



GOOD FOR YOU STRATEGY

Ambition

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

Key strategic pillars

PORTFOLIO & PRODUCTS

Better options in categories we choose to serve and right products for most needs and incomes



COMMUNICATION & SERVICES

Information and services to encourage responsible consumption and nutritious choices

Global portfolio

Food and Beverage (64%): water, culinary, dairy, coffee, beverages, breakfast cereals, confectionery, ice-cream

Specialized Nutrition (17%): maternal, child, active lifestyle and medical nutrition

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

Our human food portfolio: nutritional value and role in a balanced diet ^{1,2}

HSR < 1,5
(21%)



Occasional Indulgence
Treats to enjoy in moderation

HSR 1,5-3
(20%)



Mindful Enjoyment
Consumed mindfully as part of a balanced diet and lifestyle

HSR ≥ 3,5
(38%)



59%

Daily Goodness
Consumed regularly as part of a balanced diet and lifestyle

HSR does not apply
(21%)



Specialized Nutrition
Tailored to the nutrition needs of specific populations

Priorities by segment



GUIDE

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



GROW

- Grow sales by 20 – 25 billion CHF by 2030³
- Continue to invest in R&D to innovate and renovate our products, including through micronutrient fortification
- Expand our nutritious product offerings including our affordable nutrition range, plant-based foods as well as products for children and healthy ageing
- Allocate significant marketing spend

Key commitments



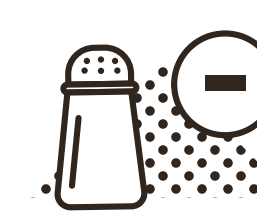
TRANSPARENCY

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



RESPONSIBLE MARKETING

- **Infant formula:** No promotion of formula for infants under 6 months of age in ALL countries globally and for babies under the age of 12 months as a minimum in 163 countries⁴
- **Marketing to Children:** Restrict marketing of categories such as biscuits, confectionery and ice-cream to children under the age of 16



SODIUM

Reduce sodium in key categories of our portfolio

Tools



GOOD FOUNDATION

Improve the nutritional quality of products



GOOD LABEL

Focus on familiar ingredients for consumers



GOOD TASTE

Win consumers preference with tasty products



GOOD BALANCE

Promote responsible marketing and balanced lifestyles



GOOD ADVANTAGE

Highlight products goodness

1 Excluding associates and joint-ventures other than CPW

2 Portfolio data 2023 / Nutritional value based on Health Star Rating (HSR)



3 Baseline 2022, excludes infant formula 0-12 months. Assumes constant foreign exchange rates. May be adjusted should any material acquisitions or divestitures take place

4 For more information, refer to Nestlé Policy For Implementing the WHO Code