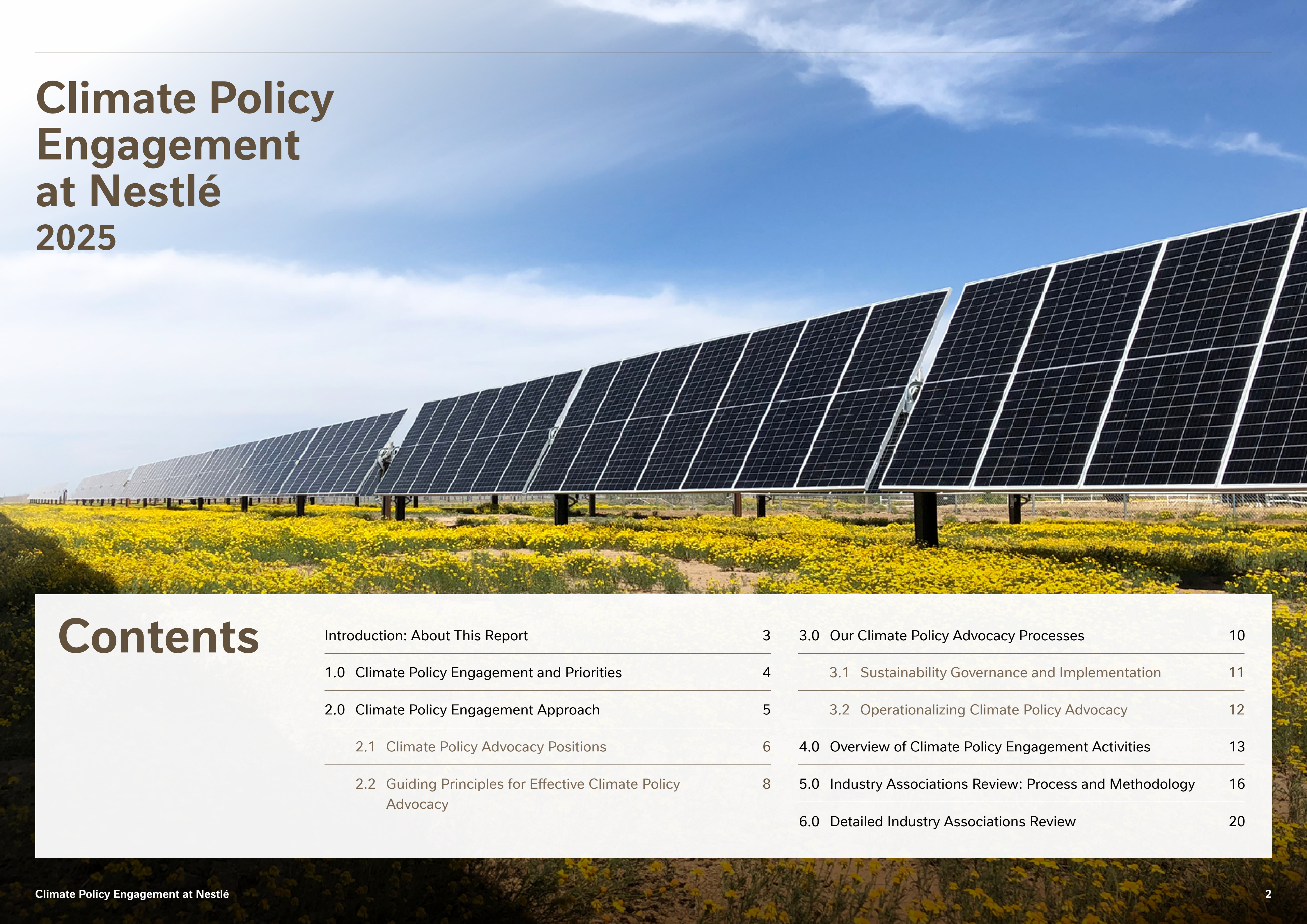
Good food, Good life

Climate Policy Engagement at Nestlé

2025



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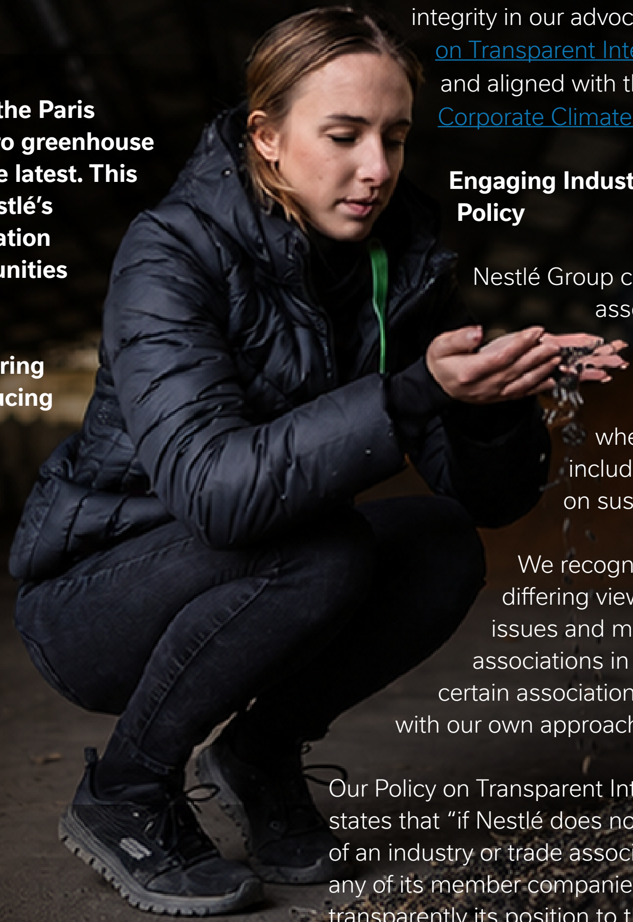
Introduction: About This Report

In alignment with the objectives of the Paris Agreement, we aim to reach net zero greenhouse gas (GHG) emissions by 2050, at the latest. This involves transformations across Nestlé's entire value chain, such as collaboration with suppliers, farmers, and communities to increase the use of regenerative agriculture practices, investment in logistics, packaging and manufacturing activities, and actions aimed at reducing the risk of deforestation. Details of these initiatives can be found in our Net Zero Roadmap**. Nestlé's progress is underscored by our achievement of a 24.5% net reduction in absolute emissions in 2025 versus a 2018 baseline, ahead of schedule.**

Driving meaningful climate progress requires collective commitment and collaborative action. We advocate for policies aligned with the goals of the Paris Agreement through both direct engagement as well as participation in industry groups and trade associations. By actively using our voice, global reach, and industry influence, we work to accelerate systemic change, mobilize collective action, and drive tangible progress.



We are committed to leveraging our influence to accelerate the transition to a net zero future by helping establish an enabling environment. We do this through proactive engagement with peers, industry coalitions, and policymakers to support clear and ambitious regulatory frameworks that drive meaningful emissions reductions.

We maintain the highest standards of transparency and integrity in our advocacy efforts, guided by our Policy on Transparent Interactions with Public Authorities and aligned with the Global Standard on Responsible Corporate Climate Lobbying.

Engaging Industry Associations on Climate Policy

Nestlé Group companies participate in industry associations and business-driven coalitions around the world. We join these organizations to advance progress on topics where collective action is needed, including to support our own progress on sustainability.

We recognize that some companies hold differing views on sustainability and climate issues and may exert influence within industry associations in which we participate. As a result, certain association positions may not be fully aligned with our own approach or priorities.

Our Policy on Transparent Interactions with Public Authorities states that "if Nestlé does not agree with an agenda or position of an industry or trade association, or industry alliance or any of its member companies, Nestlé should communicate transparently its position to the industry organization. Nestlé reserves its right to act as an individual company and engage independently with public authorities. In this context, Nestlé will use best efforts to prevent the misrepresentation of its positions by the industry organization."

To ensure adherence to this policy, we undertake a comprehensive annual assessment to identify any material misalignments between our climate-related positions and the positions or activities of those industry associations in which we participate.

We publish this assessment yearly in our Climate Policy Engagement report, providing a transparent and accurate overview of our climate policy priorities and engagement with key industry associations of relevance to Nestlé at a global, regional, and country level. While this report focuses mainly on climate policy, it is important to note that Nestlé's advocacy in sustainability extends to other topics, including packaging and circularity, human rights, non-financial reporting, and others not covered in this report.

This year's report builds on the prior year's approach, including an industry association evaluation conducted by ERM, an independent global sustainability advisory firm. The assessment methodology is outlined in Section 5.0.

Business Conduct On Policy Engagement

On all matters, Nestlé's advocacy is governed by the principles and guidance of Nestlé's Policy on Transparent Interactions with Public Authorities. It is designed to ensure that all interactions with public authorities on behalf of Nestlé are conducted in accordance with applicable national and local laws and regulations, established corporate business principles, and internal company rules. It also requires that these activities are conducted transparently and professionally, and that relevant Nestlé employees and authorized third parties assigned to conduct lobbying activities regulated by law have a clear understanding of what comprises transparent and responsible lobbying. The Executive Vice President General Counsel, Corporate Governance and Compliance, who is an Executive Board member, and the Deputy Executive Vice President Chief Communications Officer co-own this policy. Both position holders sit on Nestlé's Environmental, Social, and Governance (ESG) & Sustainability Council. As such, they maintain a comprehensive overview of climate advocacy activities at Nestlé and formally approve this Nestlé Climate Policy Engagement Report.

1.0 Climate Policy Engagement and Priorities

Nestlé supports progressive climate action across all economic sectors, aligning our strategy with the Paris Agreement's goal of limiting global temperature increases to 1.5°C above pre-industrial levels. We also support government leadership to strengthen the policies, incentives and legislation that will drive the necessary business action to halt and reverse nature loss by 2030, in line with the Kunming-Montreal Global Biodiversity Framework. In addition, Nestlé's efforts are aligned with Sustainable Development Goal (SDG) 6 (Clean Water and Sanitation) through our commitment on water stewardship, including upholding the human right to water and sanitation and supporting access to safe water, sanitation, and hygiene.

We recognize that climate change, biodiversity loss, and water security are interconnected challenges that require coordinated global solutions.

Driving Policy Action Through Global Engagement

We actively support strengthened ambitions on climate and nature through multilateral processes, including the United Nations Framework Convention on Climate Change Conference of the Parties (UNFCCC COP) and the United Nations Convention on Biological Diversity Conference of the Parties (UN CBD COP).

Agriculture plays a unique role in both reducing emissions and addressing biodiversity loss. Transforming food and farming systems is critical for mitigating climate change and enhancing ecosystem resilience. We actively engage in global initiatives to advance regenerative agriculture and sustainable food ecosystems, including at the UN Climate Change Conference in Belém, Brazil (UNFCCC COP30) in 2025, the three Rio Convention COPs in 2024 (i.e. UNFCCC COP29 in Baku, Azerbaijan, the Convention on Biological Diversity (CBD) COP16 in Cali, Colombia, and the UN Convention to Combat Desertification COP in Riyadh, Saudi Arabia), as well as the London and New York Climate Action Weeks.

Our approach to climate advocacy consists of advancing climate and nature policies in parallel, because our industry relies on the role of nature-based solutions to improve resilience to address the negative impact of climate change. These processes reinforce each other to drive systemic change. To drive progress, we have set clear priorities for climate policy engagement at global, regional, and national levels, working collaboratively to accelerate the transition to a more sustainable future.

Scope Of Our Climate Policy Engagement

Our efforts apply to all affiliates of the Nestlé Group, where the financial results of these companies are fully consolidated within Nestlé's financial reporting. This is typically the case when Nestlé owns directly or indirectly more than 50% of the shareholding of such a company.

Our Priorities On Climate Policy Advocacy

We have identified key climate advocacy priorities to drive meaningful emissions reductions and systemic change. These are:

1. Advocating for higher global ambition on fair, clear, and harmonized rules for target setting and reporting progress
2. Improving corporate accountability
3. Encouraging more regenerative forms of agricultural production
4. Helping to end deforestation risk and support Scope 3 carbon removals via natural climate solutions
5. Enabling more sustainable logistics
6. Supporting access to renewable electricity and energy
7. Improving consumer communications and claims

We ensure that our advocacy efforts remain consistent, principled, and scientifically grounded by promoting Paris Agreement-aligned policies within trade associations and private sector coalitions at global, regional, and local levels.

For comprehensive insights into our strategic approach, refer to our Net Zero Roadmap, which provides an in-depth exploration of each engagement priority.

2.0 Climate Policy Engagement Approach

We actively engage with stakeholders, including governments and industries, to encourage fair and ambitious policies that support the transition to a sustainable low-carbon economy. We believe that this engagement is critical to aligning our business strategy with global efforts to combat climate change. Our climate policy engagement approach is carried out through both direct and indirect engagement – directly through our own advocacy efforts and indirectly through industry groups and trade associations.

2.1 Climate Policy Advocacy Positions

Advocacy position	Description
Increasing global ambition	Despite significant progress to date, the world has still not raised its collective ambition level enough to limit global temperature increases to 1.5 degrees. We advocate for the development ambitious and investable Nationally Determined Contributions (NDCs) that align with the 1.5 degree pathway. This includes supporting a regenerative food system approach at scale to reach net zero. We also encourage governments to translate their NDCs and other COP commitments into national and/or regional legislation to ensure progress. That is why we support policy instruments that can help countries achieve the objectives of the Paris Agreement. These encompass policies that apply a meaningful price on carbon emissions (e.g. carbon taxes, cap-and-trade system), when they are part of a broader policy framework that supports ambitious NDCs, when they are based on robust and transparent modeling of expected outcomes, and when they set a fair price on carbon to drive meaningful change and avoid carbon leakage.
Improving corporate accountability	To build trust in corporate actions on climate, we support the development of ambitious and clear voluntary and regulatory requirements for net zero commitments and disclosures. A level playing field with widely agreed standards would help raise ambition levels across the private sector and ease the implementation of our own plan. In particular, we support standards that drive dual accounting of both market and location-based GHG accounting, which provides a full and accurate picture of companies' decarbonization activities.
Encouraging regenerative agriculture	We support and encourage policy measures to incentivize the transition towards regenerative agriculture practices as the norm for agricultural production in the food industry and beyond. To complement and scale voluntary action, we need to raise policy maker awareness of the benefits of regenerative agriculture. These benefits include climate mitigation and adaptation, enhanced biodiversity across soils, ecosystems, and water systems, and improved water retention-while also supporting farm resilience by maintaining productivity and protecting profitability. We encourage the development of harmonized frameworks that clearly define regenerative agriculture. This will ultimately help measure progress consistently across the board and help scale up implementation of regenerative agriculture practices. This will enable additional public-private funding to incentivize farmer adoption of these practices at scale. We support increased public and private research and development investment into regenerative agriculture, including seeds, low-carbon fertilizers, solutions for the traceability of raw materials, soil health monitoring, and biocontrol solutions.
Supporting Scope 3 carbon removals via natural climate solutions	There is an urgent need for clearer and more widely accepted international standards on the value of high-quality Scope 3 carbon removals within value chains, and recognition that these form an essential part of reaching net zero in the land use sector. Scope 3 carbon removals, in the form of natural climate solutions (NCS), offer multiple potential co-benefits, including safeguarding biodiversity and water resources and generating positive social impacts. Scope 3 carbon removals also reflect a long-term commitment to our sourcing regions and communities on the ground. Reflecting this, NCS should be promoted by governments, policymakers, and companies with significant land-based footprints (e.g. agriculture and food companies), and supported by robust standards including clear accounting, monitoring, reporting, and verification rules. We advocate for NCS to be an allowed and recommended tool to fight climate change, regulated under the GHG Protocol Corporate Accounting and Reporting Standard (GHG Protocol), Science Based Targets initiative (SBTi), and other recognized standards. Governments should recognize the NCS contribution – that goes far beyond carbon – through inclusion in Nationally Determined Contributions and National Biodiversity Strategies and Action Plans.

Advocacy position	Description
Enabling more sustainable logistics	Public policy has a big role to play in supporting the rollout of intermodal transport and rail corridors and the development and commercialization of lower-carbon transport options. Delivering radical reductions in emissions also relies on logistics providers, particularly truck and ocean freight services, to accelerate delivery of lower-carbon options for shippers like Nestlé. We advocate for the development of the right regulatory environment, specifically policies and public investment supporting intermodal transport and rail corridors. We also advocate for technological development, commercialization and public investment, for electric, hydrogen, and biogas infrastructure, including charging stations. We also advocate for the provision of low-carbon solutions to accelerate the decarbonization of shipping and distribution networks.
Supporting access to renewable electricity and energy	More infrastructure that increases the availability of renewable energy is needed in many parts of the world, as are energy efficiency initiatives and the adoption of new technologies, supported by public and private investment. We advocate for pledges and policies that promote the uptake of clean energy and for clear standards on methodology for calculating the Scope 3 emissions impacts of renewable energy and alternative fuels. We also advocate for aligned definitions on accepted mechanisms for claiming renewable energy consumption. We advocate for policies consistent with applying a meaningful price on carbon emissions, which will help enable access to lower-carbon technologies such as alternative fuels for maritime shipping.
Improving consumer communications and claims	Net zero, carbon neutral, climate positive, and carbon negative are among many terms now being used by companies to communicate how corporate roadmaps and products are helping them reduce their environmental footprint. While some are clearly defined and standardized, others are less so, which can cause confusion for consumers and stakeholders. We advocate for clear international standards so companies can make credible claims based on life cycle assessments for products to allow consumers to engage in the decarbonization efforts of companies.

2.2 Guiding Principles for Effective Climate Policy Advocacy

We believe legislation and regulations should be guided by the following key principles:

Strong Institutional Frameworks For Climate Action

Climate policies should be built on a clear, comprehensive, and well-structured institutional framework that defines long-term decarbonization and adaptation objectives while setting mid-term goals to track progress. Legislation should foster policy harmonization to minimize administrative burdens and avoid unnecessary complexity that does not drive meaningful action. Climate legislation should define clear institutional frameworks for climate change policy and ensure climate goals are effectively implemented.

Transparency, Accountability, And Oversight

For climate policies to be effective, transparency and accountability must be at their core. Both the public and private sectors should be required to disclose climate-related risks, actions, and progress in a standardized and verifiable manner.

Climate legislation should establish measurement, reporting, and verification systems to track progress and monitor compliance. The legislation should define how governments or other authorities will oversee the implementation of these policies.

Fair And Equitable Financing For Decarbonization

Transitioning to a low-carbon economy requires significant investment, and the financial burden should be distributed fairly.

Climate legislation should define how governments will finance the implementation of climate policies, including cooperation with the private sector. Clear and equitable rules are required to ensure that efforts are imposed proportionally on all actors.

Just Transition: Ensuring Fair Livelihoods And Dignified Work

People must be at the center of climate action because a just transition to a net zero economy depends on the ability of farmers, communities, and industries to adapt and thrive. Governments should implement measures that support those most affected by policy-driven economic and industrial transitions.

For policies on food systems transformation, transitioning to less carbon-intensive production methods such as regenerative agriculture must safeguard fair livelihoods and dignified work for all people across the food value chain.

Driving Consumer And Societal Behavior Change

Consumers play a crucial role in shaping market demand and influencing business to accelerate a just transition.

Climate legislation should encourage and incentivize industries to provide clear and transparent science-based information and services that empower consumers to make informed choices on sustainable options.

Embedding Climate Considerations Across All Policy Areas

Public policies should be assessed through a climate impact lens to ensure consistency with the Paris Agreement's goals.

Climate legislation must enable the development of large-scale regenerative food systems that provide affordable, nutritious, and sustainable diets while promoting nature restoration and climate-resilient agriculture. Climate policies should adopt a holistic approach that ensures all sectors contribute meaningfully to a just transition.

Definitions

Advocacy

The process or act of supporting a cause or proposal. Our advocacy aims to directly and/or indirectly support decision-makers, stakeholders, and relevant audiences in the pursuit of a broader positive societal agenda and outcomes that are aligned with our business goals, framed by our corporate purpose and values, and built on science-based evidence. (Source: Black's Law Dictionary).

Lobbying

The term generally refers to oral or written communication with a public official to influence legislation, policy, or administrative decisions and includes any activity where an attempt is made to influence public decision-making processes. Lobbying can be direct or indirect (via industry associations or any other third-party entity). (Source: OECD's Lobbyists, Governments and Public Trust – 2014).

Industry Associations

In this report we consistently use the term 'industry associations' to refer to organizations founded and/or funded by businesses that operate in a specific industry. This terminology is used as a synonym of trade association, industry body, business association, or sector association. Generally, this covers all forms of business-led organizations. However, we also include in this report relevant partnerships with civil society organizations that convene businesses to collectively advocate and take a leading role on climate matters. This approach is in line with the Global Standard on Responsible Climate Lobbying, which requires transparency over alliances, coalitions, and thinktanks of which a given company is a member or to which it provides support.

Definition From The Global Standard On Responsible Climate Lobbying

The term 'corporate climate lobbying' refers to those activities carried out by corporations or their agents to directly or indirectly influence climate-significant policy decision-making by political or bureaucratic actors. Climate-significant policy refers to any environmental or non-environmental public policy with non-trivial implications – positive or negative – for realizing the temperature goals of the Paris Agreement. Such lobbying – also commonly known as advocacy – can have a significant impact on the stringency and effectiveness of public climate policy. It is not only a matter of societal concern, but also an issue of material, financial significance for corporations and their investors. For Nestlé, this means that climate legislation must enable the development of large-scale regenerative food systems that provide affordable, nutritious, and sustainable diets while promoting nature restoration and climate-resilient agriculture. Climate policies should adopt a holistic approach that ensures all sectors contribute meaningfully to a just transition.

3.0 Our Climate Policy Advocacy Processes

We are committed to being a trusted leader in our sector. Building our business on clear principles and sound governance helps maintain trust in the Nestlé brand and reduce risk throughout our value chain.

It is Nestlé's objective that our climate policy engagement, whether directly with public officials or indirectly via industry associations, aligns with the Paris Agreement and the goal of restricting global temperature increases to 1.5ºC above pre-industrial levels.

Our priorities on climate policy engagement are transparently outlined in our Net Zero Roadmap, supporting ambitious government policies and private sector leadership to ensure all sectors move quickly towards rapid and sustained reductions in carbon emissions in line with the goals of the Paris Agreement.

We provide specific guidance to our local market teams on aligning advocacy and external engagement activities with the goals of the Paris Agreement, applying our Policy on Transparent Interactions with Public Authorities.

Disclosure of our climate policy engagement is important to enhance transparency and trust. That is why we support the Global Standard on Climate Responsible Lobbying and use it to guide our annual Nestlé Climate Policy Engagement Report disclosure.

3.1 Sustainability Governance and Implementation

Nestlé's sustainability governance is fully integrated into the corporate structure, ensuring alignment with the company's purpose, enabling strategic objectives, and supporting our commitments.

1. **The Board of Directors** provides oversight, approves, and is responsible for Nestlé's ESG & Sustainability strategy and organization.
2. **The Executive Board** is responsible for the execution of the ESG & Sustainability Strategy.
3. **The Sustainability Committee** has oversight over the structure and content of Nestlé's ESG & Sustainability reporting and validates that the overall approach is in line with Nestlé's strategy.
4. **The ESG and Sustainability Council** provides governance, strategic leadership, and execution support and drives the implementation of Nestlé's ESG & Sustainability Strategy, including the 2050 Net Zero Roadmap and on climate policy engagement, ensuring focus and alignment. It is chaired by our Executive Vice President Head of Strategic Business Units, Marketing and Sales and includes Executive Board members.

Board of Directors

The Board of Directors is responsible for our strategy and organization and provides oversight over our financial and non-financial performance and reporting. The Board of Directors approves our strategy and approves our *Non-Financial Statement* for submission to the Annual General Meeting.

Board Committees

Sustainability Committee (SC)

The SC has oversight over the structure and content of our non-financial reporting and validates that the overall approach is in line with our strategy.

Audit Committee (AC)

The AC has oversight over the accuracy of our financial and non-financial reporting.

Compensation Committee (CC)

The CC has oversight over our compensation and benefits policies.

Executive Board

The Executive Board is responsible for the definition and execution of our sustainability strategy, which includes ensuring compliance with mandatory reporting obligations.

Creating Shared Value (CSV) Council

The CSV Council is an external advisory body that advises senior management on a range of sustainability issues.

ESG and Sustainability Council

The ESG and Sustainability Council provides strategic leadership and execution support. It drives the implementation of our sustainability strategy, including our Nestlé Net Zero Roadmap, ensuring focus and alignment.

Scope:
- Nestlé Net Zero Roadmap
- Packaging sustainability
- Water
- Responsible sourcing
- Human rights
- Communications
- Advocacy
- Systems and non-financial reporting

Nutrition, Health and Wellness (NHW) Council

The NHW Council is responsible for leading our Nutrition, Health and Wellness strategy and overseeing its deployment for the Group.

Scope:
- Nutrition
- Systems and non-financial reporting

Key:
- Approves
- Reports
- Advises

3.2 Operationalizing Climate Policy Advocacy

Advocacy teams in Nestlé's respective markets deliver their plans on climate policy engagement which are aligned to global priorities.

Advocacy Coordination Group (ACG)

The Advocacy Coordination Group (ACG) coordinates and provides strategic guidance on all of Nestlé's advocacy efforts, which are aligned with the company's ambition to advance regenerative food systems at scale and our long-term strategy of creating shared value.

The key role of the ACG is to align the advocacy strategies devised and carried out by the Climate Change and Nature Advocacy Working Group (CNAWG). Proposals raised by the CNAWG for validation are shared by the ACG with the ESG and Sustainability Council.

The ACG is chaired by the Executive Vice President Group General Counsel, who is also an Executive Board Member, and coordinated by the Global Head of Public Affairs.

Climate Change And Nature Advocacy Working Group (CNAWG)

The CNAWG coordinates and provides strategic guidance on Nestlé's climate policy advocacy. Its primary objective is to guide activities that support delivery of Nestlé's Net Zero Roadmap, with a focus on scaling regenerative agriculture as the company's main intervention and creating an enabling environment for complementary actions to safeguard nature.

To deliver progress on this agenda, CNAWG has established specific environmental advocacy priorities.

The CNAWG provides tools and guidance to enable climate policy engagement at a global, zone, and market level in line with business priorities. It is a platform to develop effective strategies and execution of engagement efforts both globally and within specific local contexts.

Market-Level Climate Policy Engagement

Advocacy teams in Nestlé's respective markets deliver their plans on climate policy engagement, aligned to global priorities while maintaining definitions and implementation strategies specific to the local context.

To manage the local execution of climate policy engagement at Nestlé, Market Heads must ensure compliance with the Nestlé Policy on Transparent Interactions with Public Authorities through delegation to Market Corporate Communication, Public Affairs, Corporate & Government Affairs, and Legal & Compliance.

4.0 Overview of Climate Policy Engagement Activities

This report provides an overview of Nestlé's climate policy engagement activities in 2025, based on our self-assessment of the most material advocacy activities related to climate-related regulation processes. The assessment focuses on a subset of the seven key priorities identified in Section 1.0—specifically priorities 1–4 and 6—covering both direct and indirect climate advocacy. For an additional, outside overview, please refer to InfluenceMap's review of Nestlé's climate policy advocacy activities.

Below are several examples of our climate policy engagement activities in 2024 and 2025, aligned with our key priorities for this assessment.

Ambitious Climate and Nature action

- **Reaffirmation of commitment to achieve 2030 targets:**
  In 2025 Nestlé's climate policy engagement activities consisted in reaffirming Nestlé's commitment to achieve our 2030 climate targets, providing confidence to stakeholders on this direction of travel. Nestlé communicated this in a dedicated webcast.

- **Support to Business for Nature and the World Business Council for Sustainable Development (WBCSD) to safeguard natural resources:**
  Nestlé provided ongoing support to Business for Nature and the World Business Council for Sustainable Development (WBCSD) in calling for strong policy action by policymakers to safeguard natural resources during global events such as New York Climate Week, London Climate Week, and COP30.

- **Participation in Brazilian Climate Plan:**
  Throughout 2025, Nestlé actively engaged in the Brazilian government's Climate Plan participatory processes, with a particular focus on sectoral mitigation and adaptation plans. Through this ongoing engagement, we particularly focus on sectoral mitigation and adaptation plans, enabling us to contribute to the technical debate and align our strategy with the Brazilian national climate pathway.

- **Engaging through Ceres on dairy sector decarbonization:**
  Nestlé US joined the Ceres Dairy Leadership Roundtable, which was created to support collaboration across the dairy sector's sustainability transformation. Throughout 2025, discussions focused on the need for co-financing strategies and trusted farm advisors to support feed additive adoption, growing interest in demand-signaling strategies to help scale these solutions, and a shared recognition that collaboration across the value chain will be essential. This is closely tied to Nestlé's climate ambition, as decarbonizing agricultural supply chains is a key lever for reducing food system emissions. Nestlé was also recognized in the Ceres Food Emissions 50 Company Benchmark for its efforts to reduce food system emissions.

- **Participation in the UN FAO Hand-in-Hand Investment Initiative:**
  Nestlé participated in the UN Food and Agriculture Organization's Hand-in-Hand Investment Initiative as part of the World Food Forum Flagship Event.

- **Participation in Mexico's National Agreement on the Human Right to Water and Sustainability:**
  In 2024, Nestlé México signed the National Agreement on the Human Right to Water and Sustainability promoted by President Claudia Sheinbaum through the National Water Commission. The agreement aims to guarantee access to water, ensure quality, and promote its efficient use, and involves the participation of all three levels of government (federal, state, and municipal), as well as industry, agriculture, and communities.

Regenerative Agriculture And Land Use

- **Policy engagement on regenerative food systems at COP30:**
  At COP30, Nestlé Brazil reinforced its leadership in the transition to regenerative food systems through strategic policy engagement, partnerships, and multistakeholder dialogue. Active participation in official negotiation spaces and dedicated dialogue platforms supported the alignment of sustainable agriculture concepts and metrics, the recognition of regenerative practices in climate policies, and improved access to financial mechanisms. These efforts contributed to stronger supply chains and greater institutional recognition of sustainable agriculture and the bioeconomy.

- **Engagement in EU policy discussions on regenerative agriculture:**
  In 2025, Nestlé actively contributed to policy discussions with the European Parliament and the European Economic and Social Committee (EESC) to promote a shared understanding of regenerative agriculture and encourage better alignment of Common Agricultural Policy (CAP) funding with farmer income and competitiveness objectives.

- **Advocacy on the European Deforestation-free Regulation (EUDR):** As a member of the EU Cocoa Coalition and the EU Sustainable Supply Chains Coalition, Nestlé actively advocated against both a reopening and delay of the EUDR, including several position statements, bilateral and public outreach, as well as participation in an event held at the European Parliament.

- **Support for the EU Soil Monitoring and Resilience Law:** Nestlé supported the EU Soil Monitoring and Resilience Law by co-signing an industry statement led by One Planet Business for Biodiversity (OP2B) and coordinated through industry platforms. The statement called for an ambitious and well-designed framework to protect and restore soil health while ensuring adequate financial support for farmers. Through this engagement, Nestlé reinforced the recognition of soil health as a strategic asset for Europe's agrifood system and highlighted the importance of private public partnerships to de-risk and scale the transition towards regenerative agriculture.

- **Partnership with National Institute for Agricultural Research to advance regenerative dairy farming in Chile:** Nestlé Chile strengthened its leadership in sustainable agriculture through a strategic alliance with the National Institute for Agricultural Research (INIA), aimed at accelerating the adoption of regenerative practices in the fresh milk value chain. The collaboration includes field pilots implementing practices such as cover crops, soil care, and biofertilizers, and builds on existing cooperation supporting farms transitioning towards carbon neutral systems to generate scientific evidence on soil health, biodiversity, carbon footprint, and long term scalability across Chile. With this alliance, Nestlé and INIA are setting a national benchmark for regenerative agriculture, combining public research expertise and global innovation to shape a more sustainable and competitive agricultural future for Chile.

- **Participation in the Action Agenda on Regenerative Landscapes and the WBCSD Landscape Accelerator:** Nestlé participated in the Action Agenda on Regenerative Landscapes, demonstrating the role of the private sector in supporting the transition of large agricultural landscapes to regenerative landscapes by 2030. Nestlé also joined the WBCSD Landscape Accelerator in Brazil.

- **Support to the adoption of SAI's "Regenerating Together" framework:** Nestlé deployed efforts to advance alignment across the private sector behind the outcome-based Regenerating Together Program hosted on the Sustainable Agriculture Initiative (SAI) platform and designed to expand regenerative agriculture globally.

- **Engagement in the update of Brazil's climate strategy and NDCs:** For Nestlé Brazil, the Brazilian government's process to update its climate strategy and NDCs represented an opportunity to advance key priorities: aligning the concept of sustainable agriculture and emissions metrics for the dairy and livestock sectors. Through active engagement in policy discussions, national platforms, and knowledge generation, we contributed to the recognition of regenerative agriculture in climate policies, supporting stronger supply chains and the consolidation of sustainable agriculture and bioeconomy concepts.

- **Leading role in the B20 Sustainable Food Systems and Agriculture Task Force:** Nestlé South Africa led the B20 Sustainable Food Systems and Agriculture Task Force, supporting countries in strengthening food security through resilient agricultural value chains. The resulting paper calls for building robust agrifood supply chains, promoting inclusive livelihoods for women and youth, integrating trade into food security, and advancing sustainable, climate-resilient agricultural practices.

- **Strengthening sustainable coffee production in the Philippines:** Through Project Coffee++, Nestlé Philippines is advancing regenerative agriculture by working with government, private sector, and farmer groups to strengthen sustainable coffee production in Mindanao. The initiative includes training 3,000 coffee farmers on Farmer Business School and regenerative agriculture practices to help improve soil health, farm resilience, and farmer livelihoods while supporting a sustainable coffee supply chain.

- **Developing an e-learning course:** In partnership with the Department of Agriculture, the Agricultural Training Institute (DA-ATI) and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Nestlé Philippines developed an e-learning course on regenerative agriculture hosted on the DA-ATI e-Extension platform, and distribute the Regenerative Agriculture Calendar with Money In and Out to over 3,000 Robusta coffee farmers in Mindanao to promote sustainable and climate-resilient coffee farming practices.

Renewable Energy

- **Expansion of renewable energy capacity and supply:**
  Through FoodDrinkEurope, Nestlé has continued advocating for the expansion of renewable energy capacity, calling on the European Commission to implement measures to reduce energy costs and expand renewable energy supply, while maintaining food security and boosting sustainable food production across Europe.

- **Grid reliability and modernization:**
  In the United States, Nestlé joined Ceres in calling for practical, market-based solutions to lower costs and strengthen the resilience of the nation's aging electricity grid. We signed and supported multi-state customer statements coordinated by Ceres, advocating for grid modernization, improved reliability, cost-effective investments, upgrades to transmission infrastructure, and advanced transmission technologies.

- **Energy market reform and clean energy transition in Brazil:**
  In 2025, Nestlé Brazil played an active role as an associated company in ABRACE Energia, a Brazilian association representing large energy consumers, by contributing to discussions on the Energy Sector Provisional Measure, particularly regarding the removal of cost burdens on renewable fuels and clean energy sources in the voluntary market. We also participated in public consultations on the carbon market and the Certificate of Origin for Biomethane, showcasing our biomethane plant as a concrete example of our decarbonization strategy and commitment to achieving Net Zero production by 2030.

- **Zero-emission targets for transport:**
  In October 2025, Nestlé co-signed an industry letter urging the European Commission to set binding zero-emission targets for large shippers and buyers of transport services, highlighting the need for the supply of zero-emission vehicles, the deployment of charging infrastructure and a grid rollout across the EU.

- **Participation in ANDI's Colombian Decarbonization Committee:**
  In 2024, Nestlé participated in the Decarbonization Committee of the Asociación Nacional de Empresarios de Colombia (ANDI), where it addresses various topics focused on the challenges of mitigation and risk management. To this end, three working groups have been formed: one focused on carbon markets, another on the value chain, and a third on freight transport, with special attention to interurban transport. These groups have been and will continue to work on an action plan for the period 2025-2027.

Corporate Accountability

- **Participation in multi-stakeholder coalitions through CEBDS:**
  Through the Brazilian Business Council for Sustainable Development (CEBDS), Nestlé engages with civil society and business partners to accelerate progress on corporate accountability objectives. One notable initiative includes the Brazilian Coalition for Decarbonization of Agribusiness (Coalizão Brasil pela Transição Climática), a partnership between CEBDS and Boston Consulting Group aimed at accelerating sectoral targets aligned with Brazil's NDC, with recognition and engagement by the UNFCCC through its action agendas.

- **Participation in pilot project on climate and nature risk disclosure:**
  In 2024, with the support of the Danish Confederation of Industry, Nestlé participated in an ANDI pilot project aimed at understanding the actions that companies are implementing to manage climate change risk through self-assessment and the creation of personalized plans, following international frameworks such as Task Force on Climate-related Financial Disclosures (TCFD) (under the guidance of the International Sustainability Standards Board (ISSB)). The idea was to establish a link between climate and nature using the Taskforce on Nature-related Financial Disclosures (TNFD) standard. Both standards represent the most ambitious and demanding approaches according to national and international reporting frameworks, and even by funding sources.

In several regions, packaging and circularity continue to represent critical elements within the broader climate agenda. We also engage policymakers on packaging and circularity priorities as part of our wider commitment on decarbonization through industry associations including the Sustainable Food Policy Alliance, Asociación Nacional de Empresarios de Colombia, Associação Brasileira da Indústria de Alimentos, and Food Industry Asia, which are further outlined in section 6.0 Detailed Industry Associations Review.

Through our 2025 review of the engagements listed above, we confirmed that all of Nestlé's positions and advocacy activities are aligned with the aims of the Paris Agreement.

5.0 Industry Associations Review: Process and Methodology

This report covers 22 industry associations of which Nestlé is a member. We commissioned consulting firm ERM to assess the climate positions and advocacy activities of these associations to support Nestlé's evaluation of their alignment with our company's key priorities and climate policy positions.

Selection Process

Associations were selected for assessment based on a holistic consideration of the criteria outlined below:

- Significant annual membership fee paid to the association (> 50 000 CHF);
- Direct membership;
- Nestlé holds an influential position (e.g. Board seat);
- Nestlé regards the association as retaining significant influence over climate-related public policy;
- The association operates in regions or countries where we have significant business activities; or
- The association's climate-related advocacy efforts are of particular interest to key stakeholder groups.

The full list of industry associations included in the scope of this review is provided in the summary table.

Assessment Methodology

The assessment evaluated each industry association's alignment with Nestlé's stated climate policy positions across five climate policy topics. For each topic, associations were assigned one of four alignment outcomes: Aligned, Partially Aligned, Misaligned, or No Position. These outcomes were determined based on the methodology described below, using InfluenceMap data where available and desk-based review for topics or associations not covered by InfluenceMap.

These five topics are informed by Nestlé's own climate policy positions and the criteria used by InfluenceMap to assess industry associations in its scoring database.

No.	Climate Policy Position	Description
1	Ambitious Climate Action	Does the organization have a clear position on climate science and support the UNFCCC process on climate change, including support for the aim of the Paris Agreement?
2	Land Use	Is the organization supporting policy and legislative measures to enhance and protect ecosystems and land where carbon is being stored?
3	Renewable Energy	Is the organization supporting policy and legislative measures to address climate change, renewable energy legislation, targets, subsidies, and other policies?
4	Corporate Accountability	Does the organization support the development of ambitious and clear voluntary and regulatory requirements of corporations for net zero commitments and disclosures?
5	Regenerative Agriculture	Does the organization support policy measures to incentivize the transition to regenerative agriculture?

Use of InfluenceMap Data

Where available, analysis on industry associations covered by InfluenceMap was used to assess publicly available data on climate positions and advocacy activities between January 1, 2025 and December 31, 2025. Data points published before the assessment period were also considered where they reflected an adopted policy position that remained relevant and consistent with the association's current position or engagement activities, and where no more recent contradictory evidence was identified.

For industry associations covered by InfluenceMap, alignment outcomes for the policy areas of Ambitious Climate Action, Land Use, and Renewable Energy were determined using InfluenceMap's data and scoring system, based on the average InfluenceMap score for the relevant topic area.

The alignment outcomes were then categorized according to the following methodology:

- Aligned: Average score above 1
- Partially aligned: Average score between 0 and 1
- Misaligned: Average score of 0 or below
- No position: Not Scored (NS) or Not Applicable (NA) score

Desk-Based Review

For industry associations and policy topics not covered by InfluenceMap, a desk-based review was conducted. This also applied to the assessment of Corporate Accountability and Regenerative Agriculture, which were reviewed outside of the InfluenceMap scoring framework.

The desk-based review drew on publicly available sources, including industry associations' websites, policy statements, position papers, consultation responses, and other disclosed advocacy materials. These sources were used to assess each association's climate-related policy positions and advocacy activities.

For assessment through desk-based review, alignment outcomes were assigned based on the extent to which publicly available evidence demonstrated support for, partial support for, opposition to, or absence of a stated position on Nestlé's relevant policy position. Where evidence was mixed, the outcome reflected the balance and recency of available evidence.

Engagement Intensity

The assessment includes a measurement of intensity on climate policy engagement as a means to interpret the relative impact of areas of alignment and misalignment. For those associations found in the InfluenceMap database we looked at the "engagement intensity" metric (0-100%) and used the thresholds below to categorize. For those associations outside of the database, our market leaders applied their expert judgement to assign a band.

No meaningful engagement: **0-11%**

Low engagement: **12-24%**

Moderate engagement: **25-49%**

High engagement: **>50%**

Addressing Misalignment

Where the assessment identifies a misalignment with an industry association position, we have evaluated the nature and importance of the gap to determine suitable corrective actions. This includes clearly communicating our concerns to help address the gap.

We will ensure industry associations address gaps within a reasonable timeframe (e.g. 12 months). Several steps can be taken depending on the degree of misalignment, starting with expressing concerns verbally, followed by implementing one or more of the actions below:

- Verbally repeat concerns with the association's position (e.g. in board meetings);
- Make a clear public statement regarding the misalignment, and assert Nestlé's true position;
- Request the industry association refrains from engaging on misaligned issues; and
- Suspension or discontinuation of membership.

Summary Table

● Aligned ● No Position ● Partially Aligned ● Misaligned

No.	Industry Associations	Ambitious Climate Action	Land Use (Deforestation)	Renewable Energy	Corporate Accountability	Regenerative Agriculture
1	Asociación Nacional de Empresarios de Colombia (ANDI)	Partially Aligned	Aligned	Misaligned	Aligned	Aligned
2	Associação Brasileira da Indústria de Alimentos (ABIA)	Partially Aligned	No Position	No Position	Aligned	Aligned
3	Association des grandes entreprises françaises (AFEP)	Partially Aligned	Aligned	Partially Aligned	Partially Aligned	No Position
4	Australian Industry Group (Ai Group)	Aligned	No Position	Partially Aligned	Aligned	No Position
5	Business Leadership South Africa (BLSA)	Partially Aligned	No Position	Partially Aligned	Aligned	Aligned
6	Confederación Española de Organizaciones Empresariales (CEOE)	Partially Aligned	No Position	Partially Aligned	No Position	No Position
7	Confederation of Indian Industry (CII)	Misaligned	Aligned	Aligned	Partially Aligned	Aligned
8	Consumer Goods Forum (CGF)	Aligned	Aligned	No Position	Partially Aligned	Aligned
9	European Brands Association (AIM)	Aligned	Partially Aligned	No Position	Partially Aligned	No Position
10	European Clean Trucking Alliance (ECTA)	Aligned	No Position	Aligned	Aligned	No Position
11	European Round Table for Industry (ERT)	Aligned	No Position	Misaligned	Partially Aligned	Aligned
12	European Union Chamber of Commerce in China (EUCCC)	Partially Aligned	Partially Aligned	Aligned	Aligned	Partially Aligned
13	Federation of Indian Chambers of Commerce & Industry (FICCI)	Partially Aligned	Aligned	Partially Aligned	Aligned	Aligned
14	Food Industry Asia (FIA)	Aligned	No Position	No Position	Aligned	No Position
15	FoodDrinkEurope (FDE)	Aligned	Partially Aligned	No Position	Aligned	Aligned
16	Global Coffee Platform (GCP)	Partially Aligned	Aligned	No Position	Aligned	Aligned
17	International Chamber of Commerce (ICC)	Aligned	Aligned	Aligned	Aligned	Aligned
18	Japan Electrical Manufacturers' Association (JEMA)	Partially Aligned	No Position	Aligned	Aligned	No Position
19	Sustainable Food Policy Alliance (SFPA)	Aligned	Aligned	Aligned	No Position	Aligned
20	World Business Council for Sustainable Development (WBCSD)/Brazilian Business Council for Sustainable Development (CEBDS)	Aligned	Aligned	Aligned	Aligned	Aligned
21	World Cocoa Foundation (WCF)	Aligned	Aligned	No Position	Aligned	Aligned
22	World Economic Forum (WEF)	Aligned	Aligned	Aligned	Aligned	Aligned

Lobbying Transparency Registers And Industry Associations In Our Review

Several lobbying transparency registers exist that require regional or national disclosure of Nestlé's participation in industry associations. In the case of the EU Transparency Register (the Register), there might be discrepancies between the comprehensive list of industry associations in the Register and those reported in this current report. This is because not all industry associations in the Register meet the criteria we established for this global review. There is also a difference of scope: whereas the former focuses on activities at the EU level, the review aims to provide an overview of responsible climate lobbying globally.

These data helped identify trends and generated specific recommendations, in line with our Policy on Transparent Interactions with Public Authorities.

The consolidated feedback and results of our annual review are outlined in 6.0 Detailed Industry Associations Review.

6.0 Detailed Industry Associations Review

This section reflects ERM's language on their independant assessment of the climate positions and advocacy activities of the associations where Nestlé is an active member (according to the previous criteria mentioned in Section 5.0) and their alignment with Nestlé's key priorities and climate policy positions.

Asociación Nacional de Empresarios de Colombia (ANDI)	
Geography	Latin America
Country	Colombia
Link	Website
Description	The Asociación Nacional de Empresarios de Colombia (ANDI) is a Colombian non-profit association whose main purpose is to expand and promote economic, social and political principles within a free enterprise system, based upon beliefs that include human dignity, political democracy, social justice, private property and liberty. Its headquarters is located in Medellín.
Membership Fee Range	Between 50 000 CHF and 100 000 CHF
Nestlé's role(s)	Member
Engagement Intensity	Moderate engagement
Summary of Alignment	This review identified two areas of partial misalignment and one of material misalignment with Nestlé policy positions.
Advocacy Spotlights	ANDI is well aligned with Nestlé in the key policy areas of Corporate Accountability, Land Use, and Regenerative Agriculture. ANDI is partially aligned with Nestlé in the policy area of Ambitious Climate Action and has material misalignment in the policy area of Renewable Energy. **Ambitious Climate Action** ANDI is actively engaged in Colombian climate policy, adopting some supportive positions in its top-line messaging. ANDI supports Intergovernmental Panel on Climate Change (IPCC) science on climate change and limiting warming to 1.5°C with urgent action on emissions. However, ANDI believes that the efforts of Ibero America to reduce emissions will be useless without similar action from developed countries and takes a predominantly negative stance on the transition away from fossil fuels and key climate legislation, such as advocating for excluding fossil fuels from the Colombian carbon tax. **Land Use** In a publication from August 2025, ANDI advocates for government intervention to prevent deforestation in agriculture, as well as expressing its support for the EUDR. ANDI also strongly supports the regulation of carbon markets to avoid poor quality carbon offsets through carbon markets, advocating for mitigation hierarchy to be prioritized. **Renewable Energy** In 2024 and 2025, ANDI's public positions on the energy transition have emphasized the continued importance of fossil fuels. For example, in an October 2025 post, ANDI's President expressed concerns about government measures that could limit gas exploration and production, and in a group press release from September 2024, ANDI urged policymakers to support new fossil fuel infrastructure. In a further press release from March 2025, ANDI's President underlined the ongoing role of coal, oil, and gas in Colombia, noting their relevance for supporting public finances.

Asociación Nacional de Empresarios de Colombia (ANDI)	
Advocacy Spotlights	**Corporate Accountability** In February 2025, ANDI convened the ninth session of the Decarbonization and Green Growth Committee, with participation from the Ministry of Environment and Sustainable Development, to discuss mitigation scenarios, climate risks, the energy transition, and NDC implementation. Throughout the year, ANDI also supported companies through targeted initiatives, including a webinar on the EU's Carbon Border Adjustment Mechanism (CBAM) and the Programa Nacional de Cupos Transables de Emisiones (PNCTE), a cooperation agreement on freight transport decarbonization, and the promotion of biodiversity integration through the Biodiversity and Business 2030 Roadmap. **Regenerative Agriculture** In 2025, ANDI advanced its work on regenerative agriculture through new bioeconomy-focused initiatives. In July 2025, ANDI launched its Bioeconomy Hub 2025–2026, prioritizing agro-ecological and biodiversity-positive solutions across agricultural value chains, including avocado, coffee, and biomass valorization. In addition, ANDI organized an agro-industry talk highlighting the potential of regenerative agriculture and soil health, aimed at raising awareness of sustainable practices within the sector and supporting the transition toward more resilient agricultural systems.
Changes	ANDI's engagement on climate policy shows a mixed picture compared to the previous assessment. Its positioning on Ambitious Climate Action remains broadly unchanged, combining recognition of climate science and 1.5°C pathways with continued skepticism toward rapid fossil fuel phase-out and key transition measures, resulting in continued partial alignment with Nestlé. On Land Use, ANDI's engagement has evolved, with clearer support for deforestation prevention and carbon market regulation, including endorsement of the EU Deforestation Regulation. However, ANDI's public positioning on energy policy has placed emphasis on the continued role of fossil fuels, leading to material misalignment on Renewable Energy. ANDI's overall engagement has increased in intensity, moving from low to moderate, reflected in the launch of the Bioeconomy Hub for 2025-2026, the publication of a roadmap to support companies in developing deforestation-free value chains and complying with EUDR requirements, and continued engagement on energy transition issues through its Colombia Genera 2025 platform. This increased intensity raises the importance of alignment. Colombia's updated NDC, which targets a 51 percent reduction in GHG emissions by 2030 with strong emphasis on private sector adaptation and mitigation, provides the broader policy context within which ANDI is operating.
Next Steps	In 2026, Nestlé will prioritize more structured engagement with ANDI in the areas where alignment is strongest: corporate disclosure, deforestation due diligence, and bioeconomy/regenerative agriculture-related initiatives, while also strengthening direct dialogue on energy transition issues. We will use the relevant committees and engagement platforms to share our climate and energy priorities more proactively, encourage a more forward-leaning narrative on renewable energy, and seek clearer opportunities to align competitiveness, energy security, and decarbonization objectives.
Learn more	View ANDI's LobbyMap Profile

Associação Brasileira da Indústria de Alimentos (ABIA)	
Geography	Latin America
Country	Brazil
Link	Website
Description	The Associação Brasileira da Indústria de Alimentos (ABIA) or the Brazilian Food Industry Association represents the food and beverage industry in Brazil. It is committed to build a future with safe and sustainable food that promotes food security and economic and social development in Brazil.
Membership Fee Range	Between 100 000 CHF and 150 000 CHF
Nestlé's role(s)	Member of the Board & Leader on Public Affairs Committee
Engagement Intensity	Low Engagement
Summary of Alignment	This review identified one area of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	ABIA is well aligned with Nestlé in the key policy areas of Corporate Accountability and Regenerative Agriculture. ABIA is partially aligned in the policy area of Ambitious Climate Action and does not hold a position on Land Use or Renewable Energy. **Ambitious Climate Action** ABIA is actively engaged in climate policy in Brazil and has expressed high level commitment to reducing the food industry's environmental impact. The association signals alignment with the UNFCCC process, referencing the Paris Agreement and support for net zero by 2050, however, the depth and specificity of this commitment remain unclear. ABIA's public communications provide limited detail on climate science and the links between climate change and land use, with climate and net zero topics generally addressed at a high level. ABIA took part in COP30, reinforcing the food industry's commitment to agroecological and regenerative practices, circular economy principles, food loss and waste reduction, and the responsible promotion of sustainable diets, including plant-based options. The association was also formally admitted as an Observer to the UNFCCC and will participate in international discussions, including meetings at the World Conference Center Bonn (WCCB) in Bonn, Germany. **Corporate Accountability** ABIA is committed to supporting the food sector's alignment with the Paris Agreement and Brazil's Nationally Determined Contributions (NDCs), focusing on reducing GHG emissions. ABIA promotes net zero emissions by 2050 through initiatives such as investments in water and energy efficiency, electric vehicle fleets, deforestation prevention, traceability systems in supply chains, and regenerative agriculture. The association also advocates for a regulatory framework for Brazil's carbon market to enhance economic growth while preserving the environment. **Regenerative Agriculture** ABIA supports the transition to regenerative agriculture by promoting regenerative practices among its members. ABIA supports the transition to regenerative agriculture by promoting and showcasing regenerative practices among its members. This includes highlighting member-led initiatives that have delivered measurable emissions reductions, such as significant decreases in CO_2 and methane emissions in agricultural supply chains, as well as programmes that support organisations and small businesses advancing sustainable and regenerative agriculture in key producing regions of Brazil.
Changes	ABIA's engagement remains supportive of climate policy, with continued strong alignment with Nestlé on corporate accountability and regenerative agriculture. Its work in these areas has been maintained and, in some cases, further illustrated through proactive initiatives and programs. On ambitious climate action, however, alignment has declined compared to the previous assessment; while ABIA continues to reference the UNFCCC process, the Paris Agreement, and net zero by 2050, its public communications remain high-level, with limited detail on climate science and decarbonization pathways, resulting in partial alignment.
Next Steps	Nestlé will encourage ABIA to move forward with stronger and more ambitious commitments to climate action. ABIA's participation in COP30, representing the food industry, was an important step; however, it is now essential to further advance these discussions at the sectoral level and engage other member companies.
Learn more	View ABIA's LobbyMap Profile

Association des grandes entreprises françaises (AFEP)	
Geography	Europe
Country	France
Link	Website
Description	The Association des Grandes Entreprises Françaises (AFEP) or the French Association of Large Companies represents 110 of the largest private corporations operating in France. It takes part in the public debate in order to provide pragmatic solutions to develop a competitive French and European economy.
Membership Fee Range	Between 50 000 CHF and 100 000 CHF
Nestlé's role(s)	Member
Engagement Intensity	Low Engagement
Summary of Alignment	This review identified three areas of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	AFEP is well aligned with Nestlé in the key policy area of Land Use. AFEP is partially aligned with Nestlé in the policy areas of Ambitious Climate Action, Renewable Energy, and Corporate Accountability, and does not hold a position on Regenerative Agriculture. **Ambitious Climate Action** AFEP holds a clear, detailed position on climate change science, supporting the EU's 2050 climate neutrality target and the Paris Agreement. However, AFEP engaged on EU climate policy with mostly negative positions between 2020-22, and very limited engagement in 2023-24. In 2024-25, top-line messaging advocated for the revision of policies under the EU Green Deal and the EU Fit for 55 Package to protect industry and European competitiveness. **Land Use** AFEP generally supports second and third-generation biofuels from non-food biomass sources. AFEP advocates for an expansion in the definition of eligible feedstocks for biogas and biofuel production under the Renewable Energy Directive (RED). Specifically, they support the inclusion of all sustainable waste and residues in Annex IX, which outlines feedstocks allowed for biofuel and biogas production. This is aligned with Nestlé's position in supporting second and third generation biofuels. **Renewable Energy** AFEP broadly supports policy and legislative measures to improve renewable energy uptake in several key ways, but with some nuanced positions. For example, the association supports the EU's Renewable Energy Directive, however, AFEP advocates for a technology-neutral approach and the inclusion of low-carbon fuels, without additionality rules for renewable hydrogen. **Corporate Accountability** AFEP advocates for harmonizing global disclosure frameworks to reduce complexity for businesses operating in multiple regions and highlights the importance of allowing companies to continue using the GHG Protocol. However, AFEP also highlights the risk of a loss of competitiveness linked to the high administrative burden associated with reporting requirements, notably under the EU Emissions Trading Scheme (EU ETS), CBAM, and the Net Zero Industry Act (NZIA).
Changes	There has been little shift in AFEP's positions on land use and renewable energy since our last report. On climate action, AFEP continues to be out of step with Nestlé's priorities, with new messaging that prioritizes competitiveness for key climate policy packages in the EU. This focus on competitiveness has further spread to AFEP's position on corporate accountability, where we now find ourselves partially misaligned given AFEP's pushback against reporting requirements under EU ETS, CBAM and NZIA - all of which Nestlé supports. Though this shift is reflective of broader trends among industry, it still represents a key opportunity for improvement.
Next Steps	Nestlé exited AFEP in January 2026; therefore, no further engagement or alignment actions are planned.
Learn more	View AFEP's LobbyMap Profile

Australian Industry Group (Ai Group)	
Geography	Oceania
Country	Australia
Link	Website
Description	The Australian Industry Group (Ai Group) is an Australian national employer organization representing traditional, innovative, and emerging industry sectors. It aims to create a better Australia by empowering industry success. Ai Group and partner organizations represent the interests of more than 60,000 businesses employing more than 1 million staff. It advocates for the confectionery industry by influencing policy, providing technical and regulatory support, and promoting responsible consumption initiatives.
Membership Fee Range	Between 50 000 CHF and 100 000 CHF
Nestlé's role(s)	Standing Committee Member
Engagement Intensity	Moderate engagement
Summary of Alignment	This review identified one area of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	Ai Group is well aligned with Nestlé in the key policy areas of Ambitious Climate Action and Corporate Accountability. They are partially aligned with Nestlé in the policy area of Renewable Energy and do not hold any positions in the policy areas of Land Use and Regenerative Agriculture. **Ambitious Climate Action** Ai Group has actively engaged on Australian climate regulation and supports ambitious action on climate change and the need for climate and energy policy. Ai Group supports Net Zero 2050, the aims of the Paris Agreement (1.5°C), and the UN Climate Treaty. **Renewable Energy** The Ai Group has consistently engaged on renewable energy legislation in Australia, supporting renewable energy targets in a March 2025 research note, as well as the Future Made in Australia (FMIA) plan in July 2024. However, the association has also advocated in favor of exploration and production of gas and the development of liquefied natural gas (LNG) portals. **Corporate Accountability** The Ai Group is broadly supportive of regulatory requirements to report and disclose net zero emissions. It acknowledges that climate-related financial disclosures are increasingly important for businesses, shows support for the Australian Government's Carbon Leakage Review, and has provided guidance for their members to navigate through various topics of the Net Zero Bill, portraying a broadly positive position towards the legislation. In an interview in November 2025, Ai Group's CEO, called for stability and certainty in net zero policymaking, to ensure businesses can plan and more confidently make long-term investments.
Changes	Over the past year, Ai Group has placed greater emphasis on the role of gas and LNG infrastructure within Australia's energy transition. While this sits alongside continued support for renewable energy targets and clean-energy industrial strategies, it results in a more negative overall position on the energy transition compared to the previous assessment, reflecting wider industry discussions in Australia around energy security and competitiveness, and thus reduced alignment with Nestlé's position. On ambitious climate action and corporate accountability, however, Ai Group's engagement continues to be in alignment with Nestlé. Its public positioning continues to be in support of Net Zero 2050, the Paris Agreement, and the need for policy frameworks that facilitate long-term investment.
Next Steps	Nestlé will look to maintain engagement with Ai Group and continue to engage across industrial relations, sustainability, modern slavery, and technical committees. Climate policy has not historically been a central focus of Nestlé's engagement with Ai Group; however, there may be opportunities to strengthen collaboration going forward, particularly in advancing circular economy priorities.
Learn more	View Ai Group's LobbyMap Profile

Business Leadership South Africa (BLSA)	
Geography	Africa
Country	South Africa
Link	Website
Description	Business Leadership South Africa (BLSA) is an independent association representing the interests of major corporations in South Africa. It aims to create a conducive environment for the private sector to unlock economic growth and development for all South Africans.
Membership Fee Range	Between 20 000 CHF and 50 000 CHF
Nestlé's role(s)	Member
Engagement Intensity	Low engagement
Summary of Alignment	This review identified two areas of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	BLSA is well aligned with Nestlé in the key policy areas of Corporate Accountability and Regenerative Agriculture and partially aligned with Nestlé in the policy areas of Ambitious Climate Action and Renewable Energy. The association does not hold a position in the policy area of Land Use. **Ambitious Climate Action** The BLSA position recognizes some of the science of climate change, supports GHG emissions reductions in line with the aims of the Paris Agreement (1.5°C), and supports the UN Climate Treaty. However, in its 17th Bulletin, BLSA places greater emphasis on technological feasibility and economic viability when considering emissions reductions, rather than on the scale and pace of action set out by the IPCC. **Renewable Energy** BLSA supports government initiatives and tax incentives to promote renewable energy uptake in South Africa, including the Renewable Energy Independent Power Producers Programme. At the same time, BLSA also appears to support the continued role of fossil fuels in the South African energy mix. This is reflected in various communications by its CEO, who has emphasized the need for new gas infrastructure and for an enabling policy environment to facilitate new gas licensing. **Corporate Accountability** BLSA acknowledges the influence of international signals and investor expectations, noting that the EU CBAM is strengthening the business case for climate-resilient investments. Its recent bulletins highlight increasing investor attention to climate-resilient and economically viable transition pathways. BLSA does not set out a clear position in support of specific voluntary or regulatory requirements on corporate net zero commitments or disclosures. **Regenerative Agriculture** Through its co-chair role in the B20 South Africa 2025 Sustainable Food Systems and Agriculture Task Force, BLSA is actively engaged in discussions on sustainable agricultural transformation, including the transition to regenerative agriculture.
Changes	An important, notable change from 2024 is an increase in engagement intensity from BLSA, moving from a finding of "no meaningful engagement" to "low engagement." Unfortunately, this slight uptick in engagement on matters of climate policy was accompanied by two findings of lower policy alignment with Nestlé's positions. BLSA continues to align with Nestlé on corporate accountability and regenerative agriculture, with sustained engagement on clean energy uptake and sustainable agriculture through initiatives such as its role in the B20 Sustainable Food Systems and Agriculture Task Force. However, alignment on ambitious climate action and renewable energy have declined compared to the previous assessment. While BLSA continues to reference climate science, the Paris Agreement, and the UN climate framework, recent communications place greater emphasis on technological feasibility and economic viability.
Next Steps	Climate policy will remain a key priority for the business in East and Southern Africa Region (ESAR). Nestlé will continue to engage with BLSA to support the capacity building of municipalities, enabling them to implement South Africa's just transition strategy. This will include continued engagement on the Integrated Resource Plan, with a focus on expanding renewable energy and unlocking related market opportunities.
Learn more	View BLSA's LobbyMap Profile

Confederación Española de Organizaciones Empresariales (CEOE)	
Geography	Europe
Country	Spain
Link	Website
Description	The Confederación Española de Organizaciones Empresariales (CEOE) or the Spanish Confederation of Business Organizations represents over 240 business organizations in Spain before the government, state bodies, trade union organizations, political parties, and international institutions. It is an active member of BusinessEurope, which brings together business associations from across the European continent.
Membership Fee Range	Below 20 000 CHF
Nestlé's role(s)	Member
Engagement Intensity	Low engagement
Summary of Alignment	This review identified two areas of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	CEOE is partially aligned with Nestlé in the policy areas of Ambitious Climate Action and Renewable Energy. CEOE does not hold a position in the policy areas of Land Use, Corporate Accountability, and Regenerative Agriculture. Nestlé's engagement on climate policy is focused more through sectorial organizations affiliated with CEOE, including the Federación Española de Industrias de la Alimentación y Bebidas (FIAB), or the Spanish Federation of Food and Drink Industries. **Ambitious Climate Action** CEOE broadly recognizes the necessity of responding to climate change and has expressed support for the UN Paris Agreement, the EU's 2050 net zero emissions target, and COP29 outcomes, yet emphasizes concerns around the impacts of climate policy on international competitiveness. In November 2023, despite stating support for reaching the EU's climate neutrality ambitions, CEOE President signed the Brussels Declaration which emphasized the threat of deindustrialization from climate policy. In an April 2024 position paper on the EU 2024-29 policy cycle, the association stated support for climate policy and an EU Industrial Deal, without specifying what this would entail, and emphasized the risks of unilateral action and carbon leakage from climate policy, which it advocated should be technologically neutral. In a LinkedIn post from February 2025, the CEOE also called for the alignment of decarbonization policies with industrial competitiveness. CEOE appears to have predominantly negative engagement with key EU climate policies. In an April 2024 position paper, the association did not support the reform of the EU Emissions Trading System, advocating against the proposed phaseout of the free allocation of emissions allowances before the EU CBAM is 'proved effective.' In the same position paper CEOE suggested that free allowances should remain for imports and exports alongside the implementation of a CBAM, a position which is misaligned with the EU Commission. **Renewable Energy** CEOE has supported permitting reform to accelerate renewable energy deployment and advocated for industrial strategies that include investment in low-carbon technologies in a January 2025 position paper. However, CEOE consistently conditions its support on simultaneous improvements to industrial competitiveness and has raised concerns about negative employment impacts of specific climate legislation such as the ReFuelEU Aviation regulation.
Changes	CEOE's positions have remained consistent with those highlighted in last year's report, with one notable exception: On renewable energy, engagement has been more positive, particularly through CEOE's support for permitting reform aimed at accelerating the deployment of clean, renewable energy. Overall, however, the alignment of EU decarbonization policies with the industrial competitiveness of European companies remains a key priority for CEOE, which continues to take a critical stance on the design of the EU Emissions Trading System.
Next Steps	Nestlé will continue to engage with CEOE to address areas of material misalignment, specifically on its position relating to renewable energy. Nestlé will continue advocating for climate policy through its participation in sectoral organizations affiliated with CEOE, including FIAB. This engagement reflects CEOE's recognition of Nestlé's climate ambition, alongside an emphasis on the importance of balancing climate objectives with cost, competitiveness, and broader European and global considerations.
Learn more	View CEOE's LobbyMap Profile

Confederation of Indian Industry (CII)	
Geography	Asia
Country	India
Link	Website
Description	The Confederation of Indian Industry (CII) is committed to creating and sustaining an environment conducive to the development of India, partnering industry, government, and civil society through advisory and consultative processes. CII has a direct membership of over 9,000 organizations from the private and public sectors, including small and medium enterprises (SMEs) and multinational corporations (MNCs), and an indirect membership of over 300,000 enterprises from 294 national and regional sectoral industry bodies.
Membership Fee Range	Below 20 000 CHF
Nestlé's role(s)	Co-Chair
Engagement Intensity	Moderate Engagement
Summary of Alignment	This review identified one area of material misalignment and one area of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	CII is aligned with Nestlé's policy positions on Land Use, Renewable Energy, and Regenerative Agriculture. The association demonstrates partial alignment on Corporate Accountability, reflecting support for sustainability reporting alongside advocacy for flexibility in implementation. CII is misaligned on Ambitious Climate Action due to continued support for the role of coal in India's energy mix. **Ambitious Climate Action** CII publicly recognizes climate science and acknowledges India's vulnerability to climate impacts. The association supports India's national climate commitments, including the 2070 net zero target, and promotes international cooperation on climate action. However, CII continues to advocate for a transitional role for coal in India's energy mix, which is inconsistent with science-based pathways aligned with limiting warming to 1.5°C. **Land Use** CII highlights the role of land use and natural climate solutions in India's climate response and supports the development of stronger regulations, guidelines, and incentives to enhance carbon sinks and promote nature-based solutions. **Renewable Energy** CII demonstrates strong support for renewable energy deployment in India, including regional solar policies and the national target of 500 GW of non-fossil capacity by 2030. The association advocates for regulatory frameworks and incentives that support scale-up of clean energy technologies, including green hydrogen. **Corporate Accountability** Engagement on corporate accountability is well developed, but mixed. CII has contributed to the evolution of India's mandatory ESG reporting framework and supports standardized disclosures, while also advocating flexibility on assurance requirements and phased implementation. **Regenerative Agriculture** Through research programs and farmer-focused initiatives, CII promotes practices aimed at improving soil health, reducing crop residue burning, and enhancing long-term productivity.
Changes	There has been limited change in CII's positions since last year. The association remains aligned with Nestlé on land use, renewable energy, and regenerative agriculture, while continuing to be misaligned on ambitious climate action due to its ongoing support for a role for coal in India's energy mix. The most notable shift relates to corporate accountability: CII's increased emphasis on flexibility and phased implementation of reporting requirements has resulted in a move from full to partial alignment. In addition, CII increased its engagement intensity from low to moderate, heightening the importance of coordinating with the association on its policy positions.
Next Steps	Nestlé will engage CII to expand its ambition on climate action. This includes addressing misalignment in the continued role of coal in the energy transition and shifting to support a phaseout of coal from the energy mix in India.
Learn more	View CII's LobbyMap Profile

Consumer Goods Forum (CGF)	
Geography	Global
Country	France
Link	Website
Description	The Consumer Goods Forum (CGF) is a CEO-led organization that brings together consumer goods manufacturers and retailers globally in pursuit of business practices for efficiency and positive change across the consumer industry, benefiting shoppers, consumers, and the world without impeding competition.
Membership Fee Range	Between 50 000 CHF and 100 000 CHF
Nestlé's role(s)	Board Member
Engagement Intensity	No meaningful engagement
Summary of Alignment	This review identified one area of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	CGF is aligned with Nestlé across Ambitious Climate Action, Land Use, and Regenerative Agriculture, and partially aligned on Corporate Accountability. The association does not hold a formal position on Renewable Energy policy. **Ambitious Climate Action** The CGF has a clear and well-articulated position on climate change and supports emissions reductions consistent with the objectives of the Paris Agreement, including limiting warming to 1.5°C. The organization recognizes the contribution of global consumer goods supply chains to emissions and actively promotes collective action by member companies to reduce climate impacts across operations and value chains. **Land Use** CGF is strongly aligned on land use and deforestation, notably through its forest-positive agenda. The organization supports policies and commitments to eliminate deforestation from supply chains and protect carbon-storing ecosystems as a core element of its climate approach. **Corporate Accountability** Accountability is promoted through voluntary mechanisms, including collective net zero initiatives, benchmarking tools, and reporting platforms. The approach prioritizes transparency, progress tracking, and peer accountability, while stopping short of advocating for mandatory disclosure requirements. **Regenerative Agriculture** Regenerative agriculture is identified by CGF as a key pathway for reducing supply-chain emissions and improving ecosystem health. The organization supports the uptake of regenerative practices through industry collaboration, guidance, and shared learning, particularly within agricultural raw material supply chains.
Changes	There has been no material change in CGF's assessment since last year. The association remains aligned with Nestlé across Ambitious Climate Action, Land Use, and Regenerative Agriculture, with room for improvement on Corporate Accountability. This reflects a continued and consistent policy position year on year.
Next Steps	CGF has played a key role in advocating for more Ambitious Climate Action within the private sector despite not explicitly engaging governments and policymakers on climate issues. Nestlé values working with the association to leverage its network, drive climate action, and advance the goals of the Paris Agreement.
Learn more	View CGF's LobbyMap Profile

European Brands Association (AIM - Association des Industries de Marque)	
Geography	Europe
Country	Belgium
Link	[Website]
Description	Association des Industries de Marque (AIM) or the European Brands Association, which represents manufacturers of branded consumer goods in Europe on key issues that affect their ability to design, distribute and market their brands. AIM comprises 2,500 businesses ranging from SMEs to multinationals, directly or indirectly through its corporate and national association members. AIM's mission is to create for brands an environment of fair and vigorous competition, fostering innovation and guaranteeing maximum value to consumers now and for generations to come.
Membership Fee Range	Between 50 000 CHF and 100 000 CHF
Nestlé's role(s)	Member - Board member
Engagement Intensity	Low engagement
Summary of Alignment	This review identified two areas of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	AIM is well aligned with Nestlé in the key policy priority area of Ambitious Climate Action and partially aligned with Nestlé on Land Use and Corporate Accountability. AIM does not hold any position in the policy areas of Renewable Energy or Regenerative Agriculture. **Ambitious Climate Action** AIM has a clear and science-based position on climate change, recognizing the role of land use and agricultural production in driving emissions and aligning its statements with established climate science. **Land Use** AIM acknowledges EU deforestation-related regulations but frames its engagement primarily around compliance and implementation challenges. There is limited evidence of proactive advocacy in support of ecosystem protection or the enhancement of carbon sinks. **Corporate Accountability** AIM partially supports corporate accountability through advocacy for clear, science-based harmonized, and credible sustainability and environmental claims frameworks. It does not actively promote mandatory net zero targets or comprehensive climate disclosure requirements.
Changes	Not Applicable - This is the first year that Nestlé is assessing alignment with AIM.
Next Steps	Nestlé will engage with AIM to encourage a clearer and more proactive stance on corporate accountability and land-use policy. This will include advocating for stronger support for ecosystem protection and exploring how AIM's work on sustainability claims could be extended to support broader corporate accountability.
Learn more	[View European Brands Association's (AIM) LobbyMap Profile]

European Clean Trucking Alliance (ECTA)	
Geography	Europe
Country	Belgium
Link	[Website]
Description	The European Clean Trucking Alliance (ECTA) is a broad coalition of European businesses and organizations urging zero-emission solutions for the trucking industry. ECTA's primary focus is on accelerating the decarbonization of road freight transport in the EU, with a goal of achieving a carbon-neutral Europe by 2050. It aims to enhance the EU's transition to a net zero society by promoting future-proof policies, exchanging best practices, and providing evidence-based research to support the deployment of zero-emission vehicles.
Membership Fee Range	No fee
Nestlé's role(s)	Member
Engagement Intensity	Low Engagement
Summary of Alignment	This review identified no areas of material misalignment and no areas of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	ECTA is aligned with Nestlé on Ambitious Climate Action, Renewable Energy, and Corporate Accountability. The organization does not hold positions on Land Use or Regenerative Agriculture. **Ambitious Climate Action** ECTA strongly supports rapid and science-based emissions reductions in the road freight sector. Its advocacy is explicitly framed around aligning heavy-duty transport with the EU's climate-neutrality objective for 2050, including the need for decisive near-term action to place the sector on a net zero trajectory. **Renewable Energy** ECTA supports the large-scale deployment of renewable energy insofar as it enables the transition to zero-emission freight transport. Its advocacy emphasizes the expansion of electricity and hydrogen infrastructure, including charging networks and refueling stations, as critical enablers of zero-emission trucks. **Corporate Accountability** The alliance advocates for strong regulatory frameworks that require corporate fleets to decarbonize. This includes support for binding CO_2 standards for heavy-duty vehicles, clear phase-out timelines for fossil-fuel trucks and policy measures that hold companies accountable for transitioning their fleets to zero-emission alternatives.
Changes	There has been little change in ECTA's positions since the previous assessment. Its engagement remains focused on accelerating the transition to zero-emission road freight and continues to be aligned with Nestlé's priorities on ambitious climate action, renewable energy, and corporate accountability.
Next Steps	Nestlé will continue engaging with ECTA and supporting its advocacy with policymakers to drive meaningful policy outcomes and help create the enabling conditions for zero-emission vehicles to develop at an industrial scale.
Learn more	[View European Clean Trucking Alliance LobbyMap Profile]

European Round Table for Industry (ERT)	
Geography	Europe
Country	Brussels
Link	Website
Description	The European Round Table for Industry (ERT) is a forum that brings together Chief Executives and Chairs from around 60 of Europe's largest companies in the industrial and technological sector. ERT strives for a strong, open, and competitive Europe as a driver for inclusive growth and sustainable prosperity. It advocates policies at both national and European levels, with the goal of improving European competitiveness, growth, and employment.
Membership Fee Range	Between 50 000 CHF and 100 000 CHF
Nestlé's role(s)	Member
Engagement Intensity	Low Engagement
Summary of Alignment	This review identified one area of material misalignment and one area of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	ERT is well aligned with Nestlé in the key policy areas of Ambitious Climate Change and Regenerative Agriculture. ERT is partially aligned with Nestlé in the policy area of Corporate Accountability, has material misalignment in the policy area of Renewable Energy, and does not hold a position on Land Use. **Ambitious Climate Action** ERT recognizes climate science and expresses support for long-term EU climate objectives, including climate neutrality. However, its policy engagement frequently emphasizes risks to industrial competitiveness and energy affordability, and it has advocated for moderating or delaying key EU climate measures. This results in partial alignment on this priority. **Renewable Energy** While broadly supportive of renewable energy deployment, ERT has opposed or questioned specific regulatory safeguards, including hydrogen additionality and timing criteria under EU renewable energy policy. Its engagement reflects support for renewables in principle, alongside resistance to certain binding or prescriptive requirements. This results in a finding of misalignment, based on lack of support for rapid fossil-fuel phase out. **Corporate Accountability** ERT supports sustainability reporting and corporate transparency in principle, but consistently calls for reduced complexity and regulatory burden in EU reporting frameworks. Its advocacy prioritizes proportionality and flexibility over more prescriptive disclosure requirements, resulting in partial alignment on this metric. **Regenerative Agriculture** ERT supports agricultural sustainability primarily through enabling frameworks and financial incentives, including EU funding mechanisms that encourage more sustainable farming practices. Engagement remains high-level rather than focused on detailed regenerative agriculture policy.
Changes	ERT's overall direction has remained broadly consistent since the previous assessment. While it continues to recognize climate science and long-term EU climate goals, its advocacy is framed around competitiveness and energy affordability, resulting in continued partial alignment on ambitious climate action. On renewable energy, ERT's positions have become more clearly misaligned year-on-year, with sustained opposition to binding safeguards such as hydrogen additionality and timing criteria. On corporate accountability, ERT demonstrates a downgrade in alignment with Nestlé's position as the association supports sustainability reporting and corporate transparency in principle while consistently advocating for reduced complexity, proportionality, and flexibility in EU reporting frameworks, as well as pushing back against more prescriptive requirements. Engagement on regenerative agriculture remains broadly aligned but high-level, and ERT continues not to hold a position on land use.
Next Steps	Nestlé will continue to engage with ERT to address areas of partial misalignment by encouraging its advocacy to better align with Nestlé's overarching policy positions. This includes supporting a more constructive approach to the EU Green Deal and related initiatives, with an increased focus on operationalization and pragmatic delivery, including through the Clean Industrial Deal. While ERT's updated procedures limit the formal reflection of minority views, Nestlé has consistently articulated its positions within discussions and will continue to act as a moderating and solution-oriented voice. Where necessary, Nestlé will also continue to express its positions through other channels, such as footnotes in position papers.
Learn more	View ERT's LobbyMap Profile

European Union Chamber of Commerce in China (EUCCC)	
Geography	Asia
Country	China
Link	Website
Description	The European Union Chamber of Commerce in China (EUCCC) serves as an independent voice of European business operating in China, seeking greater market access and improved operating conditions in China. Founded by 51 member companies in 2000, EUCCC has now grown into a chamber with more than 1,700 members in seven chapters operating in nine cities.
Membership Fee Range	Below 20 000 CHF
Nestlé's role(s)	Member
Engagement Intensity	Low Engagement
Summary of Alignment	This review identified three areas of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	EUCCC is well aligned with Nestlé in the key policy areas of Renewable Energy and Corporate Accountability and partially aligned in the policy areas of Ambitious Climate Action, Regenerative Agriculture, and Land Use. **Ambitious Climate Action** EUCCC supports China's national climate targets and acknowledges the need for decarbonization across key industrial sectors. Its engagement generally reflects positive top-line support for climate action. However, EUCCC continues to promote the use of gas as a transition fuel, which tempers alignment with science-based pathways consistent with limiting warming to 1.5°C. **Land Use** EUCCC publishes a wide range of annual papers across different working groups, typically focused on specific areas rather than providing a holistic view. In its 2025/2026 Energy Working Group paper, biofuels are positioned within the broader energy transition agenda as low carbon solutions for transport and industry. **Renewable Energy** EUCCC supports increased investment in renewable energy in China and advocates for market-based mechanisms that improve access to clean power. This includes support for renewable electricity, sustainable aviation fuels, and policy frameworks that facilitate private-sector investment in clean energy solutions. **Corporate Accountability** The chamber engages constructively on corporate accountability through advocacy on ESG reporting, emissions monitoring, and disclosure frameworks. It supports improved transparency and has worked with Chinese authorities and stakeholders to help companies understand and respond to evolving sustainability reporting requirements. **Regenerative Agriculture** Engagement on regenerative agriculture is limited. EUCCC has facilitated knowledge-sharing and discussions on sustainable food systems and agricultural best practices, but there is little evidence of active policy advocacy to promote regenerative agriculture or land-use reform.
Changes	EUCCC's overall positioning has remained broadly stable since the previous assessment, with continued top-line support for climate action and China's national climate targets. Alignment on Ambitious Climate Action remains partial, driven by ongoing promotion of gas as a transition fuel. Nestlé's alignment with EUCCC on Renewable Energy and Corporate Accountability remains strong, reflected in constructive engagement on clean energy investment and sustainability reporting. On Regenerative Agriculture, engagement has weakened compared to the previous assessment, moving away from practical knowledge-sharing to a less active position.
Next Steps	Climate policy has not been a key focus of Nestlé's relationship with EUCCC to date, as the organization is not focused on engaging the government, local NGOs, or other companies on this topic. Nestlé will continue to maintain the relationship and look for opportunities to advance our priorities.
Learn more	View EUCCC's LobbyMap Profile

Federation of Indian Chambers of Commerce & Industry (FICCI)	
Geography	Asia
Country	India
Link	Website
Description	Established in 1927, the Federation of Indian Chambers of Commerce & Industry (FICCI) is the largest and oldest apex business organization in India. FICCI serves as a collective voice of India's business and industry, drawing its membership from the corporate sector, both private and public, including SMEs and MNCs. It provides a platform for sector-specific consensus building, networking, and serves as the first port of call for Indian industry and the international business community.
Membership Fee Range	Below 20 000 CHF
Nestlé's role(s)	President
Engagement Intensity	Low Engagement
Summary of Alignment	This review identified two areas of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	FICCI is aligned with Nestlé on Land Use, Corporate Accountability, and Regenerative Agriculture, but shows partial alignment on Ambitious Climate Action and Renewable Energy due to its continued support for a role for fossil fuels in the energy mix. **Ambitious Climate Action** FICCI publicly supports India's national climate commitments and engages in international climate dialogue, including cooperation mechanisms aimed at supporting developing economies. However, the association continues to advocate for an ongoing role for fossil fuels, particularly gas and coal, as part of India's energy transition. This position moderates ambition and is only partially aligned with science-based pathways consistent with limiting warming to 1.5°C. **Land Use** FICCI demonstrates supportive engagement on land use and natural climate solutions. Its policy work highlights the importance of sustainable forestry, agroforestry, and land-based mitigation measures, including the role of carbon markets and incentives in protecting and enhancing carbon sinks. **Renewable Energy** While FICCI actively supports India's renewable energy transition and promotes policies and investment frameworks to scale clean energy deployment, including national renewable energy targets and closer collaboration between industry and government, it also continues to advocate for fossil gas as a transition fuel and maintains a committee focused on increasing investment in the oil and gas sector. **Corporate Accountability** FICCI is actively encouraging companies to adopt net zero commitments and improve sustainability disclosures, including helping to develop standardized Business Responsibility and Sustainability Reporting (BRSR) reporting frameworks in India. **Regenerative Agriculture** FICCI supports regenerative agriculture through policy dialogue, events, and guidance focused on sustainable farming practices. It also supports sustainable and climate-resilient agriculture through initiatives such as summits and partnerships that encourage modern technologies and improved farm resilience.
Changes	While overall alignment with Nestlé on land use, corporate accountability, and regenerative agriculture remains unchanged, FICCI's positioning on renewable energy has been reassessed due to clearer evidence of support for fossil gas as a transition fuel, resulting in a move away from full alignment. Partial alignment on ambitious climate action persists, as support for India's climate commitments continues to be tempered by ongoing advocacy for fossil fuels in the energy mix.
Next Steps	Nestlé will continue to engage with FICCI to encourage stronger alignment with science-based climate pathways, with a particular focus on reducing reliance on fossil fuels in the energy transition. Nestlé will also seek to build on FICCI's strong engagement on renewable energy, corporate accountability and regenerative agriculture to support greater policy ambition and practical implementation.
Learn more	View FICCI's LobbyMap Profile

Food Industry Asia (FIA)	
Geography	Asia
Country	ASEAN
Link	Website
Description	Food Industry Asia (FIA) plays a key role in enhancing the food industry's role in developing science-based policies across Asia. FIA's primary focus areas include smart regulation, safe food, health, nutrition, innovation, and sustainable and resilient supply chains. It aims to enhance the industry's role in developing science-based policies across Asia, promoting sustainable growth and harmonized regional policies.
Membership Fee Range	Between 50 000 CHF and 100 000 CHF
Nestlé's role(s)	Coordinating Council Member & Treasurer
Engagement Intensity	No Meaningful Engagement
Summary of Alignment	This review identified no areas of material misalignment with Nestlé policy positions.
Advocacy Spotlights	FIA is aligned with Nestlé on Ambitious Climate Action and Corporate Accountability; however, it shows limited engagement across Land Use, Renewable Energy, and Regenerative Agriculture, without clear alignment or misalignment in those areas. **Ambitious Climate Action** FIA broadly supports climate science and international frameworks such as the Paris Agreement, while recognizing the impacts of climate change on agriculture and the need for stronger emissions reductions in the sector. **Corporate Accountability** FIA shows alignment on corporate accountability through its support for sustainability research, reporting, and engagement with policymakers on environmental and supply-chain issues. Its work includes commissioned analysis on the implications of net zero transition for food systems, which is used to inform policy discussions and industry awareness.
Changes	There have been a few changes in FIA's assessment since last year. While the association previously held no formal positions across any of the assessed policy areas, it has moved to an aligned position on Ambitious Climate Action and Corporate Accountability, reflecting more explicit engagement on climate science, emissions reduction, and sustainability reporting. FIA continues to show limited engagement and no stated position on Land Use, Renewable Energy, and Regenerative Agriculture, indicating that the shift has been targeted rather than comprehensive across Nestlé's priority areas.
Next Steps	Nestlé will continue to engage with FIA to strengthen its advocacy on regenerative agriculture, with an increased focus on this agenda from 2026 onwards.
Learn more	View FIA's LobbyMap Profile

FoodDrinkEurope (FDE)	
Geography	Europe
Country	Brussels
Link	Website
Description	FoodDrinkEurope (FDE) is an industrial association representing Europe's food and drink industry. It promotes the ideas and policies that enable the European food and drink industry to make products that are not only safe but also contribute to a greener planet, healthier living and a thriving economy. Its permanent secretariat is based in Brussels, and it was formally known as CIAA - Confederation of Food and Drink Industries of the EEC until 2011.
Membership Fee Range	Between 50 000 CHF and 100 000 CHF
Nestlé's role(s)	Member
Engagement Intensity	High Engagement
Summary of Alignment	This review identified one area of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	FDE is well aligned with Nestlé in the key policy areas of Ambitious Climate Change, Corporate Accountability, and Regenerative Agriculture, but is partially aligned in the policy area of Land Use and does not hold a position on Renewable Energy. **Ambitious Climate Action** FDE recognizes climate change and supports the objectives of the Paris Agreement, the EU's 2050 climate-neutrality target and emissions reductions consistent with limiting warming to 1.5°C. Its public positioning supports climate action in principle and highlights the role of the food and drink sector in contributing to EU climate objectives. **Land Use** The association broadly supports sustainable land management and ecosystem protection, including the role of agriculture in conserving and enhancing carbon sinks. FoodDrinkEurope engages on land-use issues primarily through promoting sustainable farming practices and existing EU tools, though its advocacy on specific deforestation-related legislation remains relatively high-level and there is a lack of support for the EUDR. **Corporate Accountability** FDE actively supports corporate accountability through sector-wide initiatives that promote climate commitments, sustainability disclosures and monitoring of progress. It engages constructively with EU reporting and transparency frameworks and encourages companies to adopt credible climate and nature-related reporting practices. **Regenerative Agriculture** Regenerative agriculture is a key area of engagement. FDE supports the transition to more sustainable and regenerative farming systems through policy proposals, research on financing mechanisms, and advocacy for incentives that reward soil health, biodiversity protection and carbon sequestration.
Changes	FDE's overall engagement on climate policy remains positive, with continued strong alignment with Nestlé on ambitious climate action, corporate accountability, and regenerative agriculture. Its public positioning continues to support science-aligned climate targets and the role of the food and drink sector in delivering EU climate objectives. However, when it comes to the EUDR we see a lack of support leading to partial misalignment for this year.
Next Steps	Nestlé will continue to encourage FoodDrinkEurope to drive the regenerative agriculture agenda forward, with the aim of promoting greater ambition and formalizing sustainable farming practices across the EU. This includes engagement on key policy issues such as the on-farm sustainability compass, the future of the Common Agricultural Policy post-2027, and the development of carbon removals and carbon farming regulation. In parallel, Nestlé contributes to FDE's Climate Action Project, a dedicated workstream designed to support food and drink companies in their transition to net zero emissions and in addressing broader environmental challenges.
Learn more	View FDE's LobbyMap Profile

Global Coffee Platform (GCP)	
Geography	Global
Country	Germany
Link	Website
Description	The Global Coffee Platform (GCP) is an association dedicated to advancing coffee sustainability towards the vision of a thriving, sustainable coffee sector for generations to come. GCP's primary focus areas include promoting farmers' prosperity, improving social well-being, and conserving nature. GCP works closely with coffee producers, traders, roasters, governments, and NGOs to align and multiply their efforts and investments, collectively act on local priorities and critical issues, scale local sustainability programs, and grow the global market for sustainable coffee.
Membership Fee Range	Above 300 000 CHF
Nestlé's role(s)	Board Member
Engagement Intensity	High Engagement
Summary of Alignment	This review identified one area of partial misalignment with Nestlé policy positions.
Advocacy Spotlights	GCP is aligned with Nestlé on Land Use, Corporate Accountability, and Regenerative Agriculture. The association is partially aligned on Ambitious Climate Action due to its limited engagement on global climate policy and does not hold a position on Renewable Energy. **Ambitious Climate Action** GCP integrates climate mitigation and adaptation into its sector-wide sustainability strategy and recognizes climate change as a core risk to the long-term viability of coffee production. Its work focuses on building climate resilience at producer level and reducing emissions within the coffee value chain. However, GCP does not explicitly advocate on global climate governance frameworks or broader economy-wide climate policy, including taking no position on climate science or the UNFCCC, resulting in partial alignment on ambitious climate action. **Land Use** GCP is strongly engaged on land-use issues relevant to coffee production. Through its sustainability standards, reference codes and collective action programs, it promotes deforestation-free supply chains, sustainable landscape management, and the protection of ecosystems associated with coffee-growing regions. **Corporate Accountability** GCP supports corporate accountability through the development of common metrics, standardized reporting, and its Collective Reporting on Sustainable Coffee Purchases initiative. These mechanisms are designed to improve transparency, comparability, and accountability across the coffee sector. **Regenerative Agriculture** Regenerative agriculture is a key area of focus for GCP. The organization has developed sector-wide guidance to support regenerative practices in coffee production, including the 2025 RegenCoffee Guidance, which standardizes these practices through multi-stakeholder consultation.
Changes	The association has moved from having no stated position on ambitious climate action to being partially aligned, reflecting more explicit engagement on climate issues. There is room to improve in this category, as GCP does not explicitly endorse the UNFCCC or make a clear statement on climate science.
Next Steps	Nestlé will work to build on GCP's strong leadership on regenerative agriculture and deforestation-free coffee to help scale impact across priority sourcing landscapes. Nestlé will keep encouraging GCP to develop a position in support of achieving the objectives of the Paris Agreement.

International Chamber of Commerce (ICC)	
Geography	Global
Country	France
Link	Website
Description	The International Chamber of Commerce (ICC) represents over 45 million businesses in more than 170 countries. ICC aims to promote international trade, open markets, and the free flow of capital. The organization works on various initiatives, including digital trade, sustainable development, and climate action. Nestlé is actively involved with ICC, participating in climate advocacy and supporting initiatives aligned with the UNFCCC.
Membership Fee Range	Below 20 000 CHF
Nestlé's role(s)	Member
Engagement Intensity	Moderate Engagement
Summary of Alignment	This review identified no areas of material misalignment with Nestlé policy positions.
Advocacy Spotlights	ICC is aligned with Nestlé on Ambitious Climate Action, Renewable Energy, Corporate Accountability, and Regenerative Agriculture. Engagement on Land Use issues is supportive but remains high-level. **Ambitious Climate Action** ICC publicly supports the Paris Agreement and the UN climate process and recognizes climate change as a major global economic and societal risk. ICC promotes market-based climate solutions and private-sector engagement in climate mitigation, while positioning business as a constructive partner in achieving global climate objectives. **Land Use** ICC acknowledges the importance of ecosystem protection and nature-based solutions as part of global climate action. Its engagement on land use remains high-level and cross-sectoral, encouraging responsible supply chains and biodiversity protection, but without targeted advocacy on deforestation regulation or specific land-use policy instruments. **Renewable Energy** ICC supports the scale-up of renewable energy through advocacy for stable investment frameworks, policy certainty, and public–private collaboration. Its engagement focuses on creating enabling conditions for clean energy deployment rather than promoting specific technologies or targets. **Corporate Accountability** The ICC supports global sustainability reporting through engagement with the ISSB and promotes climate disclosure aligned with TCFD recommendations. It encourages transparent reporting of climate risks and emissions and has publicly committed to working with stakeholders to achieve net zero by 2050 while supporting the 1.5°C target. **Regenerative Agriculture** ICC engages on sustainable agriculture through global initiatives and partnerships such as with the Food and Agriculture organization of the UN that promote climate-resilient food systems and responsible sourcing. Its advocacy emphasizes collaboration, innovation and investment in sustainable agriculture, rather than detailed policy prescriptions for regenerative farming.
Changes	There has been a positive change in ICC's assessment since last year. While alignment with Nestlé on ambitious climate action, renewable energy, and corporate accountability remains unchanged, ICC has moved from holding no position to being aligned on land use and regenerative agriculture. Engagement on land use remains broad and cross-sectoral, but this represents a step beyond the absence of a stated position in the previous assessment.
Next Steps	Nestlé will continue engaging with ICC to drive meaningful policy advocacy on the company's priorities and support its role as focal point of the Business and Industry NGOs group in the UNFCCC-related processes.

Japan Electrical Manufacturers' Association (JEMA)	
Geography	Asia
Country	Japan
Link	Website
Description	The Japan Electrical Manufacturers' Association (JEMA) consists of major Japanese companies in the electrical industry including power and industrial systems, home appliances, and related industries. JEMA is committed to contributing to sustainable global development through improvement and enhancement of social and living infrastructures by strengthening international competitiveness of the Japanese electrical machinery equipment industry.
Membership Fee Range	Below 20 000 CHF
Nestlé's role(s)	Member
Engagement Intensity	Low Engagement
Summary of Alignment	This review identified one area of partial alignment with Nestlé policy positions, and several areas where there is no engagement.
Advocacy Spotlights	JEMA is aligned with Nestlé on Renewable Energy and Corporate Accountability. There is partial misalignment on Ambitious Climate Action due to JEMA's position supporting the continued use of thermal energy, and no stated position on Land Use or Regenerative Agriculture. **Ambitious Climate Action** JEMA recognizes climate change and supports Japan's long-term objective of achieving carbon neutrality by 2050. The association references emissions reduction efforts and energy efficiency improvements within the electrical manufacturing sector. However, its engagement reflects a mixed position on the energy transition, including continued support for thermal power as part of Japan's energy mix, which limits full alignment with science-based pathways consistent with limiting warming to 1.5°C. **Renewable Energy** The association supports renewable energy deployment and has engaged on Japan's national renewable energy targets. JEMA advocates for policy frameworks that encourage investment in renewables, including market-based mechanisms and reforms intended to support clean energy uptake alongside industrial competitiveness. **Corporate Accountability** JEMA is engaged in corporate accountability through its support for emissions measurement, reporting, and transparency across the electrical manufacturing sector. It has promoted disclosure of decarbonization progress by member companies and contributed to the development of sector-level reporting approaches, including efforts to standardize the calculation and disclosure of emissions impacts.
Changes	While there has been limited change in JEMA's overall alignment since last year, the association has made notable progress on corporate accountability. JEMA remains partially aligned with Nestlé on ambitious climate action, aligned on renewable energy, and has improved its approach to corporate accountability by encouraging member companies to disclose decarbonization progress and by contributing to sector-level reporting initiatives, including efforts to standardize emissions calculation and disclosure. JEMA continues to hold no stated position on land use or regenerative agriculture.
Next Steps	Nestlé will engage with JEMA to encourage stronger alignment with science-based climate pathways, particularly in relation to the role of thermal power in the energy transition. Nestlé will seek to build on JEMA's engagement on renewable energy and corporate accountability to promote greater ambition and transparency across the sector.
Learn more	View JEMA's LobbyMap Profile

Sustainable Food Policy Alliance (SFPA)	
Geography	North America
Country	USA
Link	Website
Description	The Sustainable Food Policy Alliance (SFPA) aims to drive faster change in the food industry by encouraging leadership from individual companies and supporting public policies that set higher standards, inspiring further progress. Its membership comprises the four founding companies, Danone North America, Mars Incorporated, Nestlé USA, and Unilever U.S.
Membership Fee Range	Between 100 000 CHF and 150 000 CHF
Nestlé's role(s)	Founding Member
Engagement Intensity	Low Engagement
Summary of Alignment	This review identified no areas of material with Nestlé policy positions.
Advocacy Spotlights	SFPA is aligned with Nestlé on Ambitious Climate Action, Land Use, Renewable Energy, and Regenerative Agriculture. The alliance does not hold a position on Corporate Accountability. **Ambitious Climate Action** SFPA explicitly supports science-based climate action and the objectives of the Paris Agreement, including limiting warming to 1.5°C. Its public policy engagement consistently promotes ambitious climate measures and frames government action as essential to accelerating food-system decarbonization. **Land Use** SFPA demonstrates strong engagement on land-use issues, including deforestation prevention and the protection of natural ecosystems. The alliance advocates for policies that safeguard forests and other carbon-rich landscapes and recognizes the role of agriculture and forestry in climate mitigation. **Renewable Energy** The alliance supports renewable energy deployment within the food and agriculture system, particularly through advocacy linked to US agricultural policy. This includes backing incentives and policy measures that enable clean energy adoption across rural and food-system contexts. **Regenerative Agriculture** Regenerative agriculture is a core pillar of SFPA's work. SFPA is advocating for U.S. farm policies, including the Farm Bill, to prioritize climate action, water conservation, regenerative agriculture, and improved soil health.
Changes	As a founding member in this focused association, SFPA remains well aligned with Nestlé's policy priorities and continues to support its established policy positions. In 2025, most of SFPA's work focused on plastics and packaging rather than climate policy, reflecting the current US political landscape. However, during 2025 SFPA also developed a climate-related workstream, with FGS Global facilitating coordination with Ceres. This is an area where SFPA can support its NGO partners through parallel engagement.
Next Steps	Continue to engage with SFPA as a founding member to advance ambitious food-system climate policy, with a particular focus on scaling regenerative agriculture and land-use solutions. Nestlé will also explore whether SFPA's policy engagement could be expanded to include greater emphasis on corporate accountability and transparency.
Learn more	View SFPA's LobbyMap Profile

World Business Council for Sustainable Development (WBCSD)/Brazilian Business Council for Sustainable Development (CEBDS)	
Geography	Global & Latin America
Country	Switzerland & Brazil
Link	WBCSD: Website CEBDS: Website
Description	The World Business Council for Sustainable Development (WBCSD) aims to accelerate the transition to a sustainable world by fostering collaboration among its members to address climate change, restore nature, and tackle inequality. The council works on various initiatives, including sustainable agriculture, circular economy, and climate policy. Nestlé is actively involved with WBCSD, participating in several working groups such as the Agriculture and Food Pathway and the Climate Policy Working Group. The Brazilian Business Council for Sustainable Development (CEBDS), founded in 1997, is part of the WBCSD global network. CEBDS has been working to promote sustainable development in Brazil, focusing on eight priority areas of action: Advocacy, Water, Amazon, Biodiversity, Circular Economy, Social Impact, Climate Change, and Agri-Food Systems.
Membership Fee Range	WBCSD - Between 100 000 CHF and 300 000 CHF CEBDS – Between 20 000 CHF and 50 000 CHF
Nestlé's role(s)	WBCSD - Executive Committee CEBDS - Member of the Board & Committee Leader
Engagement Intensity	Moderate engagement
Summary of Alignment	This review identified no areas of material misalignment with Nestlé policy positions.
Advocacy Spotlights	Nestlé's participation at WBCSD is led by headquarters, while CEBDS engagement is led by Nestlé Brazil. CEBDS and WBCSD are both well aligned with Nestlé in the key policy areas of Ambitious Climate Action, Land Use, Renewable Energy, Corporate Accountability, and Regenerative Agriculture. **Ambitious Climate Action** Both associations advocate for the swift implementation of the Paris Agreement and urge governments to strengthen their climate commitments, aiming for net zero emissions by 2050 and aligning with a 1.5°C pathway. CEBDS was strongly engaged in the lead-up to COP30, pushing for more ambitious NDCs, and calling for the establishment of a clear fossil fuel phase-out roadmap to be agreed at COP30. **Land Use** In CEBDS' 2024 Bioeconomy recommendations, it calls for eliminating illegal deforestation and fully enforcing Brazil's Forest Code, while a 2023 public consultation submission advocated for biome-specific conservation targets, carbon sink protection, and respect for Indigenous land demarcation. CEBDS has also highlighted low-carbon agriculture and Brazil's ABC+ Plan ("Plan for Adaptation and Low Carbon Emission Agriculture") as effective policy pathways to decouple emissions from GDP growth. WBCSD also supports forest-related mitigation measures such as Reducing Emissions from Deforestation and Forest Degradation (REDD+) and encourages the expansion of regimes that promote payments for ecosystem services. WBCSD works on land use by convening businesses to develop and scale science-based approaches for sustainable land management through the Agriculture & Food Pathway, which aligns companies on sustainable agriculture, regenerative practices, and land-use climate mitigation.

World Business Council for Sustainable Development (WBCSD)/Brazilian Business Council for Sustainable Development (CEBDS)	
Advocacy Spotlights	**Renewable Energy** CEBDS advocates for energy policies that align with a low-carbon transition, emphasizing the need for government investment in renewable energy to accelerate decarbonization. It has also expressed explicit support for renewable energy legislation, notably RenovaBio, as an effective regulatory framework to drive broad-based adoption of cleaner energy sources across Brazil's economy. WBCSD also promotes the scaling-up of renewable energy through initiatives such as REscale and RE-Source, which facilitate corporate renewable power purchase agreements and advocate for policies supporting low-carbon energy solutions. **Corporate Accountability** CEBDS supports both voluntary and regulatory requirements for corporate net zero commitments, actively advocating for climate-integrity regulation in Brazil while developing tools and coalitions to drive corporate decarbonization. Moreover, WBCSD works with frameworks like the Science-Based Targets initiative (SBTi) and GHG Protocol to ensure that corporate climate actions are aligned with net zero goals. **Regenerative Agriculture** In April 2025, CEBDS and WBCSD co-organized the AARL Cerrado Summit to accelerate the adoption of regenerative agriculture in the Cerrado. CEBDS has also co-authored two key reports on regenerative landscapes in the region, including *The Regenerative Agriculture That We Want* and *That Brazil Deserves*, co-sponsored by Nestlé. In December 2023, CEBDS published *Regenerative Agriculture in Brazil: Challenges and Opportunities*, highlighting the lack of clear definitions, metrics, and a regulatory framework as key barriers to scaling regenerative agriculture and supportive public policies. WBCSD has initiated regional initiatives focused on scaling regenerative agriculture, in which Nestlé participates, including One Planet Business for Biodiversity (OP2B) for Europe, the Landscape Accelerator Brazil (LAB), and the India Landscape Accelerator (ILA).
Changes	Similar to the prior assessment, Nestlé remains highly aligned with the policy engagement activities of both WBCSD and CEBDS in their respective geographies. In 2025 there was a slight decrease in engagement intensity from high to moderate, but shared objectives remain strong.
Next Steps	Nestlé will continue to support and drive the engagement of CEBDS and the WBCSD in advancing the Unified Action Agenda, sustaining the Brazilian business sector's contributions throughout the five-year plan defined at COP30. This effort will focus on translating global resolutions into concrete public policy priorities and regulatory frameworks in Brazil, strengthening the implementation of the climate agenda at the national level, and ensuring alignment with international commitments.
Learn more	View CEBDS' LobbyMap Profile

World Cocoa Foundation (WCF)	
Geography	Global
Country	United States of America
Link	Website
Description	The World Cocoa Foundation (WCF) is an international membership organization representing the global cocoa and chocolate sectors. Its approximately 100 members include cocoa processors, chocolate manufacturers, and supply chain companies worldwide. WCF aims to promote collaboration among its members to strengthen the sustainability of the cocoa sector, improve farmer income, reverse deforestation, and combat child labor.
Membership Fee Range	Above 300 000 CHF
Nestlé's role(s)	Board member and member of subgroups including the Technical Working Group and Communications Group
Engagement Intensity	High Engagement
Summary of Alignment	This review identified no areas of material misalignment with Nestlé policy positions.
Advocacy Spotlights	Nestlé's relationship with WCF extends beyond advocacy on climate topics. Its engagement with WCF focuses primarily on fostering dialogue and advocacy on tackling child labor risks as a critical part of a just transition to a fairer and more equitable food system. This includes coordinating industry engagement on the Child Labor Cocoa Co-ordination Group and advocacy on cocoa research. WCF is well aligned with Nestlé in the key policy areas of Ambitious Climate Action, Land Use, Corporate Accountability and Regenerative Agriculture. WCF does not hold a position in the policy area of Renewable Energy. **Ambitious Climate Action** WCF has a clear position on climate science and demonstrates strong alignment with global climate frameworks. In February 2025, WCF published the first-ever GHG accounting standard for the cocoa sector, aligned with the Science Based Targets Initiative (SBTi) and anchored to the Paris Agreement's 1.5°C target and the GHG Protocol. While WCF does not explicitly reference the UNFCCC process or the Paris Agreement by name, its Carbon Strategy is substantively aligned with their goals. **Land Use** The Cocoa & Forests Initiative (CFI) emphasizes the conservation, restoration, and rehabilitation of protected areas in cocoa-producing regions. It also includes commitments to halt the conversion of forest land for cocoa production, thereby protecting ecosystems where carbon is stored. WCF has partnered with the High Carbon Stock Approach to prevent deforestation in the cocoa supply chain. WCF further strengthened its commitment by launching a dedicated Carbon Strategy and a Deforestation Risk Assessment methodology. **Corporate Accountability** WCF has established the GHG Accounting Standard Methodology to help companies in the cocoa sector measure, report, and mitigate GHG emissions. This standard aligns with the GHG and the SBTi, ensuring consistent and accurate reporting. **Regenerative Agriculture** WCF supports policies and regulations that promote regenerative agriculture indirectly through its initiatives and partnerships. The CFI has facilitated the development of regenerative cocoa policies in Ghana and Côte d'Ivoire which focus on forest protection, restoration, and sustainable agriculture practices that align with regenerative agriculture principles.
Changes	WCF and Nestlé's alignment on land use, corporate accountability and regenerative agriculture remains strong: WCF has further reinforced its work on deforestation prevention and carbon measurement through the Cocoa & Forests Initiative and associated methodologies, building on existing initiatives rather than changing direction. One notable positive development is that, while WCF did not previously articulate a clear climate position, the publication of a dedicated Carbon Strategy and a cocoa-sector GHG accounting standard in 2025 represents a clear step forward and brings WCF into stronger alignment with Nestlé on ambitious climate action.
Next Steps	Nestlé will continue engaging with WCF to drive meaningful policy advocacy on the company's priorities.

World Economic Forum (WEF)	
Geography	Global
Country	Switzerland
Link	[Website]
Description	The World Economic Forum (WEF) aims to improve the state of the world by fostering collaboration to address complex challenges such as climate change, economic inequality, and technological advancements. Nestlé is actively involved with WEF, participating in initiatives like the Global Plastic Action Partnership and the Food Action Alliance.
Membership Fee Range	Above 300 000 CHF
Nestlé's role(s)	Member of the Board of Trustees
Engagement Intensity	High Engagement
Summary of Alignment	This review identified no areas of material misalignment with Nestlé policy positions.
Advocacy Spotlights	WEF is well aligned with Nestlé in the key policy areas of Ambitious Climate Action, Land Use, Renewable Energy, Corporate Accountability, and Regenerative Agriculture. **Ambitious Climate Action** WEF's primary role is in facilitating dialogue and collaboration, advocating for effective legal frameworks, and encouraging global cooperation. They support the UNFCCC process and the Paris Agreement by promoting climate action, facilitating global cooperation, and driving sustainable practices that align with the goals of reducing GHG emissions and mitigating climate change. **Land Use** WEF's Nature Action Agenda is aimed at halting biodiversity loss by 2030 and enabling humans to live in harmony with nature by 2050. This initiative emphasizes the importance of protecting natural ecosystems, which are crucial for carbon storage and biodiversity. At Davos 2025, WEF further called on governments and businesses to invest in nature and resilience as a priority action area for accelerating the transition to a low-carbon economy. **Renewable Energy** WEF has consistently highlighted the clean energy investment gap and called for more decisive government policy action. Through its annual Fostering Effective Energy Transition report, WEF benchmarks 120 countries on energy transition readiness and advocates for the COP28 goals of tripling renewable capacity and doubling energy efficiency by 2030. **Corporate Accountability** WEF's Net Zero Industry Tracker emphasizes the need for clear targets and regulatory frameworks to support decarbonization efforts across industries. It highlights the importance of aligning stakeholders on essential actions and promoting collaboration to accelerate progress towards net zero. In November 2025, WEF noted that fewer than 7% of the 10,000+ organizations with net zero commitments have strategies that would achieve their goals, calling for a scaling of net zero action underpinned by internationally verifiable standards. **Regenerative Agriculture** WEF's 100 Million Farmer initiative aims to accelerate the adoption of regenerative agriculture and climate adaptation practices globally. They advocate for a mix of financial incentives, education, market access, and policy support to help farmers adopt regenerative practices.
Changes	WEF's engagement over the past year has been marked by continuity, with strong alignment with Nestlé maintained across climate action, land use, renewable energy, corporate accountability, and regenerative agriculture. Its work continues to focus on convening, agenda-setting, and facilitating collaboration, rather than advancing specific policy positions. There has also been a shift from no position to positive alignment on renewable energy, including the establishment of a Science Panel on the Global Energy Transition. Overall, WEF's contribution reflects a steady and consistent approach.
Next Steps	Nestlé will continue engaging with WEF to explore more opportunities leveraging WEF's network to drive climate agenda.

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