meet consumer needs is based on our R&D network. With more than 5000 people involved in R&D, across 32 research centres, as well as corporate venture funds and research partnerships with businesses and universities, the scope and reach of the network is truly global.

The Nestlé Research Center (NRC) is a private facility for food, nutrition, health, quality and safety research.

NRC research provides the scientific basis for product innovations and processes through Product Technology Centres and R&D Centres, and Nestlé scientists in more than 300 Application Groups ensure that these are applied locally to meet different consumer needs and preferences.

The R&D Sustainability Council was formed in 2009, and the head of the council is Werner Bauer, who also sits on the Creating Shared Value Alignment Board.

Investing in R&D

Nestlé continued to invest in nutrition-related research and development last year.

This included the creation of the Nestlé Health Science Company and the Nestlé Institute of Health Sciences – a major strategic move for Nestlé to pioneer a new industry between food and pharmaceuticals.

Both entities began operations in 2011 and made a strong start in their quest to develop science-based personalised nutrition to prevent and treat increasingly prevalent health conditions that are placing an unsustainable burden on the world’s healthcare systems.

Nestlé Health Science

Pioneering science-based nutritional solutions

Nestlé Health Science aims to develop science-based personalised nutritional solutions in six disease areas. The Company already has a strong and growing business in acute disease areas of Ageing Medical Care, Critical Care and Surgery, and Paediatric Medical Care. The chronic disease areas being created include Gastrointestinal (GI) Health, Metabolic Health and Brain Health.

These have been supported by key acquisitions:

- Vitaflo International Holdings Ltd (UK) – with a growing portfolio of solutions for metabolic disorders;
- CM&D Pharma Ltd (UK) – has a range of products for inflammatory bowel disease, colon cancer and hyperphosphataemia;
- Prometheus Laboratories Inc (USA) – has a diagnostics and therapeutic GI and oncology business;
- a minority stake investment has been made in Vital Foods (New Zealand) in the area of GI.

Nestlé Health Science is a distinct and separate business within the Nestlé Group, governed by its own Board of Directors. Its worldwide headquarters are in Lutry, Switzerland.
**Nestlé Institute of Health Sciences**
The Nestlé Institute of Health Sciences has the ultimate goal of translating its research findings into science-based nutritional solutions that support healthy ageing and prevent or help treat chronic diseases.

In the next 40 years, the world’s population aged over 60 will more than triple, causing a substantial change in health economics. But nutrition has the potential to provide sustainable, long-term solutions for preventing or treating chronic diseases, thereby helping to manage the healthcare burden.

The Institute focuses its research on gastrointestinal health (IBS, IBD, Crohn’s disease), metabolic health (diabetes and obesity) and brain health (cognitive decline and Alzheimer’s disease), all of which affect healthy ageing.

It aims to gain a detailed understanding of the relationship between nutrition, lifestyle, inherited factors and individual metabolism, all of which influence susceptibility to chronic disorders.

This will allow Nestlé to develop science-based, health-effective, personalised nutrition, and will also support our understanding of nutrition and lifestyle as key factors in healthy ageing and long personal productivity, or being able to contribute to society for longer. The Institute will translate its research findings into nutrition products that can not only help individuals achieve a high quality of life, but can also delay or prevent chronic diseases in a cost-effective and sustainable way.

**CPW Innovation Centre**
A Cereal Partners Worldwide (CPW S.A.) Innovation Centre opened in Orbe, Switzerland in February 2011. The CHF 47 million facility, which adds to CPW’s 15 factories and two R&D centres worldwide, aims to build on Nestlé’s long-standing R&D experience and General Mills’ technical strengths, as well as both partners’ expertise in food processing technologies.

As headquarters of CPW’s global R&D network, the Innovation Centre employs more than 80 people and focuses on breakfast cereal solutions that deliver consumer benefits such as improved nutritional content, freshness, taste and texture.

The building also demonstrates our commitment to environmental sustainability having received LEED (Leadership in Energy and Environmental Design) Platinum certification from the U.S. Green Building Council.

**Symposium discusses the influence of diet on chronic conditions**
Nestlé held its second International Nutrigenomics Symposium in Mexico City in September 2011, in partnership with the National Institute of Genomic Medicine (INMEGEN).

During the conference, entitled *Diet, Genomics and Health*, experts discussed the role of diet in the development of chronic conditions such as obesity, diabetes mellitus type 2, high blood pressure and cancer – all of which have major financial and social consequences across the world.

As well as considering the development of nutrition-based strategies to prevent and manage these complex health conditions, the event was also an opportunity to establish collaborations with other institutions.
Global workshop advances sustainability in product design

A workshop in California in July 2011 focused on integrating sustainability into product design and packaging. The five-day event at the Art Center College of Design in Pasadena – one of the world’s leading design schools – brought together college academics, independent sustainability specialists and members of Nestlé’s Global R&D, brand communication and product design networks.

The aim was to embed sustainability into designers’ thinking from the beginning of the design process, and topics ranged from current sustainability initiatives at Nestlé to the challenges facing the consumer goods industry as a whole and the latest design practices. Experts also examined how current consumer and design trends might lead to opportunities for the Company to develop more sustainable products, services and systems.

Marking a decade of research and development in China

In October 2011, we celebrated 10 years of nutrition and food science at our pioneering research and development centre in Shanghai, China. The centre, part of Nestlé’s global research and development network, was the first of its kind in the country when it opened in November 2001. It specialises in the development of culinary products such as cooking sauces and seasonings, ice cream and products for the Nestlé Professional business.

Johannes Baensch, Nestlé’s Global Head of Research and Development, was joined by local Chinese government representatives and professors from Chinese universities and research institutes at a ceremony to mark the anniversary. He said: “Right at the outset, Nestlé’s vision for R&D Shanghai was that it would be a place for understanding Chinese culture, exchanging and transferring culinary ideas, as well as for making advances in nutrition and food science – both within our own R&D network and externally with Chinese universities and research institutions. Its accomplishments over the past 10 years have exceeded our expectations.”

“By using life cycle assessment tools, developed in collaboration with our scientists at the Nestlé Research Center in Switzerland, we have the opportunity to consider the total social and environmental impact of our product designs. In this way, we are connecting science and design to responsibly support Nestlé on a global basis.”

Gordon Lane, Head of Nestlé R&D Global Industrial Design
Education and innovation

Nestlé Nutrition Institute

Based on our conviction that innovative, science-based nutrition can help enhance the quality of people's lives, in 2005, the Nestlé Nutrition Institute (NNI) was established as a non-profit entity. The institute formalised Nestlé Nutrition’s long-standing commitment to support, inform and educate the global scientific and medical community on nutritional subjects.

Today, the institute is the world's largest private publisher of nutritional information and through its website, its primary communication tool, it provides access to the latest medical and scientific thinking, online learning tools and workshops as well as news of forthcoming events. The website has more than 120 000 registered members from around 200 countries who use it to access information on a broad range of nutrition topics from paediatrics to geriatrics, sports nutrition to weight management and disease states.

In May 2011, Nestlé Nutrition Institute held two satellite symposia at the 44th annual meeting of the European Society of Paediatric Gastroenterology, Hepatology and Nutrition (ESPGHAN), in Sorrento, Italy.

The first symposium considered how personalised maternal and infant nutrition is key to improving healthy growth and development, covering topics such as the dynamic composition of breast milk, the use of partially hydrolysed proteins to induce oral tolerance and the use of specific probiotics to manage and prevent infections. The second symposium explored the importance of taking an holistic approach in paediatric nutrition to improve the overall health prospects of sick children. The topics included the importance of the quantity and quality of protein for improving growth and cognitive function, and the role of fat blends in infant nutrition for long-term health.

In September 2011, a satellite symposium held during the European Society for Clinical Nutrition and Metabolism annual congress in Gothenburg, Sweden, looked at the importance of immunonutrition as an integral part of the treatment protocol in cancer patients before and after surgery.

The following month, at the European Society of Intensive Care Medicine (ESICM) in Berlin, Germany, experts explored the nutritional challenges in the management of patients who require a prolonged stay in intensive care. A satellite symposium also took place at the seventh European Union Geriatric Medicine Society annual congress in Malaga, Spain in October 2011, where keynote speakers highlighted the benefits of integrated management of dysphagia and malnutrition.

In December 2011, leading international experts explored new perspectives on dietary prevention, treatment and management of childhood allergies at a symposium during the XXII World Allergy Congress in Cancun, Mexico.
Nestlé Nutrition Council

The Nestlé Nutrition Council (NNC), which was first convened in 1978, is an independent advisory panel composed of world-renowned nutrition scientists who review current and developing nutrition issues and advise senior management on their impact on Nestlé’s policies and strategy.

The NNC has examined many nutrition issues, most recently including diabetes, childhood obesity, cancer and brain function, and has reviewed Nestlé policies on micronutrient fortification and the reduction of public health sensitive ingredients such as saturated fats, sugar and salt.

The NNC is also responsible for the scientific organisation of the Nestlé International Nutrition Symposium, which is an annual two-day meeting where leading experts debate current issues in human health and physiology, and identify future research directions.

The eighth Nestlé International Nutrition Symposium, held in October 2011, addressed the increasing incidence of chronic inflammatory disorders, allergies and asthma. These disorders are widely recognised as the result of a combination of environmental and individual risk factors, constituting a very significant health burden for both developed and developing countries. Leading scientific experts and key opinion leaders from around the world gathered in Lausanne, Switzerland to discuss advances in systemic and mucosal immunity, allergy, inflammation and the role of specific nutrients in circumstances of immune suppression and inflammation.
Combining taste and better nutrition

Our 60/40+ approach

Nestlé strongly believes that healthy diets must be enjoyable to be sustained, but combining superior taste and superior nutrition in the same product can be challenging. By continuously investing in better consumer understanding, as well as product innovation and renovation, we can enhance both the taste and nutritional value of our products through our unique 60/40+ approach.

This proprietary programme has two objectives:

- the preference of at least 60% of a large consumer panel in a blind taste test against the most prominent competitor products (the ‘60/40’ dimension);
- an additional nutritional “plus” where relevant, based on criteria recommended by world-renowned nutrition and health authorities, the product’s role in the diet, consumers’ needs and local public health priorities.

These two dimensions are managed together, not as either/or options. The assessments are conducted locally to ensure that wherever Nestlé operates, it is the nutritional needs and taste preferences of the local consumer that dictate the formulation of our products.

The programme is applied to a rolling selection of products each year, across all our 18 food and beverage categories, and we maximise its impact on consumer health by prioritising our best-selling products. Our advertising efforts then focus on those products that have successfully “won” in terms of taste and nutrition, to ensure our better nutrition proposition is made visible to consumers in the market.

We have continued driving our 60/40+ programme in 2011, focusing even more on increasing portfolio coverage and confirming the consumer preference for our products, while ensuring these products bring superior nutrition where relevant. Also, we implemented a reporting approach that better reflects the dynamic nature of our programme.

The range of new product innovations launched as result of 60/40+ include Naturness apple/mango purée in Europe, Svelty Acticol and Svelty Descremada sin lactosa, two milk products targeting adults in Chile, as well as iron, zinc and vitamin C-fortified Bear Brand instant milk drink in the Philippines, where consumer communication on the importance of drinking milk was developed in collaboration with the Food and Nutrition Research Institute. Other examples from different product categories include the iron, iodine and vitamin A-fortified Maggi Masala-ae-Magic seasoning mix in India, which was developed to provide lower-income consumers with a low-cost but nutritious seasoning mix to add to meals, and iodine and iron-fortified Maggi bouillons in the Dominican Republic and Central America. In Australia, the lunchbox snack Uncle Toby’s Fruit Fix has been developed to provide schoolchildren with one serving of fruit and a source of vitamin C, folate and fibre.
Between 2003 and 2011, as part of the 60/40+ programme, Nestlé made significant salt reductions across a range of mainstream product categories around the world. The salt removed during this period already represents more than 12 200 tonnes, and our R&D teams continue to work at it. By renovating existing products and introducing new ones, Nestlé is implementing a stepwise reduction of the salt content over several years, in order to help consumers gradually re-educate their taste buds. This has included a 30% reduction in salt in Maggi Masala Noodles in India, a 20% reduction in the entire Maggi soup range in France, and a 33% salt reduction in Maggi bouillon cubes in the Netherlands. Among the innovations are Maggi soups in Hungary, which offer 35% less salt than the market average, as well as Knacki sausages and Le Bon Paris cooked ham in France, Benebien bouillons in the Dominican Republic and Winiary bouillons in Poland, all of which offer 25% less salt than the market average.

In 2011, products that had been thoroughly assessed – and improved where needed – amounted to a total sales value of CHF 28 715 million [KPI]. Assessment results are valid for a maximum of three years and only if all parameters remain equal. Within the reported sales value, some products have been frequently reassessed.

Water, hydration and health
Nestlé Waters promotes water as the first choice for daily hydration. Water is the major constituent of the human body (75% in infants to 50% in the elderly) and a key nutrient. Adequate daily hydration is necessary to help maintain a myriad of body functions, including nutrient transportation.

We are also committed to funding scientific research into water, hydration and health, which helps to drive the development of our bottled water business and supports public health goals. This includes funding clinical studies and meta-analyses, and communication at public health congresses. In 2010, two scientific reviews were published on water, hydration and human health, reporting on fluid needs for adequate hydration, impact of dehydration, such as impairment of cognitive function and physical performance, and knowledge gaps requiring further study.

Water: the first choice to quench thirst
Access to safe drinking water is often a major challenge, especially in developing countries. Even in developed countries, easy access to water is not guaranteed in workplaces and schools. While not a solution for everyone, bottled waters do provide safe hydration options for many consumers worldwide.

Water is rapidly absorbed by the body and contains no calories, which makes it the first choice for daily hydration. Research has indicated that healthcare professional advice to replace caloric beverages with water could result in a significant reduction of overall energy intake in their patients.

Yet until recently, hydration was not covered in most dietary recommendations issued by authorities to help consumers maintain their water balance. Raising awareness about the distinct roles of water, nutritious beverages and other fluids in a healthy diet is an important public health priority considering the incidence of overweight and obesity around the world, which can also co-exist with deficiencies in essential nutrients. Some natural mineral waters provide important quantities of essential minerals such as calcium and magnesium.
Nutritional profiling

Although only a subset of the entire product portfolio undergoes a full 60/40+ assessment each year – to confirm the taste is preferred and the nutritional proposition is superior to competitor products – Nestlé is keen to attain and maintain full clarity on the nutritional value of its products.

To analyse their nutritional profile, each product is measured against a set of criteria, which is regularly updated in line with the available recommendations for dietary intakes issued by authorities such as the World Health Organization (WHO) and the US Institute of Medicine. The criteria for every product are established on the basis of four principles:

- the role of the product in a balanced diet;
- relevant nutritional factors (such as calories, fat, added sugar, calcium, whole grain, etc);
- thresholds for each of these factors;
- the individual serving as consumed by the intended consumer, adults and/or children.

Products meeting or exceeding all criteria are said to achieve the Nestlé Nutritional Foundation (NF), and are considered appropriate choices in the context of a balanced diet for the majority of people, even when consumed regularly. If a product that does not achieve the Nestlé NF is consumed frequently, the consumer’s diet may need to be rebalanced by other dietary choices; frequent consumption of salty snacks, for example, would require moderation in the use of salt and other salty foods.

Nearly all Nestlé product categories (apart from highly regulated categories such as infant formulas, specific healthcare and performance nutrition products, and products developed by joint ventures) are assessed in this way.

In 2011, 70% of our total sales were for products that had been analysed against the Nestlé Nutritional Profiling System. Of those products, 74.1% [KPI] met or exceeded the required standards and attained the Nestlé Nutritional Foundation status (in % sales).

As we launch new products and continue renovating our existing ones, our ambition is to continue progressing. However, we do not aim for 100% of our portfolio as some products in our very diverse ranges are meant to bring more indulgent choices to the table, such as for festive occasions, for example. In addition, products not meeting a threshold for one nutrient, like sodium or sugar, may nonetheless provide important quantities of protein, vitamins and minerals, vegetables or whole grains such as Lean Cuisine entrées or Nestlé breakfast cereals.
Adding whole grain at the breakfast table

Cereal Partners Worldwide (CPW S.A.), a joint venture of Nestlé and General Mills, continues to make improvements in the health profile of its breakfast cereals. Since 2003, it has increased global consumption of whole grain by more than three billion servings. All its global brands – Fitness, Cheerios, Chocapic and Nesquik – now have at least eight grams of whole grain per serving. In addition, it has reduced salt by about 900 tonnes and sugar by more than 9 000 tonnes. In 2009, CPW pledged to reduce sugar by an additional 20% in its breakfast cereals advertised to children.

As one recent example of our commitment to healthier options, 44 of our Australian breakfast cereal brands, including Uncle Toby’s, Cheerios and Milo, carried the Heart Foundation Tick in 2011. The breakfast cereals had been reformulated to increase whole grain and fibre content, while cutting down on saturated fat, sugar and salt.

CPW continues to work with the scientific, government and regulatory communities in whole grain matters, for example by funding whole grain research in Ireland and Chile.

The Nestlé Nutritional Profiling System

Nestlé’s worldwide strategy is to offer products that meet consumer taste preference and provide nutritional value. Nestlé has established a rigorous system to assess the nutrient profile of its products called the Nestlé Nutritional Profiling System.

For more information on the product categories and sets of criteria of the Nestlé Nutritional Profiling System visit our Nestlé Research website.
Nutrition policies

Since 2003, Nestlé has issued mandatory policies to reduce the level in its products of specific nutrients that are considered to be detrimental to health when consumed in excess. We were the first company within the food industry to have comprehensive policies in place for the systematic reduction of all public health sensitive nutrients: trans-fatty acids (issued in 2003), salt (2005), sugar (2007) and saturated fats (2009).

To further accelerate our nutrition renovation efforts, we are implementing a Recipe Management System to match the vast scope of our product range, both geographically and qualitatively, and our ambitious nutrition, health and wellness goals. The current method of monitoring the level of sensitive nutrients is in the process of being replaced by this new system, designed to track accurately a wide variety of nutrition and health specifics at a global level.

The global recipe database, which is still in the process of being implemented and populated with detailed ingredient information, will overcome the current difficulties in assembling data on the removal of trans-fatty acids, salt, sugar and saturated fats in Nestlé markets throughout the world. It will also provide global visibility on the recipes with more essential nutrients and nutritious ingredients.

Our product development teams pursue recipe reformulations continuously, delivering against public health priorities in the various regions in which we operate. In 2011, an additional 5066 products were renovated resulting in nutritional improvement (more than 31 000 products in the last five years [KPI]). Of the products renovated in 2011, 1215 now contain less sodium, sugars, trans-fatty acids, total fat or artificial colours [KPI], and 3851 bring more essential nutrients or nutritious ingredients to consumers, such as vitamins, probiotics, prebiotics, vegetables and many more [KPI].

Nestlé UK has been working with the UK Government on the public health agenda for a number of years and we very much welcome the partnership approach being developed under the Public Health Responsibility Deal announced in March 2011. Nestlé has signed up to all the Food Pledges, all the relevant and applicable Physical Activity Pledges, and a number of the Health at Work Pledges. The Responsibility Deal’s strength comes from organisations across varying sectors working together to improve people’s health and we believe this is just the beginning of what we hope becomes an engaging and constructive partnership.
Understanding nutrition is everybody’s business at Nestlé

As part of our overall commitment to continuous training and learning, Nestlé’s NQ (Nutrition Quotient) training programme equips our people with the right nutrition skills and insights to make informed choices for themselves and their families, and make enlightened business decisions where appropriate.

All employees undertake a general Foundation Module, while those with product development or product communication responsibilities attend advanced and specialised workshops.

Eighteen different modules, most of which are in numerous local versions, had already been deployed by the end of 2011, each representing between four to 15 hours of learning. More than 193 000 employees around the world have undergone NQ training since the programme was launched in mid 2007 [KPI]. An additional 7900 have also taken part in a pet nutrition course.

By engaging with our employees around the world with these various NQ modules, we have also developed a deep understanding of the need for various self-paced or combined learning options. To supplement classroom and workshop sessions for the Foundation Module, for example, we deployed an interactive e-learning programme version starting in 2009, which by the end of 2011 had been tailored for use in 46 different countries or businesses.

In 2010, we also developed an innovative approach for our harder-to-reach audiences, such as factory-based employees and their families. Based on a specially designed educational poster series, combined with work site activities and creative handouts for the employee and his/her family, this approach aims to make nutrition learning more interactive and meaningful beyond the work environment. Close to 25 000 employees in Brazil and the Greater China Region had already completed the full cycle at end 2011.

Since nutrition training is a continuous effort at Nestlé, follow-up campaigns and tools are issued regularly, with 67 159 past trainees having received such boosters in 2011.
Portion Guidance programme

What constitutes in the eyes of a consumer a “normal” portion of food has gradually increased in size over the years; at the same time, many consumers are becoming more sedentary. The resulting excess calorie intake often leads to obesity and an array of related chronic diseases. In other cases, inadequate portions are leading to malnutrition, nutrient deficiencies and related diseases, even in developed markets.

Governments and regulatory authorities, particularly those associated with the public health sector, are increasingly vocal about the need for clear and coherent portion information for consumers. When committing to our 60/40+ programme, Nutritional Profiling System and Nutritional Compass on packaging, we had already set ourselves to support consumers with practical portion guidance.

Building on its Portion Guidance Framework developed in 2010, Nestlé is accelerating innovation and renovation efforts in this area. Be it in terms of product form or size, specific packaging, serving devices or equipment, our goal with portion guidance is to make “eating the right amount at the right frequency” as easy and intuitive as possible.

Implementing further portion guidance

Exact portion definition is, of course, paramount in several Nestlé product categories such as healthcare nutrition, infant nutrition, performance nutrition and Jenny Craig-branded products and services, where education about the volumetric and satiety effect of various foods and beverages is an integral part of the energy management benefit brought to consumers by Nestlé.

Estimates indicate that specific product- or pack-related portion guidance efforts applied to Nestlé products representing sales of at least CHF 21 894 million [KPI] at the end of 2011, which again puts the Company in a leading role in terms of nutrition, health and wellness within the food and beverage industry. This includes products sold as single servings, meeting our rigorous Nutritional Foundation (NF) criteria on all counts (including sodium or fibre, for example), sold with or via a device/equipment delivering a serving that meets all NF criteria, or sold to caregivers with detailed instructions on adjusting servings to evolving nutritional needs.
Davigel: the right nutrition in the right portion to facilitate a healthy recovery

When the kitchen equipment at Toulouse Hospital, the fourth largest in France, needed renewing in 2010, three choices were considered: continue on the same path with meals being prepared by hospital kitchen staff; sub-contract the catering; or, work with a partner. Davigel (a Nestlé Professional operating company) was already a product supplier. The hospital decided to opt for a close partnership with Davigel and to benefit from its nutrition, health and wellness expertise.

Healthy nutrition is clearly important for hospital patients. Research shows that while malnutrition can complicate and delay the healing process, adapted and individualised nutrition can reduce length of hospital stay and overall healthcare costs. To meet the needs of the hospital, Davigel created 60 customised culinary solutions with a high nutritional density and appropriate portion size.

Davigel teams comprise dedicated nutritionists, dieticians and top chefs; it was the first out-of-home company to sign the “Charte d’engagement volontaire de progrès nutritionnel” (Charter to undertake voluntary nutritional improvement) with the French government in 2010.

Nestlé Symposium on Portion at the European Congress on Obesity

On 26 May 2011, Nestlé held a symposium on the challenges of healthy portion size as a satellite event to the 18th European Congress on Obesity in Istanbul, Turkey. An international panel of researchers discussed portion sizes and food choices among adolescents, cultural and environmental determinants of portion size, and translating research on portion size into policy and practice. Dr. Cioran Forde, scientist at the Nestlé Research Center in Lausanne, also shared recent results of his work on the application of the “expected satiety” approach to understand meal portion size selection.
Micronutrient deficiencies: addressing the global burden

Micronutrients (i.e. vitamins and minerals) are essential nutrients required in small amounts by the body to help growth and development. Despite their vital role, over one-third of the world’s population, mainly in developing countries, is deficient in several of these nutrients.

Close to one billion people live in chronic hunger while another 1.5 billion are overweight. And yet many of both are deficient in micronutrients. Populations in developing countries can suffer a triple burden of malnutrition: under-nutrition (especially deficiencies of energy and to some extent protein), over-nutrition (leading to obesity and related non-communicable diseases such as diabetes and cardiovascular disease) and micronutrient deficiencies.

The four most prominent micronutrient deficiencies worldwide concern iron, vitamin A, iodine and zinc. Ideally, these essential nutrients should be obtained from a balanced diet, but for a variety of reasons many people do not, or are not able to, consume a healthy varied diet. Important deficiencies can have many adverse effects on human health, such as permanent impairment to physical and mental growth and development, immune function and eyesight.

While vitamin and mineral supplements can offer a short-term solution to providing essential nutrients, fortification of food and beverages offers the most cost-effective solution over the medium to long term to deliver nutrients to large numbers of people without requiring them to significantly change their food consumption habits.

Nestlé is committed to helping to reduce micronutrient deficiencies on a global scale. We have more than 140 years’ experience in enhancing the nutritional profile of food products and today the Company has a range of products that are fortified with micronutrients, especially where deficiencies are more commonly seen, such as iron and vitamin A. We use information from local governments and international health authorities to identify the different nutritional “gaps” in diets to improve the nutrition value across our portfolio by adding the relevant nutrients, focusing on fortification of popular foods.

We are committed to continuing to develop our expertise and understanding in this area. In March 2011, the Nestlé Nutrition Institute brought together leading independent experts in the fields of malnutrition and fortification to review the burden and impact of micronutrient deficiencies and how these deficiencies could best be addressed. The three-day workshop focused on child health in developing countries.

We are dedicated to playing our part in addressing this important public health challenge, and micronutrient fortification will remain a focus in 2012.
Popularly Positioned Products

Affordable and nutritious
We aim to provide consumers with products that are nutritious, tasty and affordable. Popularly Positioned Products (PPPs) are high-quality food products that provide nutritional value at an affordable cost and in appropriate formats to address the needs of some 3 billion lower-income consumers worldwide. Our current PPPs spread from culinary products to beverages, to dairy and confectionery: with over 4000 products overall, sold under a number of major global brands including Maggi, Nido and Nescafé.

For more detailed information about PPPs, and our ongoing research in this area, please read our Affordable and nutritious report.

Micronutrient fortification
With a large proportion of the world’s emerging consumers suffering the consequences of deficiencies in key micronutrients such as iron, zinc, iodine and vitamin A, fortifying our Popularly Positioned Products (PPPs) with micronutrients can help to address deficiencies where they are most prevalent; among lower-income consumers.

For example, to help address the most widespread micronutrient deficiency, iodine, which affects two billion people in the world, we have developed iodine-enriched Maggi products (bouillons, seasonings and noodles) using iodised salt. In Central West Africa alone, we sold several billion Maggi cubes in 2011. Over 90% of the Maggi product range now carries added iodine.

To address other prevalent deficiencies, we have launched Maggi PPP seasonings fortified with iron, vitamin A and iodine in India, Pakistan, Sri Lanka and Bangladesh, as well as Maggi Chicken bouillon in the Caribbean and Central America fortified with iron and iodine. Additionally, micronutrient-fortified noodles have been launched in India (Maggi Dumdar Masala+ Noodles), Bangladesh (Maggi S-e-M Noodles), Pakistan (Maggi Chicken 2-minute noodles) and South Africa (Mealie Noodles).

Developments such as these have brought a 30–40% improvement in market penetration among lower-income consumers in the last two years and have been a key factor in the increased distribution of Maggi noodles in small towns, supported by advertising that communicates both the health and affordability messages.

Fortified milk powders
For those on lower incomes, dehydrated milk powders, which are naturally rich in many essential nutrients (such as protein, calcium, other minerals and vitamins) but not a good source of others (like iron), are good carriers of micronutrient fortification. This is another viable, long-term way to deliver nutrients to large segments of the population, without requiring changes in food consumption habits, which are generally more difficult to change.
Nestlé invests over CHF 12 million a year directly into research and development for dehydrated and liquid milk-based products, and this know-how is applied in the production of affordable milks for local populations in emerging countries, and fortifying them with relevant micronutrients in each location. At the end of 2011, the affordable milk range – including brands such as Nido, Klim, Bear-Brand, Nespray, Essentia and Ideal – was present in over 80 countries. Annual sales for 2011 reached 80 million tonnes, worth CHF 400 million, which represents a growth rate of 13.8% compared to the previous year. Additionally, a new micronutrient-fortified Nestlé Cerevita milk and cereal recipe was launched in Ghana in 2011.

Reach of fortified *Maggi* products end 2011
Maternal and infant nutrition

We know today that it is much easier to establish good eating habits when children are young than try to correct poor habits later. Parents need consistent messages about how to feed young children in a healthy way. Our idea is to help educate parents on the impact that relatively simple dietary changes can have. With that, we may be able to help prevent obesity and chronic disease in future generations.

Nestlé’s belief is that good nutrition starts with pregnancy and after delivery through breast milk, followed by developmental, stage-appropriate feeding choices, helping infants and young children to grow and develop into healthy adults.

Start Healthy, Stay Healthy™ and the FITS

To deliver on that belief, our Start Healthy, Stay Healthy™ stage-based nutrition system includes products designed to foster healthy growth and development and good eating habits at an early age, supported by sound feeding guidance and support services. The system was developed following the 2002 FITS (Feeding Infants and Toddlers Study) commissioned by Gerber – now part of Nestlé – which provided insight into the diets of 3000 US infants and toddlers aged between four and 24 months.

In 2008, Nestlé Nutrition conducted a similar study, The Nestlé FITS 2008, but expanded it to include 3273 US infants, toddlers and pre-schoolers up to four years of age. It examined their eating habits and nutrient intake, provided important information on what foods are eaten as children transition from an all-milk diet to the food of the family, and enabled comparisons with 2002.

The findings suggest that infants are being breastfed for longer, which supports brain, eye and immune system development, and that fewer infants and toddlers are consuming sweets and sweetened beverages. However, it also appears that parents and caregivers need more guidance to meet the unique nutrition needs of growing children; in particular, pre-schoolers are not consuming enough fruits and vegetables, and are taking in too much saturated fat and sodium.

Through the results of FITS 2008 and by leveraging the expertise of the Nestlé Nutrition Institute, we are furthering our understanding of early childhood eating patterns and providing a road map for future product innovation.
**Mom & me**
We believe that nutrition during the first 1000 days of life, especially at the very early development stage, influences health throughout life. The Nestlé Mom & Me nutritional milk drink for pregnant and lactating mothers features a combination of minerals, vitamins, DHA and Bifidus BL active cultures for this crucial period of development.

**Breast milk substitutes**
Nestlé supports exclusive breastfeeding for the first six months of an infant’s life, in line with World Health Organization (WHO) recommendations, and continued breastfeeding thereafter for as long as possible. But for babies who are not breastfed, Nestlé provides high-quality breast milk substitutes, such as NAN and Lactogen.

**Looking forward**
Nestlé remains committed to delivering integrated, science-based nutrition solutions and feeding guidance, and expanding Start Healthy, Stay Healthy™ is an important part of such a commitment. A global rollout will see these services and tools adapted to meet local conditions, tastes and traditions, as well as widen the opportunities for shaping public policy and engaging with the medical community.
Nutrition for the elderly

Health, growth and development are defined to a large extent by an individual’s diet and nutritional consumption. Regardless of age or culture, improper nutritional consumption can have negative effects on one’s health. For children, an unbalanced nutritional diet is associated with an increased risk for chronic diseases and stunted growth.

There is also an association in adults between improper nutritional consumption and an increased risk of susceptibility to chronic diseases. It is therefore absolutely paramount to more efficiently leverage nutrition by personalising intervention to better prevent and manage major chronic diseases. In addition, it is critical to develop and implement guidelines that highlight the importance of proper nutrition and the role it can play in preventing specific health disorders. That is why our scientists at Nestlé Health Science believe that personalised, scientific nutritional solutions can play a key role in the prevention of chronic conditions and illness.

Malnutrition affects people of all ages, but is significantly more common in older people, and in an ageing population the problem can only get worse. Currently, more than one in three patients in care homes, and approximately the same proportion of elderly people living independently, are malnourished or at risk of malnutrition. This can have a particularly adverse effect on these people, impairing function, mobility and independence.

But malnutrition is not only an issue for the elderly or those in developing countries, and in the EU alone an estimated 20 million people are at risk of the condition. Malnutrition is associated with markedly increased morbidity and poorer quality of life, and malnourished people are hospitalised more frequently than healthy people and are three times more likely to pick up an infection.

The subsequent costs of malnutrition are staggering. In Europe, the problem drains healthcare systems of €170 billion per year. In the United Kingdom alone, public expenditure on malnutrition in 2007 was €15 billion, exceeding the cost of obesity. Most of this cost is due to the treatment of malnourished patients in hospitals and long-term care facilities.

Mini-Nutritional Assessment tool
Screening tools can help to identify malnourished elderly people, or those at risk of malnutrition, at an early stage, allowing for nutritional intervention that can make a difference. The Mini-Nutritional Assessment (MNA) is a validated nutrition screening and assessment tool that can identify geriatric patients aged 65 and above who are malnourished or at risk of malnutrition. The MNA, which was developed jointly by the Nestlé Research Center and Toulouse University in 1991, originally comprised 18 questions. The current MNA Short Form now consists of six questions and streamlines the screening process, retaining the validity and accuracy of the original MNA in identifying older adults who are malnourished or at risk of malnutrition. The revised MNA Short Form makes the link to intervention easier and quicker and is now the preferred form of the MNA for clinical use. The tool also includes a tape for measuring calf circumference when a BMI measurement is not possible, or is difficult due to logistical or cultural reasons.
The MNA and calf circumference measuring tape received the Good Design Award 2011 from the Japan Institute of Design Promotion, which is given for designs that enrich both people's lives and society as a whole. After the 2011 Japan Earthquake, the MNA-SF was used in evacuation centres to quickly and easily detect nutritional status in vulnerable older adults.

The Interactive MNA is now available in Chinese, English, French, German, Greek, Italian, Sinhala, Spanish, Turkish and Thai. Other languages forthcoming.

For more information about the Mini- Nutritional Assessment tool, please visit the Mini Nutritional Assessment website.

**iPhone app**

The MNA Short Form is now available as an iPhone, mobile digital device application. The app, which is available free of charge through i-Tunes, means busy clinicians can quickly screen for malnutrition and obtain results and intervention recommendations while maintaining patient confidentiality.

**Eating Assessment Tool**

Nestlé Health Science has also developed the Eating Assessment Tool, EAT-10, which helps to identify dysphagia problems early in vulnerable patients who have swallowing difficulties. Dysphagia is particularly prevalent in frail, elderly people, and those with recurrent pneumonia or neurological conditions, but 75% of dysphagia patients are never diagnosed. EAT-10 is a fast, flexible and clinically validated screening tool, which detects dysphagia risks.

**References – MALNUTRITION:**


**References – EAT-10:**

Consumer information

We need to communicate responsibly to consumers, particularly to children, so all Nestlé companies are required to abide by the Nestlé Consumer Communication Principles, over and above any applicable laws.

As part of our overall responsibilities, we participate in local, regional and national nutrition education programmes, provide nutrition, health and wellness information on our websites and we use clear, user-friendly on-pack labelling, such as the Nestlé Nutritional Compass. This information panel helps consumers make more informed decisions about the food they eat through four elements: a standardised nutrient table; explanations of the ingredients and nutrients the product contains; tips for responsible product enjoyment; and contact details and links to more information.

Nestlé Nutritional Compass
The Nestlé Nutritional Compass® appears on product packaging representing 98% of our total sales volume around the world [KPI]. Launched in 2005, the Compass is designed to be a clear, transparent labelling guide that goes beyond simply listing figures to help consumers choose a healthier and tastier product.

With our research revealing that 60% of consumers find the Nutritional Compass more helpful than other comparable product information systems, we have introduced subtle changes to make it even more helpful and relevant to consumers. Firstly, a Nutritional Information box clearly states the amount of specific nutrients the product contains, such as protein, carbohydrate, fat and sugar. A Good to know or Good question box features product-specific information. A Good to remember box offers tips on healthy usage of the product in a healthy lifestyle and the Good to talk section provides contact details for the relevant consumer services teams.

In Poland, Nestlé recently partnered with two major retailers to create an in-store Nutritional Compass campaign, offering consumers nutrition education and customised nutrition advice. Meanwhile, in the Middle East, Nestlé has commissioned recipe books that use the Nutritional Compass to convey helpful nutritional facts, and in India we have adapted the Nutritional Compass for use on mobile phone platforms to provide busy consumers with rapid access to nutrition, health and wellness information.

In Europe, the Nestlé Nutritional Compass has been adapted to feature a complete Guideline Daily Amounts (GDA) table for the “big 8” nutrients (energy, carbohydrates, proteins, fats, sugars, saturated fats, sodium and fibre). GDA labelling was developed by Food&DrinkEurope (formerly the CIAA, i.e. the European Confederation of the Food and Drink Industries) as a voluntary nutrition labelling scheme, but their inclusion is Nestlé policy from the onset.
At the end of 2011, the GDA indication for energy featured on the front of pack of 98.9% of our products in Europe (in sales value) compared to 98.7% in 2010 (KPI). This is in line with the FDE’s long-term EU-wide target of 100%. The front-of-pack information is systematically complemented with additional GDA values in a nutrition table on back of pack for these same products, thus providing consumers with the appropriate information to contextualise and make informed choices. In 2011, Nestlé also committed to deploy GDA labelling worldwide to ensure all our consumers access this useful information (already 45.2% achieved in global sales value at end of year).

We also aim to communicate environmental information to our consumers, and all business units are encouraged to embed Creating Shared Value and sustainability into their business strategy and consumer communication. These environmental and socio-economic dimensions are of increasing interest to the public and our trade partners, and complement our existing focus on taste and nutrition.

Promoting daily hydration with water
Healthy habits, including drinking water regularly throughout the day, should be acquired during childhood. Surveys have confirmed that mothers recognise good hydration as important and most often think their children are not sufficiently hydrated but do not know how much is needed.

To better help parents, we endeavour to make recommendations engaging and educational. Information campaigns are being deployed in the public press and the Nestlé Nutritional Compass® on product labels proposes practical tips. The taste of various bottled waters is also described on the labels to encourage awareness and enjoyment, and bottles for children's lunchboxes are made attractive and convenient for little hands.

Other key caregivers are also involved. Teachers, for example, are offered appealing hydration toolkits within the WET initiative and, increasingly, within the Nestlé Healthy Kids curriculum. Our Healthy Kids Programme already reaches 4 million children and is active in more than 50 countries.

To equip communities further, the Nestlé Nutrition Institute provides healthcare professionals with the latest information on hydration.
Digital tools and support for consumers

In an increasingly digital age, with over 50% of consumers globally considering the internet as a key resource for nutrition or health (up to 78% in countries such as France, UK, Canada, Australia and Japan), providing interactive support online has been and will continue to be a focus for Nestlé. Working at a country level to ensure communication is culturally tailored, we aim to provide practical information and interactive tools to support consumers in making informed choices about their diet and lifestyle. Websites are complemented with newsletters, practical videos on YouTube, Facebook communities and mobile apps.

Germany
Nestlé Ernährungsstudio (Nutrition Studio), launched in 2005, is one of the most popular nutrition websites in Germany. Consumers can email nutritionists with questions and sign up to a personalised coaching programme offering tailored individual weekly nutrition and fitness plans. In 2011, there were over 380 000 registered users and more than three million visits.

Spain
Nestlé Spain offers consumers a comprehensive source of nutritional information, a cooking site with recipes with nutrition facts, advice and ideas for healthier eating and Nestlé TV – which has a dedicated wellbeing channel. There are also live online chat sessions with nutritionists.

Australia
Exploring the principle that health and happiness often go hand-in-hand, Nestlé Australia is currently evaluating “how happy and healthy” Australians are.

The Happily Healthy Quotient, the first study of its kind, offers consumers the opportunity to have their level of fulfilment with life rated based on their answers to a 10-minute survey looking at both lifestyle factors and emotional responses. More than 80 000 people had taken part by the end of 2011. Once participants have completed the survey, a team of experts in psychology, nutrition and fitness, provide them with tips to improve their lifestyles and overall wellbeing.

Japan
Nestlé Japan responded to a key concern of their consumers, weight management, by providing an innovative smart phone app to help consumers track and achieve their goal of reaching a healthy weight.

The app provides healthy recipes, weight assessment and goal setting, as well as easy tracking and management of calories.

Brazil
Nestlé Brazil provides consumers with a variety of interactive tools including BMI calculator, personalised recommendations on diet using the Brazilian Food Pyramid, food calorie search and guidance on exercising at home.
Healthy Kids Programme

The large-scale and increasing global health and development burden posed by non-infectious diseases is a concern to Nestlé. Solving this issue requires the involvement and cooperation of many parties including scientists, academics, consumers, health leaders, the food and beverage industry and national and international authorities.

The objective of the Nestlé Healthy Kids Global Programme, which started in 2009, is to raise nutrition, health and wellness awareness of school-age children around the world, and we intend to implement the scheme in all countries where we have direct operations.

The Nestlé Healthy Kids Global Programme forms an integral part of our commitment to improving global nutrition and health through the promotion of greater awareness, improved knowledge and effective practice of healthy eating and regular physical activity. We believe that regular exercise and healthy eating helps children achieve and maintain a healthy body weight. Education is therefore a powerful tool for ensuring that children understand the value of nutrition and physical activity, and continue leading healthy lives as they get older.

The programme is based on multi-partnership approaches, and more than 50 Healthy Kids programmes around the world are endorsed by national ministries of health or education. Additionally, Nestlé works together with over 250 other organisations including NGOs, nutrition institutes, national sport federations and local governments. While our nutrition expertise is at the heart of these programmes, Nestlé is not an education specialist, and Healthy Kids programmes are therefore implemented by our partners and designed in collaboration with them.

Global reach
In 2011, Nestlé Healthy Kids programmes reached more than six million children and pilot programmes started in countries such as Belarus, Bulgaria, Czech Republic, Georgia, Jamaica, New Zealand, Nigeria, Panama, Serbia, Trinidad and Tobago. At the end of 2011, there were 65 programmes operating in 60 countries and another 21 are in the pipeline for 2012 to 2014.

Adapting to local circumstances
As well as fulfilling stringent criteria, each programme is carefully monitored and evaluated and varies from country to country. With every country or community facing a different set of challenges, each solution must be based on a thorough understanding, and must also be tailored to local health needs if they are to truly succeed over time.

Nestlé Healthy Kids Programme – global criteria

- Assessment of community needs.
- Focus on nutrition education and physical activity for school-age children.
- Expert implementing partners.
- Intensity of the programme to ensure impact.
- Corporate programmes, therefore unrelated to product brands and marketing.
- Programme monitoring and evaluation.
Challenges, improvement areas and future plans

- Monitoring and evaluating results will be a key improvement area for 2012. Some of the pilot programmes did not meet expectations and were therefore abandoned in 2011.
- Healthy Kids programmes' implementation was delayed in several countries, in particular in Africa, where some challenges did not yet allow for the criteria to be met.
- The global financial crisis also had consequences, for instance in Greece, where one of the two pilot programmes was abandoned to refocus resources on one programme.
- While scaling up the programme is important, the emphasis in 2012 will be on deepening quality and impact of existing programmes and widening the partnerships to new expert groups.

Ecuador – Nutrir programme

The Nutrir programme in Ecuador teaches children in public schools important and practical topics on the basics of healthy eating habits, food safety, physical activity and hygiene. Some unique aspects of the programme include teaching children about local Ecuadorian products and setting up organic family orchards in the area. Launched in 2009, the programme has now reached 62,000 children in 300 schools across the country. The teaching material is reviewed by the Ministry of Education and Ministry of Sport. Tests before and after the schemes have shown a gradual increase in nutrition knowledge with 60% of children having improved their knowledge on matters related to nutrition.

Italy – NutriKid

Nestlé Italy’s NutriKid programme offers a variety of teaching material to make learning about nutrition engaging and memorable and, in an effort to adapt to new needs and habits of society, the programme has been revamped to include a range of foods present in Italian society. In 2011, the programme reached 60,000 primary school-age children in 400 public schools in the country, and results show that 99% of the children monitored have started a regular habit to have breakfast.