**Ambition**

Bringing tasty and balanced diets within reach for billions, today and for generations to come

**Key strategic pillars**

**PORTFOLIO & PRODUCTS**
Better options in categories we choose to serve and right products for most needs and incomes

**COMMUNICATION & SERVICES**
Information and services to encourage responsible consumption and nutritious choices

---

**Global portfolio**

Food and Beverage (65%): water, culinary, dairy, coffee, beverages, breakfast cereals, confectionery, ice-cream

Specialized Nutrition (16%): maternal, child, active lifestyle and medical nutrition

Petcare (19%): pet food and clinical nutrition for cats and dogs

---

**Our human food portfolio: nutritional value and role in a balanced diet**

- **HSR < 1,5 (21%)**
  - Occasional Indulgence
  - Treats to enjoy in moderation

- **HSR 1,5-3 (22%)**
  - Mindful Enjoyment
  - Consumed mindfully as part of a balanced diet and lifestyle

- **HSR ≥ 3,5 (37%)**
  - Daily Goodness
  - Consumed regularly as part of a balanced diet and lifestyle

- **HSR does not apply (20%)**
  - Specialized Nutrition
  - Tailored to the nutrition needs of specific populations

---

**Priorities by segment**

**GUIDE**
- Guide consumers towards balanced consumption
- Improve and maintain the nutritional value of our products
- For confectionery and ice cream, where local regulation allows:
  - All our children’s portions will be 110 kcal or less
  - All our multi-serve products will have clear front-of-pack portion guidance

**GROW**
- Grow sales by 20 – 25 billion CHF by 2030
- Continue to invest in R&D to innovate and renovate our products, including through micronutrient fortification
- Expand our nutritious product offerings including our affordable nutrition range, plant-based foods as well as products for children and healthy ageing
- Allocate significant marketing spend

---

**Key commitments**

**TRANSPARENCY**
- Transparently report the nutritional value of our entire portfolio and in 13 countries, using government-endorsed nutrient profiling systems as a base

**RESPONSIBLE MARKETING**
- **Infant formula**: No promotion of formula for infants under 6 months of age in ALL countries globally and for babies under the age of 12 months as a minimum in 163 countries
- **Marketing to Children**: Restrict marketing of categories such as biscuits, confectionery and ice-cream to children under the age of 16

**SODIUM**
- Reduce sodium in key categories of our portfolio

---

**Tools**

**GOOD FOUNDATION**
- Improve the nutritional quality of products

**GOOD LABEL**
- Focus on familiar ingredients for consumers

**GOOD TASTE**
- Win consumers preference with tasty products

**GOOD BALANCE**
- Promote responsible marketing and balanced lifestyles

**GOOD ADVANTAGE**
- Highlight products goodness

---

1 Excluding associates and joint-ventures other than CPW
2 Portfolio data 2022 / Nutritional value based on Health Star Rating (HSR)
3 Baseline 2022, excludes infant formula 0-12 months. Assumes constant foreign exchange rates. May be adjusted should any material acquisitions or divestitures take place
4 For more information, refer to Nestlé Policy For Implementing the WHO Code