

INTERNATIONAL  
**FOOD & BEVERAGE**  
ALLIANCE

Five Commitments in Five Years  
Review of Progress 2008 - 2013



*The Coca-Cola Company*

**FERRERO**



GENERAL MILLS



*Kellogg's*

**MARS**



**i'm lovin' it<sup>®</sup>**

**Mondelēz**  
International



#### ABOUT THE INTERNATIONAL FOOD & BEVERAGE ALLIANCE

The Alliance, formed in 2008, is a forum for bringing together global, regional and national food and non-alcoholic beverage companies around a common goal of helping people in all nations to achieve balanced diets and healthy, active lifestyles. We are committed to leading the industry towards this goal through product innovation, improved access to nutrition information, responsible marketing practices, the promotion of balanced diets and physical activity. We are also committed to collaboration – bringing the private sector, the United Nations, the World Health Organization, governments and civil society together in successful partnerships to address public health challenges. To learn more, please visit our website at [ifballiance.org](http://ifballiance.org)

#### ABOUT THIS REPORT

This report provides an overview of the progress IFBA and its members have made in the five years since the Alliance was established in 2008.

September 2014

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## A MESSAGE FROM THE CO-CHAIRS

This report marks the fifth anniversary of the International Food & Beverage Alliance. During the past five years since the Alliance was established, our members have been implementing the public commitments our CEOs made to the World Health Organization in support of the advancement of the 2004 WHO *Global Strategy on Diet, Physical Activity and Health*. These last five years have been notable for the substantial and positive progress our members have made, individually and collectively, in advancing the goals of that strategy.

Welcome to the fifth annual progress report of the International Food & Beverage Alliance. May 2013 marked the fifth anniversary of the public commitments our CEOs made to the World Health Organization (WHO). To:

1. Reformulate and develop new products that support the goal of improving diets;
2. Provide clear and fact-based nutrition information to all consumers;
3. Extend responsible advertising and marketing initiatives to children globally;
4. Promote balanced diets and healthy, active lifestyles; and
5. Actively support public-private partnerships that support the WHO 2004 *Global Strategy on Diet, Physical Activity and Health*.

These actions form the core of the work of the Alliance. This report is a review of our achievements since 2008 in each of these work areas.

In addition to our work on the five commitments, we have also contributed our expertise in the technical aspects of product reformulation, consumer understanding and communication to support the United Nations (UN) and WHO with their public health strategies.

At the invitation of WHO and its regional offices, IFBA members have been engaging since 2002 on an informal basis in a variety of dialogues and consultations, including on the 2004 *Global Strategy on Diet, Physical Activity and Health*.

During 2008 – 2010, this engagement focused primarily on the areas of sodium reduction strategies and responsible marketing to children.

In 2011, the focus expanded to noncommunicable diseases (NCDs). Recognizing the urgent need to address the global burden of NCDs and to strengthen multistakeholder actions, in 2011 we participated in consultations and hearings convened by the Caribbean Community (CARICOM), WHO and the UN to provide input into the preparatory process for the September 2011 High-level Meeting of the General Assembly on the Prevention and Control of NCDs. We convened two panel discussions featuring thought leaders from government, public health and academia discussing the complexities surrounding NCDs in developing countries, and exploring the challenges and benefits of multistakeholder collaboration to address this global problem. At the High-level Meeting, we publicly committed to continue to do our part to address NCDs and called for greater global collaboration among all stakeholders. We welcomed the adoption of the *Political Declaration of the High-level Meeting on the Prevention and Control of Non-communicable Diseases* (the 2011 *Political Declaration*) and were pleased that it recognized that an effective response requires “a whole-of-society effort” and the important contribution the private sector can make to these efforts. The industry actions called for in paragraph 44 of the *Political Declaration* are the very actions we have been taking voluntarily on a global basis.

At the end of 2011, we were invited to serve on the Interim Advisory Group of the Pan American Forum for Action on NCDs (PAFNCD) and currently serve on the steering group of the SaltSmart Consortium, a multistakeholder initiative of PAFNCD, tasked with designing and implementing a common, stepwise approach to dietary salt reduction in the Americas.

In 2012 and 2013, NCDs were once again the focus as the WHO began work to implement the follow-up actions called for in the 2011 *Political Declaration*. Again, we participated on an informal basis in consultations, contributing our technical expertise and insights on the indicators and voluntary global targets for the prevention and control of NCDs; approaches for strengthening multisectoral action on NCDs; and the WHO *Global Action Plan for the Prevention and Control of Noncommunicable Diseases 2013-2020*.

Over the last five years, we have also grown our membership - welcoming more food manufacturers and moving beyond the manufacturing sector to include the quick-serve restaurant industry in our membership. And we extended our reach. Two regional alliances were formed on the same principles as IFBA – the Gulf Cooperation Council Food and Beverage Alliance (GCC FBA) in 2009 and Food Industry Asia (FIA) in 2010. In 2011, the Consumer Goods Forum, a collaboration of more than 400 retailers, manufacturers and service providers across 70 countries, adopted resolutions on nutrition and health based on the IFBA commitments.

Transparency and accountability underpin our commitments and we report annually and publicly on our progress. In 2012 and 2013, we hosted two stakeholder forums to solicit input on our progress and our reporting. IFBA’s 2012 Progress Report reflected suggestions from those forums. For the past five years, we have engaged a third party to independently monitor and report on our global commitment on responsible marketing to children.

We believe our commitments and actions to date demonstrate our dedication to do our part as an industry in addressing global public health challenges. We are proud of our work and achievements to date, but recognize there is more to do. But, we cannot do it alone. We believe that collaborative multisectoral actions represent not only one of the most cost-effective ways to address public health challenges, but are, in fact, the only way to tackle these complex global issues.

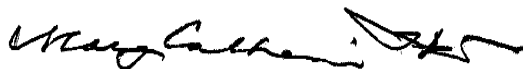
Indeed, our experience has shown that working together, we can make a difference. We have learned that by including the private sector we can add valuable perspectives; help achieve scale; open the possibility of innovative finance mechanisms where public institutions are able to leverage private capital; provide leadership to encourage participation in this agenda; and bring together different skill sets that, hopefully, deliver a better and more effective outcome.

Looking forward, we will continue to build on the work already underway. We will continue to innovate, creating products that support the goals of helping consumers achieve healthy, balanced diets; to provide fact-based nutrition information to empower consumers to make informed dietary decisions; to restrict the marketing of foods high in fat, sugar and salt to children; and to promote healthier lifestyles and increased physical activity.

We recognize and respect the role and independence of WHO and UN-related agencies and the sovereignty of Member States. We also recognize that policy creation and decision-making is the exclusive prerogative of Member States. We see our role as helping inform the development of policy and the implementation of such policies. We will continue to look for opportunities to collaborate with WHO, governments and civil society as we all work towards the implementation of a “whole-of-society” approach to advance the goals of public health.



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Co-Chair, IFBA



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## Commitment 1: Product Composition & Availability

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*Objective: Continue to reformulate products and develop new products that support the goal of improving diets.*

**Progress:** We are continually working to develop or reformulate products that support the goal of improving diets, while ensuring we meet the taste and convenience needs of our consumers. We are also working to address the double burden of over- and under-nutrition.

Since 2004, we have been steadily reducing or removing key ingredients of public health concern – salt, sugar, saturated fats and trans fat – and increasing beneficial ingredients – fibre, whole grains, fruits and vegetables and low-fat dairy. We are fortifying, as appropriate, commonly consumed products with vitamins and minerals to address micronutrient deficiencies. We are reducing calories by offering smaller portion sizes and providing portion guidance.

The progress we have made is substantial – reformulating and developing thousands of products offering more options to suit dietary needs – and our work continues. There is no single or simple approach to product reformulation or new product development. It is a complicated process, requiring investment in research and development and consumer insights and a long-term, multi-faceted plan taking into consideration issues such as sourcing and manufacturing processes, customer affordability, taste and preference. IFBA members have different product portfolios, and as such, different approaches to realizing their objectives in this area.

In this section, we present an overview of each IFBA member's approach to product development and reformulation and their achievements over the past five and more years. (See pgs. 11-39)

In addition to these individual company efforts, IFBA members have also worked in collaboration with governments and NGOs around the world on a variety of initiatives aimed at reducing the burden of obesity and NCDs and helping consumers to achieve a healthy diet. Following are examples of multistakeholder initiatives to reduce salt, saturated fats and calories, and to remove trans fats.

### Collaborating with others to reduce the burden of obesity and NCDs

**Argentina:** In 2011, the food industry, including IFBA members Grupo Bimbo, Mondelēz International and Unilever, signed a “Framework Convention for Voluntary and Progressive Reduction of Sodium Content” with the Ministries of Health, Agriculture, Social Development, Science and Technology, the National Institute of Industrial Technology and others. Signatories agreed to voluntarily reduce the amount of salt and sodium used in the preparation of processed foods by between five and 18 percent to reach the WHO recommended target of 5 grams of salt per day by 2020. This initiative is an extension of the *Menos SAL, Mas VIDA* (Less Salt, More Life) Initiative launched by the Ministry of Health in 2009-2010. The strategy is built on two pillars: raising consumer awareness about the need to reduce salt intake, and agreements with the food industry to reduce sodium. The first goal was the reduction of salt in artisan bread by 25 percent by 2011 – a target achieved in cooperation with the 6,000 member bakeries of the Argentina Federation of Bread Industry Associations. In November 2013, the Ministry of Health announced that the *Menos SAL, Mas VIDA* Initiative had succeeded in reducing the country's personal consumption intake by a gram a day.

**Australia:**

“Food and Health Dialogue”: In 2009, IFBA members General Mills, Kellogg, Mars, Mondelēz International, PepsiCo and Unilever, and Cereal Partners Worldwide (a joint venture of General Mills and Nestlé) joined in the Australian Government’s “Food and Health Dialogue,” a platform for collaborative action between the government, the food industry and public health groups to improve dietary intakes. The reformulation programme aims to reduce saturated fat, added sugar, sodium and energy, and increase the fibre, whole grain, fruit and vegetable content of commonly consumed foods. These activities are being supported, where appropriate, by strategies to standardize and reduce portion sizes and improve consumer awareness of food choices to improve diets. To date, the initiative has achieved industry agreement on 20 reformulation targets on sodium and saturated fats within nine food categories.

“Healthier Australia Commitment”: In 2012, IFBA members, The Coca-Cola Company, General Mills, Nestlé, PepsiCo and Unilever joined with IFBA associate, the Australian Food & Grocery Council to launch the “Healthier Australia Commitment,” an industry-wide initiative to help reduce the incidence of chronic preventable diseases and improve the nutritional quality of the Australian diet. Members voluntarily agreed to reduce by 2015 - saturated fat by 25 percent; sodium by 25 percent; and energy, with a focus on energy dense, nutrient poor products, by 12.5 percent. Product innovation is just one pillar of the Healthier Australia Commitment. In 2013, the commitment partnered with “Together Counts,” an online platform (based on the U.S.A. programme) to educate Australians about the concept of energy balance, promoting physical activity and encouraging families and communities to make healthy lifestyle choices. Healthier Australia Commitment has also partnered with Exercise & Sports Science Australia (ESSA) to launch the “Exercise is Medicine Workplace Physical Activity Resources”, aimed at promoting physical activity and reducing inactivity in and outside of the workplace.

**Brazil:** IFBA members joined with IFBA associate, the Associação Brasileira das Industrias da Alimentação (Brazilian Food Industry Association or ABIA) in a “Cooperation Agreement on the Development of Local Actions for Promoting Healthy Lifestyles” with the Ministry of Health. The aim of the agreement is to reduce key nutrients in industrialized products and establish goals for sugar, sodium, saturated fat and trans fat reductions. The first phase (completed in 2010) focused on trans fat elimination and resulted in the removal of 23 tonnes of industrially produced trans fat from the food supply. The next phase is focused on sodium reduction and it is expected the resulting food products will have 30 percent less sodium by 2020.

**Mexico:**

“National Strategy for the Prevention and Control of Overweight, Obesity and Diabetes”: Since 2010, IFBA members, including The Coca-Cola Company, Grupo Bimbo, Mondelēz International, Nestlé, PepsiCo and Unilever, have been participating in the Mexican government’s strategies designed to mitigate the escalating obesity epidemic in the country. In 2013, the Mexican government launched the “National Strategy for the Prevention and Control of Overweight, Obesity and Diabetes” (the National Strategy) with the goal of improving the levels of well-being of the population. The National Strategy is based on a comprehensive model of care and cross-sectoral public policies and consists of three main pillars: the first is focused on public health with the aim to promote healthy lifestyles through extensive education campaigns, ongoing monitoring of NCDs and implementation of preventive actions; the second is the provision of health care in a timely fashion with the aim of promoting early identification of people with risk factors or previous diagnosis of diabetes or obesity; and the third is regulation and a fiscal policy for health, including a fact-based, front-of-pack labelling system; and regulation on marketing to children, based on category-specific common nutritional profiles.



“Alianza por una Vida Saludable”: Launched in 2005, “Alianza por una Vida Saludable” (AVS) aims at combining the efforts of the food and beverage industry with other public and private institutions to generate and support actions to promote the adoption of healthy lifestyles among the Mexican population. To fulfill its commitment to provide consumers with the highest quality products and promote healthy, active lifestyles, the food industry established five actions: 1) to extend product portfolios (including a reformulation of products and/or development of new alternatives by reducing or replacing sweeteners, fats and salt; the development of high fibre foods including whole grains and other functional properties; the diversification of portion sizes; and incorporation of new technologies for conservation and food freshness) - while respecting the identity and originality of the food categories and recognizing customer preferences in taste, texture and convenience; 2) to market responsibly to children (based on self-regulatory mechanisms established in the private sector); 3) to optimize consumer information channels (advertising, labelling and point of sale, among others); 4) to develop specific campaigns to promote healthy, active lifestyles focusing on building awareness of self-health care and creating incentives to do so; and 5) to establish and strengthen strategic alliances with key actors - parents, teachers, other private sector organizations and the media. In September 2012, AVS launched a public education campaign, “Checa y Elige, claves de nutrición,” (Check and Choose, nutrition keys) which invites consumers to look at the nutrition facts of food and non-alcoholic beverages labelled with the “Checa y Elige” front-of-pack system. (See *Commitment 2: Nutrition Information to Consumers*)

**European Union:** IFBA members, as part of FoodDrinkEurope (formerly the Confederation of the Food and Drink Industry of the EU (CIAA)), joined the EU Platform on Diet, Physical Activity and Health (the Platform) and the High Level Group on Nutrition and Physical Activity in 2006. Led by the European Commission, the Platform provides a forum for European-level organizations including the food

industry, NGOs, public health advocates and advertisers committed to tackling current trends in diet and physical activity. More than 300 commitments have been implemented since the establishment of the Platform in 2005, including awareness campaigns on the importance of healthy diets and physical activity; labelling initiatives, such as the commitment of the EU food industry on front-of-pack guideline daily amounts (GDA) labelling of food; the addition by advertisers of nutrition criteria in defining foods not to be advertised to children; and salt reductions strategies.

**United Kingdom:** In 2011, the government launched “The Public Health Responsibility Deal,” (PHRD), a voluntary, collaborative approach aimed at tapping into the potential for business and other organizations to make a contribution to improving public health. Collective pledges covering alcohol, food, health at work and physical activity set out the specific actions that partners agree to take in support of the PHRD. Participants in the food industry have submitted delivery plans for salt, saturated fats and calorie reductions; trans fat elimination; the addition of fruit and vegetables; and out-of-home calorie labelling. In 2011, IFBA members Ferrero, General Mills, Kellogg, Mars, Mondelēz International, PepsiCo and Unilever, agreed to eliminate artificial trans fat by the end of 2011 and committed to salt reduction targets for the end of 2012. Both of these targets were met within the required timeframe. Although more work needs to be done to achieve the U.K. government’s maximum target daily intake of salt of 6 grams for adults, significant progress has been achieved to date. Between 2001 and 2011, adult daily intakes of salt had been reduced by 15 percent.

**U.S.A.:** “National Salt Reduction Initiative”: IFBA members Mars, Mondelēz International and Unilever have joined the National Salt Reduction Initiative, launched by the New York City Health Department and Center for Disease Control in 2010. The initiative is a public-private partnership of more than 90 state and local health authorities and national

health organizations and the food industry, to reduce Americans' sodium intake by 20 percent by 2014 through voluntary commitments to lower the amount of salt in packaged and restaurant food.

“Healthy Weight Commitment”: Founded in 2009, the Healthy Weight Commitment Foundation (HWCF) is a comprehensive national, multi-year effort developed by 16 food and beverage manufacturers, including The Coca-Cola Company, General Mills, Kellogg, Mars, Mondelēz International, Nestlé, PepsiCo and Unilever, aimed at helping to reduce obesity, especially childhood obesity, by 2015. Focusing its efforts on families and schools, HWCF promotes ways to help people achieve a healthy weight through energy balance – calories in and calories out. In May 2010, in the first industry commitment made under First Lady Michelle Obama's “Let's Move” campaign, HWCF members voluntarily pledged to collectively remove 1.5 trillion calories from their products (against a 2007 baseline) by the end of 2015. The pledge was designed to reduce the calorie gap commensurate with HWCF members' role in the American diet. In May 2013, HWCF reported that at the end of 2012 – three years ahead of schedule – members had met, and exceeded, the calorie goal set for 2015. The calorie-reduction goal was achieved by developing, introducing and selling more lower-calorie options; changing recipes to lower the calorie content of current products; or reducing portion sizes of existing single-serve products.

#### **Pan American Health Organization (PAHO):**

IFBA is part of PAHO's “SaltSmart Consortium”, launched in 2012 by The Pan American Forum for Action on NCDs (PAFNCD), a multi-stakeholder collaboration supporting efforts to reduce salt consumption and promote healthier diets across the Americas. In August 2012, the SaltSmart Consortium, comprised of representatives from governments, civil society, academia and IFBA members Grupo Bimbo, Mondelēz International, Nestlé and Unilever, was convened by PAHO. Participants committed to implement a common, stepwise approach to dietary salt reduction in the Americas with the aim of realizing PAHO's goal of reducing salt intake to less than 5 grams per person per day by 2020. Mondelēz International and Unilever serve as the industry representatives on the steering group for the consortium. The SaltSmart Consortium builds on the adoption by stakeholders, including IFBA members Mondelēz International, PepsiCo and Unilever and IFBA associate, ABIA, of the “Dietary Sodium/Salt Reduction in the Americas 2011 Statement of Rio de Janeiro.” In May 2013, the SaltSmart Consortium endorsed implementation of the Five-Year Multi-Stakeholder Strategic Plan (2013-2018), aimed at among other objectives, accelerating and expanding the reach of social awareness of dietary salt consumption and healthy eating and advancing the harmonization of targets and timelines for reducing salt/sodium.

## The Coca-Cola Company: *Product Composition and Availability*

The Coca-Cola Company is committed to providing consumers with a wide variety of beverage choices to meet a range of tastes and needs – more than 3,500 beverage options globally, including more than 800 low- or no-calorie options. The company is investing heavily in identifying sweeteners derived from natural sources providing consumers with more access to, and more innovation in reduced, low- and no-calorie beverage options – with an uncompromising commitment to product safety and quality. As part of this effort, The Coca-Cola Company has pioneered the use of a zero-calorie sweetener derived from the stevia plant, with origins in the chrysanthemum family. The Coca-Cola Company's innovation work also includes a focus on the fortification of beverages with vitamins, minerals and other beneficial ingredients.

Reducing Calories	
<b>Commitment</b>	The Coca-Cola Company believes it has a role to play in enabling, empowering and engaging consumers as they strive to pursue balanced diets and to live healthy, active lives. For consumers who want to reduce the calories they consume from beverages, the company offers a continuously expanding portfolio of low- and no-calorie beverages around the world. The Coca-Cola Company defines low- and no-calorie beverages as those containing less than 20 Kcal per 100 ml, which aligns with the Codex Alimentarius standard.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>2013:</b> Providing more than 3,500 beverage options around the world that fit every lifestyle, including more than 800 low- or no-calorie options. In 2008, 25% of the product offerings were low-or no-calorie beverages.</li> <li>• <b>2013:</b> Introduced 100 new low- and no-calorie options into markets around the world, representing one-quarter of the total new beverage options launched in 2013.</li> <li>• <b>Europe:</b> <ul style="list-style-type: none"> <li>▪ <b>2012:</b> <ul style="list-style-type: none"> <li>○ Two-thirds of brands offer a low- or no-calorie option.</li> <li>○ 30% of volume sold was low- or no-calorie options, up from 16% in 2000.</li> <li>○ Range of smaller packs (15cl can to 25cl PET bottle included) represented 36% of volume sold.</li> <li>○ Decreased average calorie content of total volume of sparkling soft drinks by 10% over past 10 years while volume sold increased by 8%.</li> </ul> </li> </ul> </li> </ul>
<b>Brands reformulated or developed with less sugar or calories</b>	<ul style="list-style-type: none"> <li>• <b>2013:</b> <i>Coca-Cola Life™</i>, a reduced-calorie cola sweetened with sugar and stevia introduced in Argentina, Chile, Great Britain, Mexico, Sweden and the U.S.A. <i>Coca-Cola Life™</i> is the first product sweetened in part with stevia introduced under the <i>Coca-Cola</i> brand.</li> <li>• 45 products offered in more than 15 countries sweetened in part or completely with stevia, including: <ul style="list-style-type: none"> <li>▪ <b>Europe:</b> Stevia used alone or in combination with other sweeteners in <i>Minute Maid®</i> juices.</li> <li>▪ <b>France:</b> <i>Sprite®</i> and three varieties of <i>Nestea®</i>, sweetened with a combination of stevia and sugar introduced in 2012.</li> <li>▪ <b>Latin America:</b> Stevia used alone or in combination with other caloric sweeteners in <i>Del Valle®</i> juices.</li> <li>▪ <b>U.K.:</b> <i>Sprite®</i> sweetened with stevia introduced in 2013.</li> <li>▪ <b>U.S.A.:</b> Stevia used in combination with other sweeteners in <i>vitaminwater zero™</i>, <i>Honest Fizz™</i> and <i>Honest Zero™</i>.</li> </ul> </li> </ul>

## The Coca-Cola Company: *Product Composition and Availability, continued...*

Adding Beneficial Ingredients	
<b>Commitment</b>	The Coca-Cola Company continues to introduce new fortified products to its product offerings around the world, adding vitamins, minerals and other beneficial ingredients providing choices that meet consumers' needs and diverse lifestyles. The company is piloting ways to make nutrient-enhanced beverages available to school children, in collaboration with governments, nutritional experts and civil society, to fight malnutrition. The formulations of these have been developed through clinical studies to reduce the incidence of nutrient deficiencies and improve child health.
<b>Total global improvement</b>	<ul style="list-style-type: none"> <li>• <b>Since 2008:</b> Introduced a number of beverages into the marketplace that are fortified as part of an overall effort to offer consumers a variety of beverage choices that meet their tastes and lifestyle needs.</li> </ul>
<b>Brands reformulated or developed with beneficial ingredients</b>	<ul style="list-style-type: none"> <li>• <b>2011:</b> <i>Vitango</i>, a pilot micronutrient enhanced beverage made available to 22,000 students in 42 schools in Colombia, through a partnership with the World Food Programme and with complementary funding from the Howard G. Buffett Foundation.</li> <li>• Examples of recent product innovation featuring fortification: <ul style="list-style-type: none"> <li>▪ <b>Canada:</b> <i>Pocket Garden Blendie</i>, a portable vegetable drink, containing a mixture of fresh vegetables, spices and cream that provides a good source of fibre.</li> <li>▪ <b>China:</b> <i>Minute Maid® Pulpy Super Milky™</i>, fortified with whey protein and containing fruit bits.</li> <li>▪ <b>Colombia:</b> <i>Del Valle® Fresh</i>, a fruit drink fortified with calcium and vitamin D to help support strong bones.</li> <li>▪ <b>France:</b> <i>ZICO</i>, pure, premium coconut water beverage with five essential electrolytes; a good source of potassium; and low acidity.</li> <li>▪ <b>Philippines:</b> <i>NutriJuice</i>, fortified with four vitamins and minerals focused on providing iron to children with iron deficiencies.</li> <li>▪ <b>Spain:</b> <i>Minute Maid Antiox™</i>, a beverage with a combination of juices that contain antioxidants from unique fruits.</li> <li>▪ <b>Thailand and Vietnam:</b> <i>Minute Maid NutriBoost</i>, a dairy and juice drink fortified with essential nutrients.</li> <li>▪ <b>U.S.A.:</b> <i>Minute Maid® Kids+®</i>, 100% orange juice with essential nutrients for children, including vitamins A, C, D, E and calcium.</li> </ul> </li> </ul>

## Ferrero: *Product Composition and Availability*

Ferrero is committed to offering consumers, all over the world, products of the highest quality and freshness. Ferrero believes that a varied, not a prescriptive or punitive diet, together with healthy exercise, is of fundamental importance for developing a positive psychological and physical balance, making the occasions of family and social gathering more pleasant and instilling and maintaining correct dietary habits.

Reducing Salt	
<b>Total global reduction or improvement</b>	All Ferrero products have achieved an optimal level of sodium in their respective categories. No products exceed a level of 250 mg/per 100g and the majority of products are below 150 mg/per 100g.
Reducing Saturated Fats & Removing Trans Fat	
<b>Total global reduction or improvement</b>	Ferrero has eliminated the use of hydrogenated fats in its products since many years ago. In 2013, the company confirmed the universal adoption of manufacturing processes which avoid the use of any hydrogenated fats. The company continues to actively participate in R&D initiatives aimed at the reformulation of confectionery products.
<b>Brands reformulated or developed with less saturated fats</b>	<ul style="list-style-type: none"> <li>• <b>2013:</b> Two new products launched with reduced saturated fat: <ul style="list-style-type: none"> <li>▪ Chilled Sponge Cake with Yogurt.</li> <li>▪ Pre-packed snack (bread with hazelnut spread) with saturated fat below 10%.</li> </ul> </li> </ul>
Reducing Sugar and Calories	
<b>Commitment</b>	Ferrero has long been committed to providing consumers with the best taste satisfaction and the most reasonable and acceptable energy content per portion. More than 70% (in volume) of Ferrero's products marketed around the world during the period 2011 - 2012 are presented in portions with less than 100 Kcal and more than 95% in portions with less than 150 Kcal.
<b>Brands reformulated or developed with less sugar or calories</b>	<ul style="list-style-type: none"> <li>• <b>2013:</b> New products launched with low- or no-sugar: <ul style="list-style-type: none"> <li>▪ Sugar-free confectionary mints with an expanded range of flavours.</li> <li>▪ Chilled Sponge Cake with Yogurt, with lower sugar.</li> </ul> </li> <li>• <b>2013:</b> Two new products launched with reduced energy density and energy per portion: <ul style="list-style-type: none"> <li>▪ Chilled Sponge Cake with Yogurt (366 Kcal/100g and 102 Kcal/portion).</li> <li>▪ Pre-packed snack (bread with hazelnut spread) (498 Kcal/100g and 95Kcal/portion).</li> </ul> </li> </ul>
Adding Beneficial Ingredients	
<b>Commitment</b>	Ferrero continues to prioritize the development of products containing fibre, vitamins and minerals naturally derived from the raw materials used its products (e.g. the hazelnut), rather than artificially added.

## General Mills: *Product Composition and Availability*

General Mills is committed to providing people with convenient, nutritious food that – when combined with exercise and activity – can help them live healthier lives. Since 2005, the company has improved the health profile of 73 percent of its U.S.A. retail sales volume. In Canada, products representing 45 percent of retail sales volume since 2010 have been nutritionally improved or launched with a strong nutrition profile. To better understand the relationship between food and health, General Mills is investing in nutrition science. The investment includes research by the company's Bell Institute of Health and Nutrition and collaborations with leading scientists from universities around the globe. Since 2004, the company has increased research and development spending on health and wellness by 60 percent. General Mills also enhances and accelerates its innovation efforts by teaming up with world-class innovators from outside the company through the General Mills Worldwide Innovation Network (G-WIN), actively seeking partners who can help deliver innovation in products, packaging, processes, ingredients and technologies.

Reducing Salt	
<b>Commitment</b>	<ul style="list-style-type: none"> <li>• <b>By 2015:</b> Reduce sodium by 20% in the top 10 categories. This sodium reduction effort represents approximately 40% of the company's U.S.A. retail portfolio and includes everything from snacks to soups to side dishes.</li> </ul>
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>At end 2013:</b> 96% of CPW's recipes have achieved the committed sodium reduction targets.<sup>1</sup></li> <li>• <b>Between 2012 and 2013:</b> A total of 153 SKUs were either introduced as lower sodium or underwent sodium reductions of at least 5% per labelled serving.<sup>2</sup></li> </ul>
<b>Brands reformulated or developed with less salt</b>	<p><i>Green Giant</i> vegetable offerings, <i>Suddenly Salads</i> and <i>Hamburger Helper</i> dinners; <i>Cascadian Farm</i> Raisin Bran; <i>Cascadian Farm</i> Maple Brown Sugar Granola cereals.</p> <ul style="list-style-type: none"> <li>• <b>Between 2012 and 2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Australia:</b> <ul style="list-style-type: none"> <li>○ Reformulated three dessert mix SKUs.</li> <li>○ Reduced sodium by an average of 30 to 35% in <i>Latina</i> Fresh filled pasta products.</li> </ul> </li> <li>▪ <b>Canada:</b> Reformulated 18 SKUs, including seven meal starters, three potatoes, two snacks, three pizzas, two cereals and one baking mix.</li> <li>▪ <b>Europe:</b> Reformulated 10 SKUs, including seven vegetables and three cake mixes.</li> <li>▪ <b>Korea:</b> Reformulated three vegetable SKUs.</li> <li>▪ <b>Latin America:</b> Reformulated 14 SKUs, including three <i>Suddenly Salads</i>, seven vegetables, one <i>Hamburger Helper</i>, two cereals, one snack bar.</li> <li>▪ <b>Middle East (AMEA):</b> Reformulated nine vegetable SKUs.</li> <li>▪ <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>○ Reformulated 18 SKUs including, but not limited to, 14 cereals, 15 potatoes, 43 shelf stable vegetables, four snack bars and eight pasta sauces.</li> <li>○ Introduced two low sodium <i>Cascadian Farm</i> cereal SKUs.</li> </ul> </li> </ul> </li> <li>• <b>Between 2008 and 2013:</b> <i>Green Giant</i> lowered the salt in its canned vegetables between 5% and 35% across Europe, Russia, Africa and the Middle East; this reduction effort implemented in 90% of <i>Green Giant</i> products.</li> </ul>

<sup>1</sup> Cereal Partners Worldwide (CPW) is a joint venture between General Mills and Nestlé.

<sup>2</sup> SKU = stock keeping unit



## General Mills: *Product Composition and Availability, continued...*

Reducing Saturated Fats & Removing Trans Fat	
<b>Commitment</b>	<p><b>Trans Fat:</b> General Mills has successfully reformulated a number of products to reduce or remove trans fat while maintaining the quality and taste consumers expect, and is committed to achieving 0 grams labelled trans fat across all U.S. A. retail products.</p>
<b>Total global reduction or improvement</b>	<p><b>Trans Fat:</b></p> <ul style="list-style-type: none"> <li>• 90+% of U.S.A. retail products labelled as 0 grams trans fat.</li> <li>• 0 trans fat from partially hydrogenated oils used in U.K. products.</li> <li>• <b>Between 2012 and 2013:</b> A total of 43 SKUs were reformulated to reduce trans fat and/or saturated fat. Some SKUs experienced reductions in both saturated fats and trans fat.</li> </ul>
<b>Brands reformulated or developed with less saturated fats or trans fat</b>	<p><b>Trans Fat:</b> <b>U.S.A.:</b> All <i>Pillsbury</i> flaky refrigerated biscuits have 0 grams labelled trans fat.</p> <ul style="list-style-type: none"> <li>• <b>Between 2012 and 2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Canada:</b> Reformulated 11 SKUs including seven cake frostings, two potatoes, one muffin mix and one snack.</li> <li>▪ <b>U.K.:</b> General Mills has achieved its goal of removing trans fat from partially hydrogenated oils in its products, meeting the trans fat elimination target of the U.K. Public Health Responsibility Deal pledge. The company has also put in place nutrition standards ensuring continued absence of trans fat from its products in the U.K.</li> <li>▪ <b>U.S.A.:</b> Reformulated 22 SKUs including 21 refrigerated and frozen biscuits and one baking mix.</li> </ul> </li> <li>• <b>Since 2008:</b> Trans fat reduced to 0 grams in more than 270 of U.S.A. retail products, including <i>Betty Crocker</i> Rich &amp; Creamy Frosting, <i>Pillsbury</i> Toaster Strudel and Toaster Scrambles, low-fat <i>Pillsbury</i> breads, reduced-fat crescents, reduced-fat sweet rolls, reduced-fat biscuits, and the <i>Simply...</i> line of cookies, bread and biscuits. All <i>Totino's</i> Pizza and Pizza Rolls snacks are now labelled 0 grams trans fat. Reductions have been achieved in more than 150 of General Mills' U.S.A. retail products.</li> </ul> <p><b>Saturated Fat:</b></p> <ul style="list-style-type: none"> <li>• <b>Between 2012 and 2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Australia:</b> Reformulated four dessert mix SKUs.</li> <li>▪ <b>Canada:</b> Reformulated 11 SKUs including three potatoes, seven cereals and one snack bar.</li> <li>▪ <b>Latin America:</b> <ul style="list-style-type: none"> <li>○ Reformulated three refrigerated or frozen biscuit SKUs.</li> <li>○ <i>Latina</i> Fresh ready-to-eat meals offer single-serving packs that are 97% fat free with low saturated fat.</li> </ul> </li> <li>▪ <b>U.S.A.:</b> Reformulated one baking mix.</li> </ul> </li> </ul>

## General Mills: *Product Composition and Availability,* *continued...*

Reducing Sugar	
<b>Commitment</b>	General Mills continues to reduce sugar across its global product portfolio.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>2009:</b> General Mills announced it would reduce sugar in all of its cereals advertised to children under 12 to single-digit grams of sugar per serving. Today, all General Mills cereals marketed to children are at 10 grams of sugar or less per serving, down from 11 to 15 grams of sugar in 2007.</li> <li>• <b>2013:</b> 63% of CPW's volume of cereal brands popular with kids and teens has achieved the committed sugar reduction targets.</li> <li>• <b>Between 2012 and 2013:</b> A total of 66 SKUs were either introduced as lower-sugar or reformulated to reduce sugar by at least 5% per labelled serving.</li> </ul>
<b>Brands reformulated or developed with less sugar</b>	<ul style="list-style-type: none"> <li>• <b>Since 2007:</b> Sugar reduced in main kid yogurts (<i>Yoplait® Go-GURT®, Yoplait Trix</i> and <i>Yoplait Kids®</i>) by a line average of 24%.</li> <li>• Sugar reduced in several varieties of <i>Cascadian Farm</i> chewy granola bars by more than 10%.</li> <li>• <b>Between 2012 and 2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Australia:</b> Reformulated two dessert mix SKUs.</li> <li>▪ <b>Canada:</b> Reformulated 30 SKUs including 15 cereals, six fruit snacks, eight snack bars and one refrigerated cookie.</li> <li>▪ <b>EMEA:</b> CPW reduced sugar levels in 25 cereal recipes.</li> <li>▪ <b>Latin America:</b> Reformulated six SKUs including one cereal, four snacks and one snack bar.</li> <li>▪ <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>○ Reformulated 24 SKUs including 19 cereals SKUs and five snack bar SKUs.</li> <li>○ Introduced four lower sugar (single digit) SKUs including one cereal and three snack bars.</li> </ul> </li> </ul> </li> </ul>
Reducing Calories	
<b>Commitment</b>	General Mills offers a variety of options for meals or snacks that are low-calorie, smaller portion options and single-serve packages.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>Between 2012 and 2013:</b> 100 SKUs were either reformulated so that calories were reduced by at least 5% per labelled serving, or were introduced as lower-calorie, portion-controlled, lighter or reduced fat.</li> <li>• 75% of Big G retail cereals have 130 calories or less per serving.</li> </ul>
<b>Brands reformulated or developed with less calories</b>	<ul style="list-style-type: none"> <li>• <i>Yoplait Light</i> (reduced to 90 calories); <i>Yoplait Greek 100</i> (with 100 calories); <i>Weight Watchers PointsPlus®</i> (with a value of two points per serving); <i>Progresso Light</i> soups.</li> <li>• <b>Between 2012 and 2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Australia:</b> Reformulated four baking mix SKUs.</li> <li>▪ <b>Canada:</b> <ul style="list-style-type: none"> <li>○ Reformulated 17 SKUs - two potatoes, three cereals, four salsas, six Mexican products, one baking mix and five snack bars.</li> <li>○ Introduced 13 SKUs - ten reduced-calorie Greek Yogurts and three <i>Fiber One</i> brownies.</li> </ul> </li> <li>▪ <b>China:</b> Introduced three dumplings.</li> <li>▪ <b>Europe:</b> Introduced 11 SKUs - eight portion-controlled ice creams and three non-fat sorbets.</li> <li>▪ <b>Latin America:</b> <ul style="list-style-type: none"> <li>○ Reformulated three SKUs for refrigerated or frozen biscuits.</li> <li>○ Introduced three SKUs of lighter pasta.</li> </ul> </li> <li>▪ <b>Middle East (AMEA):</b> Introduced eight SKUs of portion-controlled ice creams.</li> <li>▪ <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>○ 800+ retail products (50%) have 150 calories or less per serving.</li> <li>○ 500+ retail products (33%) have 100 calories or less per serving.</li> <li>○ Reformulated 24 yogurt SKUs.</li> <li>○ Introduced lower calorie/portion control for 14 SKUs - two soups, one cereal, two pizzas and nine snacks.</li> </ul> </li> </ul> </li> </ul>

## General Mills: *Product Composition and Availability,* *continued...*

Adding Beneficial Ingredients	
<b>Commitment</b>	General Mills is committed to increasing beneficial nutrients in its product portfolio, including vitamins, minerals and fibre. The products also include whole grain, fruit, vegetables, and low- or non-fat dairy.
<b>Total global improvement</b>	<ul style="list-style-type: none"> <li>• <b>Between 2012 and 2013:</b> A total of 122 SKUs were either developed with beneficial ingredients (fibre, whole grain, protein and vitamins/minerals) or reformulated to contain beneficial ingredients.</li> <li>• 100% of yogurts provide at least 10% of the recommended daily value of calcium.</li> <li>• All global cereal brands offered by CPW now have at least 8 grams of whole grain per serving. CPW is working to increase levels of whole grain so it is the main ingredient in all CPW cereals.</li> </ul>
<b>Brands reformulated or developed with beneficial ingredients</b>	<p><b>Calcium:</b> Calin+ yogurt, CPW cereals and all Big G cereals are fortified with calcium.</p> <p><b>Fibre:</b> <i>Fiber One</i> brand offers 49 fibre-added products.</p> <p><b>Vitamins:</b> 100% of Big G cereals are fortified with vitamin D; Big G cereals advertised to children are fortified with iron and B vitamins.</p> <p><b>Protein:</b> U.S. protein snack bars deliver a range of 6-10 grams of protein per bar. For example, LÄRABAR ALT, which contains peas as the main protein source and delivers 10 grams of protein without using dairy or soy.</p> <ul style="list-style-type: none"> <li>• <b>Between 2012 and 2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Canada:</b> Fibre: 17 SKUs including 11 grain snacks and six cereals.</li> <li>▪ <b>U.S.A.:</b> A total of 105 SKUs (some SKUs have more than one beneficial ingredient). <ul style="list-style-type: none"> <li>○ Reformulated 13 SKUs including two refrigerated dough SKUs and 11 cereals SKUs with whole grain; and two snack bar SKUs with protein.</li> <li>○ Introduced 21 yogurt SKUs including three baking mixes, 11 cereals and 7 snacks with whole grain; 18 SKUs including five cereals, 12 snacks and one pasta sauce with fibre; 25 SKUs including nine snack bars, 12 yogurts and four beverages with protein; 44 SKUs including 42 yogurt SKUs and two pizza SKUs with calcium; ten yogurt SKUs with vitamin D; two vegetable SKUs with vitamin A; 12 SKUs including six frozen vegetables, five fruit snacks and one beverage with vitamin C; and one frozen smoothie SKU with a serving of fruit.</li> <li>○ Every Big G cereal now has more whole grain than any other single ingredient and contains at least 10 grams of whole grain per serving; 20+ General Mills cereals deliver at least 16 grams of whole grain.</li> </ul> </li> </ul> </li> </ul>

## Grupo Bimbo: Product Composition and Availability

Grupo Bimbo's commitment to offering products that satisfy consumers' needs and meet the recommendations of the WHO and UN Food and Agriculture Organization regarding the content of nutrients of public health concern is evident in the actions the company has taken to improve the nutritional profile of its products. Grupo Bimbo is committed to: reducing nutrients with a high impact on public health, such as sugars, saturated fats, trans fat and sodium; increasing the content of beneficial ingredients, such as whole grains, fibre, vitamins and minerals; developing new options in its product portfolio with healthy nutritional profiles, especially for products aimed at children; detecting nutritional deficiencies in vulnerable groups, and developing products that can help supplement those needs; and making these options more accessible by making products affordable and more widely available. In 2012, Grupo Bimbo partnered with the Mexican Ministry of Health, the Cámara Nacional de la Industria Panificadora y Similares de México (National Chamber of the Baking and Similar Industries of Mexico, CANAIMPA) and the Asociación Nacional de Tiendas de Autoservicio y Departamentales, A.C. (the National Association of Retail and Department Stores, ANTAD) in an initiative to deal with some of the country's main public health issues. Through this agreement, Grupo Bimbo committed to reduce by 10% the salt content in all of its bread products by 2017.

Reducing Salt	
<b>Commitment</b>	Grupo Bimbo is committed to reducing sodium by 30% in its leading brands in the bread and rolls categories.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>Since 2008:</b> sodium reductions achieved in 277 products (approximately 3.5% of the total portfolio).</li> </ul>
<b>Brands reformulated or developed with less salt</b>	<ul style="list-style-type: none"> <li>• <b>Between 2008 and 2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Central America:</b> 7% reduction. <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – Cinnamon Roll Bread, White Bread, Red White Bread, Whole Wheat Bread, 0% Fat Bread, <i>Bimbollos</i> (hamburger buns).</li> <li>○ <i>Monarca</i>: White Bread.</li> </ul> </li> <li>▪ <b>China:</b> <i>Millionland</i> Chicken Roll.</li> <li>▪ <b>EU:</b> 30% reduction. <ul style="list-style-type: none"> <li>○ <i>Arnold</i> – 7 grains, Oatbran, Country Wheat, Country White, Triple Health, Country Buttermilk, Dutch Country 100% Whole Wheat Bread, Ham Rolls and Hot Dog Rolls.</li> <li>○ <i>Oroweat</i> – Hawaiian, Whole Grain and Flax.</li> <li>○ <i>Entenmanns</i> – Whole Wheat, White, Multigrain, Honey Wheat Bread.</li> <li>○ <i>Freihofer's</i> – 100% Whole Wheat.</li> </ul> </li> <li>▪ <b>Iberia:</b> All breads contain less than 1000 mg sodium/100 g product.</li> <li>▪ <b>Mexico:</b> 26% reduction; 8% in leading salty snacks brands. <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – White Bread, Whole Wheat Bread, Multigrain Bread, Multigrain and Flaxseed Bread, White Bread with added fibre, <i>Bimbollos</i> (hamburger buns), Medias Noches (hot dog buns).</li> <li>○ <i>Wonder</i> - White Bread, White Bread with Sesame Seeds, Multicereal Bread, Flaxseed Bread, <i>Wonder</i> 100% Whole Wheat Premium, White Bread with Fibre, Honey Seven Grains Bread, Wonderbutter Bread, Cinnamon Roll Bread, Hamburger Buns, Hot Dog buns</li> <li>○ <i>Sunbeam</i> – White Bread.</li> </ul> </li> <li>▪ <b>South America:</b> 9% reduction. <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – Pan Lactado (bread with added milk), Pan Lactado Nutritotal, Hamburger Buns with Added Milk, Whole Wheat Bread, White Bread, 100% Whole Wheat Bread with Prebiotics, White Light Bread with Added Bran, Hot Dog Buns.</li> <li>○ <i>Holsum</i> – White Bread, Hamburger Buns.</li> <li>○ <i>Los Sorchantes</i> – Tortuga, Tortuga with Sesame Seeds.</li> <li>○ <i>Oroweat</i> - Bread with Seeds, Cereal Bread.</li> <li>○ <i>Pantodos</i> – Pancho, Lomito, Hamburger Buns with Sesame Seeds.</li> <li>○ <i>PYC</i> – White Bread.</li> </ul> </li> </ul> </li> </ul>

**Grupo Bimbo: Product Composition and Availability,**  
continued...

Reducing Saturated Fats & Removing Trans Fat	
<b>Commitment</b>	<p><b>Trans Fat:</b> Grupo Bimbo will completely eliminate trans fats from its product portfolio.</p> <p><b>Saturated Fat:</b></p> <ul style="list-style-type: none"> <li>• Saturated fats have been reduced by 25% in leading sweet baked goods brands and by 15% in leading salty snacks brands.</li> </ul>
<b>Total global reduction or improvement</b>	<p><b>Trans Fat:</b></p> <ul style="list-style-type: none"> <li>• Trans fat has been eliminated from 98.5% of Grupo Bimbo's product portfolio.</li> </ul> <p><b>Saturated Fat:</b></p> <ul style="list-style-type: none"> <li>• <b>Since 2008:</b> saturated fat reduced in 233 products (3% of the total portfolio); equivalent to approximately 4,200 tonnes per year.</li> </ul>
<b>Brands reformulated or developed with less saturated fats or trans fat</b>	<ul style="list-style-type: none"> <li>• <b>Between 2008 and 2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Central America:</b> 6% reduction. <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – Nito, Bimboletes.</li> <li>○ <i>Marinela</i> – Manchitas, Pingüinos, Canelitas, Polvorones, Submarinos, Sponch, Principe.</li> </ul> </li> <li>▪ <b>China:</b> <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – sugar and chocolate donuts.</li> </ul> </li> <li>▪ <b>Iberia:</b> Using olive oil in all bread brands.</li> <li>▪ <b>Mexico:</b> 30% reduction in cookies; 26% in salty snacks brands. <ul style="list-style-type: none"> <li>○ <i>Barcel</i> – Churritos, Tostachos, Chips, Ondas, Papatinas, Hot-Nuts, Takis, Runners.</li> <li>○ <i>Marinela</i> – Polvorones, Canelitas, Rocko, Bombonetes, Triki-trakes, Plativolos, Lors, Principe, Sponch, Galleta Gansito, Barra Multigrano Linaza y Barra Multigrano Nuez.</li> </ul> </li> <li>▪ <b>South America:</b> 8% reduction. <ul style="list-style-type: none"> <li>○ <i>Ideal</i> – Kekitos, Mankeke, Galleta Alfajor.</li> </ul> </li> </ul> </li> </ul>
Reducing Sugar	
<b>Commitment</b>	Grupo Bimbo is committed to reducing sugars by 10% in leading sweet baked goods brands.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>Since 2008:</b> Sugar reductions achieved in 254 products (3% of total product portfolio); equivalent to approximately 13,000 tonnes of sugar per year.</li> </ul>
<b>Brands reformulated or developed with less sugar</b>	<ul style="list-style-type: none"> <li>• <b>Between 2008 and 2013:</b> <ul style="list-style-type: none"> <li>▪ <b>China:</b> <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – Baifen.</li> </ul> </li> <li>▪ <b>Central America:</b> 3% reduction. <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – Ponqué Casero, Brownie Arequipe, Poanqué con Pasas, Bimboletes, Nito.</li> <li>○ <i>Marinela</i> – Manchitas, Pipiolo, Pingüinos, Submarinos, Sponch, Principe.</li> </ul> </li> <li>▪ <b>Iberia:</b> less than 3 grams of sugars/100 grams in all bread brands.</li> <li>▪ <b>Mexico:</b> approximately 7% in bread brands and 4% in sweet baked goods brands. <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – All leading bread and bun brands.</li> <li>○ <i>Marinela</i> – Barritas, Polvorones.</li> </ul> </li> <li>▪ <b>South America:</b> 3% reduction. <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – Pionono Vainilla, Madalenas, Rol Negro.</li> <li>○ <i>Ideal</i> – Queque Clásico, Kekitos, Galleta Alfajor.</li> </ul> </li> </ul> </li> </ul>

**Grupo Bimbo: Product Composition and Availability,**  
continued...

Adding Beneficial Ingredients	
<b>Commitment</b>	Grupo Bimbo is committed to launching a minimum of two products with beneficial ingredients each year in each country where its products are sold.
<b>Total global improvement</b>	<ul style="list-style-type: none"> <li>• <b>Since 2011:</b> A total of 403 products with beneficial ingredients were launched, including 117 whole grain products, 229 healthy products, and 57 products aimed at children.</li> </ul>
<b>Brands reformulated or developed with beneficial ingredients</b>	<ul style="list-style-type: none"> <li>• <b>Between 2008 and 2013:</b> <ul style="list-style-type: none"> <li>▪ <b>China:</b> 6 products. <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – No sugar, Whole Wheat Bread.</li> <li>○ <i>Jinhongwei</i> – Sugar-free Whole Wheat; Whole Wheat Sliced Bread.</li> <li>○ <i>Millionland</i> – Calcium and zinc fortified slides Whole Wheat Bread.</li> </ul> </li> <li>▪ <b>Central America:</b> 47 products. <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – Panque con Leche, White Bread for Women, Sandwich Thins.</li> <li>○ <i>Europa</i> – Whole Wheat Bread with Honey.</li> <li>○ <i>Sanissimo</i> – Nachos and Tostadas Picaditas.</li> <li>○ <i>Vital</i> – Granola and Cranberry Bread, Bread with Fruits and Cereals.</li> </ul> </li> <li>▪ <b>Mexico:</b> 143 products <ul style="list-style-type: none"> <li>○ <i>Bimbo</i> – Pan Bimbo con Actileche.</li> <li>○ <i>Marinela</i> – Panditas cookies, Twinkids cakes.</li> <li>○ <i>Ricolino</i> – Panditas Suaves, Picapapas.</li> <li>○ <i>Tiia Rosa</i> – Arandaleta and Cerealeta whole grain cookies.</li> <li>○ <i>Sanissimo</i> – Whole Grain Tostada, Salmas.</li> <li>○ <i>Wonder</i> – Deli Bread.</li> </ul> </li> <li>▪ <b>South America:</b> 78 products. <ul style="list-style-type: none"> <li>○ <i>Plus Vita</i> – Whole Grain Breads.</li> </ul> </li> <li>▪ <b>U.S.A.:</b> 129 products <ul style="list-style-type: none"> <li>○ <i>Arnolds</i> – 100% Whole Grain Sandwich Thins, Dutch Country Honey Wheat, Healthful Nutty Grain, Healthful Hearty Wheat.</li> <li>○ <i>Freihofer's</i> – Whole Wheat Potato Bread, Barley Sunflower, Breakfast Thin.</li> <li>○ <i>Thomas</i> – Whole Grains Blueberry Bread.</li> <li>○ <i>Oroweat</i> – Pocket Thins, Whole Grain and Chia.</li> </ul> </li> </ul> </li> </ul>



## Kellogg: Product Composition and Availability

Kellogg is continually seeking ways to improve the nutrition profile of its products – including lowering sodium and reducing saturated fats, trans fat and sugar – without compromising taste or quality. TO lower the sodium content in its products – a process that the company has been engaged in for more than 20 years - Kellogg has found that a silent sodium reduction strategy, paced with consumer acceptance, to be the most successful process. Sugar has been reduced or new products created with lower sugar by blending grains and flavours that meet consumer demands for taste and quality. A dedicated team of food and nutrition scientists continue to monitor the current research and evaluate new technologies to enable further reductions for sodium, sugar and saturated fat and the removal of partially hydrogenated oils. The company is conducting new research on fibre to enable the development of new products and evaluating new technologies to reformulate current foods to include more fibre. New nutrition research on the prevalence of vitamin D insufficiency guided Kellogg's development of cereals with vitamin D. Kellogg's global packaging and engineering teams have provided significant innovation to enable the development and production of single serve packages for many of the company's most popular snacks.

Reducing Salt	
<b>Commitment</b>	Kellogg is continually seeking ways to improve the nutrition profile of its foods – including lowering sodium– without compromising taste or quality.
<b>Total global reduction or improvement</b>	<p><b>Global:</b> Reducing sodium content in foods for more than 20 years.</p> <ul style="list-style-type: none"> <li>• Since 2007: Sodium reduced in ready-to-eat (RTE) cereals in key global markets by 18%.</li> </ul>
<b>Brands reformulated or developed with less salt</b>	<ul style="list-style-type: none"> <li>• Reformulation focused on most popular global cereals, such as <i>Kellogg's Corn Flakes®</i>, <i>Kellogg's Rice Krispies®</i>, <i>Kellogg's Rice Bubbles®</i> and <i>Kellogg's Raisin Bran®</i> Cereals.</li> <li>• <b>Australia:</b> <ul style="list-style-type: none"> <li>▪ <b>Since 1997:</b> Sodium reduced in cereals by up to 59%; most recently, in <i>Kellogg's Rice Bubbles®</i> and <i>Kellogg's Corn Flakes®</i> cereals by 20%.</li> </ul> </li> <li>• <b>Canada:</b> <ul style="list-style-type: none"> <li>▪ <b>Since 2008:</b> Sodium lowered in popular cereals an average of 23%, including to both <i>Kellogg's All-Bran®</i> Original and <i>Kellogg's Rice Krispies®</i> Cereals of 39%.</li> </ul> </li> <li>• <b>Europe:</b> <ul style="list-style-type: none"> <li>▪ <b>Since 1999:</b> Sodium reduced in key cereal brands by over 50% (sales weighted average). Most recently, sodium reduced in <i>Kellogg's Miel Pops®</i> Cracks by 27%, and by at least 11% in <i>Kellogg's Special K®</i> Flakes, <i>All Bran®</i> and <i>Kellogg's Fruit 'n Fibre®</i> Cereals.</li> </ul> </li> <li>• <b>India:</b> 20% reduction in <i>Kellogg's Corn Flakes®</i> Cereal.</li> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ <b>Since 1998:</b> Sodium reduced in most popular cereals by as much as 70%. Most recently, sodium reduced in <i>Kellogg's Raisin Bran®</i> Cereal by 40%.</li> <li>▪</li> </ul> </li> </ul>

## Kellogg: Product Composition and Availability, continued...

Reducing Saturated Fats & Removing Trans Fat	
<b>Commitment</b>	Kellogg has been reducing the saturated fats and trans fats in foods for nearly 10 years and continues to seek ways to reduce or eliminate partially hydrogenated oils in the small percentage of foods that have them.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>Prior to 2008:</b> Reduced much of the saturated fats and trans fat in products.</li> <li>• All products marketed to children under 12 have less than 2 grams saturated fat per serving and are labelled 0 grams trans fat.</li> </ul>
<b>Brands reformulated or developed with less saturated fats or trans fat</b>	<ul style="list-style-type: none"> <li>• <b>Kellogg's® Special K®</b> products, including <i>Special K®</i> Cracker Chips and Popcorn Chips with 0.5 grams per serving or less of saturated fat and 0 grams trans fat per serving now available in several key markets around the globe (Asia, Australia, Canada, Europe, Mexico and U.S.A.).</li> <li>• <b>Australia/New Zealand and Europe:</b> Kellogg RTE Cereals are labelled 0 grams of trans fat and contain no partially hydrogenated oils.</li> <li>• <b>Europe:</b> Kellogg's® <i>Special K®</i> Cereal Flakes redesigned to have 40% less saturated fat.</li> <li>• <b>North America:</b> Kellogg's® RTE Cereals, <i>Pop-Tarts®</i> Toaster Pastries, <i>Nutri-Grain®</i> Cereal Bars, <i>MorningStar Farms®</i> Veggie Products, <i>Pringles®</i> Crisps are labeled 0 grams trans fat.</li> <li>• <b>U.S.A.:</b> More than 95% of products are labeled 0 grams of trans fat.</li> </ul>
Reducing Sugar	
<b>Commitment</b>	<ul style="list-style-type: none"> <li>• <b>2008:</b> Kellogg committed to reducing sugars in many of its global cereals advertised to children to 12 grams or less per portion.</li> </ul>
<b>Total global reduction or improvement</b>	Sugar lowered in many of the most popular cereals by more than 10% on average per serving.
<b>Brands reformulated or developed with less sugar</b>	<ul style="list-style-type: none"> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ <b>2011:</b> In response to consumers' request, high fructose corn syrup removed from all RTE cereals.</li> <li>▪ Kellogg offers more than 60 cereals with 10 grams of sugar or less per serving.</li> <li>▪ Over the past few years, sugar decreased in top-selling children's cereals by 20-30%.</li> <li>▪ <b>2012:</b> Two new children's cereals introduced with 10 grams of sugar or less: <ul style="list-style-type: none"> <li>○ Kellogg's® <i>Scooby Doo!®</i> cereal has 6 grams of sugar, is a good source of fibre (3 grams) and is made with 27 grams of whole grain per serving.</li> <li>○ Kellogg's® <i>Cinnamon Jacks™</i> cereal has 10 grams of sugar, is a good source of fibre (3 grams), and is made with 12 grams of whole grain per serving.</li> </ul> </li> </ul> </li> </ul>
Reducing Calories	
<b>Commitment</b>	Kellogg believes its role is to give consumers information they need to make informed dietary choices for themselves and their families, and that all foods can have a place in the diet – with balance and moderation. RTE cereal, the foundation of the Kellogg company, is a lower calorie, nutrient dense breakfast choice.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• 90% of products are labelled as 200 or less calories per serving.</li> <li>• Offering an increasing variety of portion-control products.</li> <li>• Kellogg's® <i>Special K®</i> brand is known around the globe for providing calorie control options and Kellogg continues to expand the variety of options, including Kellogg's® <i>Special K®</i> Cracker Chips and Pastry Crisps (filled biscuits) and many new cereals and bar varieties.</li> </ul>
<b>Brands reformulated or developed with less calories</b>	<ul style="list-style-type: none"> <li>• Introduced portion control packages for some of the most popular snack brands, including <i>Cheez-It®</i> and <i>Keebler®</i>.</li> <li>• Introducing Kellogg's® <i>Special K®</i> Cracker Chips and Popcorn Chips with 120 calories or less in servings of 27-30 chips; offering nine different flavours in the U.S.A. and expanding into several global markets.</li> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ Offering more than 125 single-serve packages of many of the most popular snacks at 100 calories or less.</li> <li>▪ Increased the offering of portion-control packages for RTE cereal and snacks.</li> <li>▪ Introduced new varieties of Kellogg's® <i>Special K®</i> Cereals with 120 calories or less.</li> </ul> </li> </ul>

## Kellogg: Product Composition and Availability, continued...

Adding Beneficial Ingredients	
<b>Commitment</b>	<p>Kellogg has long recognized the importance of fibre for health since introducing the first high-fibre cereal, <i>Kellogg's® Bran Flakes</i> in 1915. The company's commitment has continued for almost a century and today, the majority of the cereals and bars in the U.S.A. provide a good source of fibre (3 grams) per serving.</p> <p>Kellogg believes in the power of breakfast – cereals rank as one of the best choices available for a nutritious breakfast and cereal with milk is a leading source of 10 nutrients in children's diets.</p>
<b>Total global improvement</b>	<p>Kellogg is continually seeking opportunities to increase the fibre content of its foods around the globe, and offers <i>Kellogg's® All-Bran®</i> Cereals, cereal bars and beverages in several global markets, with recent expansions in Australia/New Zealand, Canada, Colombia, Europe, India, Mexico, and South Africa to provide even more options for people to meet their fibre needs.</p> <ul style="list-style-type: none"> <li>• <b>Since 2010:</b> Fibre added to a number of popular children's cereals, including <i>Kellogg's® Froot Loops®</i>, <i>Apple Jacks®</i> and <i>Corn Pops®</i>, while maintaining the great taste kids love and expect. The popular <i>Kellogg's® Frosted Mini-Wheats®</i> Cereal comes in many tasty varieties, each providing an excellent source of fibre.</li> <li>• <b>Since 2010:</b> Increased the fibre content of several snack foods, such as <i>Kellogg's® Nutri-Grain®</i> Cereal Bars, to help consumers increase their fibre consumption beyond breakfast foods.</li> <li>• <b>In 2009:</b> Approximately 30% of RTE cereals had at least a good source of fibre. Today, the majority of <i>Kellogg's®</i> and <i>Kashi®</i> Cereals and Bars provide at least a good source of fibre (3 grams) in each serving.</li> </ul>
<b>Brands reformulated or developed with beneficial ingredients</b>	<ul style="list-style-type: none"> <li>• Many of the U.S.A. brands, including <i>Kellogg's® Froot Loops®</i>, <i>Apple Jacks®</i>, <i>Corn Pops®</i>, <i>Nutri Grain®</i>, <i>Eggo® Nutri Grain®</i>, and many others have been reformulated or developed to contain at least a good source of fibre.</li> <li>• <b>Canada:</b> <ul style="list-style-type: none"> <li>▪ Added fibre to <i>Kellogg's® Froot Loops®</i> and <i>Corn Pops®</i> Cereals.</li> <li>▪ Kellogg Canada has been granted a Temporary Marketing Authorization (TMA) by Health Canada to add vitamin D to selected cereals including <i>Kellogg's® Special K®</i> and <i>Rice Krispies®</i> Cereals.</li> </ul> </li> <li>• <b>Europe:</b> <i>Kellogg's® Special K®</i> Cereal Flakes redesigned with more than double the whole grains and more fibre.</li> <li>• <b>Europe and the U.K.:</b> In 2011 Kellogg began an initiative to fortify cereals with vitamin D in response to an increase in childhood cases of rickets. In 2012 this effort was extended to the rest of Europe, in line with local regulations.</li> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ Kellogg provides more RTE cereals that are a good source of fibre (3 grams) and contain 8 grams of whole grain than any other U.S.A. food company.</li> <li>▪ <b>2012:</b> Introduced two new children's cereals: <i>Kellogg's® Scooby Doo!®</i> is a good source of fibre (3 grams) and made with 27 grams of whole grain; and <i>Kellogg's® Cinnamon Jacks™</i> is a good source of fibre (3 grams) and made with 12 grams of whole grain.</li> <li>▪ <b>2013:</b> Breakfast offerings expanded, introducing <i>Kellogg's-To-Go™</i> and <i>Kellogg's® Special K Protein™</i> Coffee House Breakfast Shakes with 5 grams of fibre and 10 grams of protein per serving.</li> <li>▪ The folic acid content of many varieties of <i>Kellogg's® Rice Krispies®</i> and <i>Frosted Mini Wheats®</i> Cereals were doubled to provide 50% of the daily value. Folic acid is a nutrient important during pregnancy.</li> </ul> </li> </ul>

## Mars: Product Composition and Availability

As a major food company, Mars recognizes its responsibility to help consumers make healthier choices and is committed to enhancing the nutrient content of its food portfolio, without compromising taste, convenience, quality or affordability. Expanding the range of reduced calorie, reduced salt and high-fibre options ensures Mars' product portfolio aligns with increasing consumer demand for healthy and nutritious products. Reductions in saturated fats in Europe have been achieved with the replacement of palm oil in nougat, caramel and biscuit in chocolate bars with high oleic sunflower oil and the reduction of dairy fat in ice creams. In other regions of the world, reductions have been achieved from a combination of reformulation and a change in portion size. Salt has been reduced with the use of spices and changes in the cooking process to include a specific time for salt introduction. Mars works with the Food Safety Advisory Council (FSAC) on food nutrition and sustainability; collaborating on research to increase resistant starch and fibre in rice, both of which are known to add to its nutritional content.

Reducing Salt	
<b>Commitment</b>	<ul style="list-style-type: none"> <li>• <b>By 2015:</b> Reduce sodium levels in Mars Food products globally by an average of 25%, from a 2007 baseline (excluding products that already meet regionally agreed sodium targets). All new products will be developed in accordance with the salt targets.</li> </ul>
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>2012:</b> Mars Food achieved its goal to reduce sodium levels by 25% (from a 2007 baseline).</li> <li>• <b>2013:</b> Achieved at least a 15% reduction in sodium in products across Europe (from a 2007 baseline).</li> </ul>
<b>Brands reformulated or developed with less salt</b>	<p><i>Uncle Ben's®</i>: 25-31% sodium reduction in flavoured ready to heat products; <i>Dolmio</i>.</p> <ul style="list-style-type: none"> <li>• <b>Australia:</b> <ul style="list-style-type: none"> <li>▪ Reformulated a number of products to meet the National Heart Foundation's Tick of Approval standard.</li> <li>▪ <b>By end 2014:</b> Reduce sodium in pasta sauces, Indian-style sauces and other sauces that exceed 420 milligrams/or 100g by 15%.</li> </ul> </li> <li>• <b>Brazil:</b> Reducing 25% of sodium in three <i>Masterfoods®</i> brand lines (Sauce for Meat, Salad Dressing and Dry Creamy Sauce).</li> <li>• <b>Europe:</b> <ul style="list-style-type: none"> <li>▪ <b>At end 2013:</b> The food portfolio contained 34% or 410 tonnes of salt less than it did in 2007, including: <ul style="list-style-type: none"> <li>○ 29.6% reduction in <i>Uncle Ben's®</i> ready to heat unflavoured rice and a 49.4% in flavoured rice (across the entire portfolio).</li> <li>○ A 38.6% and 30.1% reduction in <i>Dolmio</i> Thick and Thin Sauces (across the entire portfolio).</li> <li>○ 14.8% and 30.8% in <i>Uncle Ben's®</i> Thick and Thin Sauces.</li> </ul> </li> </ul> </li> <li>• <b>Middle East/Turkey/Africa:</b> <ul style="list-style-type: none"> <li>▪ <b>In 2013:</b> Mars South Africa reduced sodium across the total portfolio by 2.6%, including an 8% reduction for a specific range of packet soup and a 27% reduction for gravies.</li> </ul> </li> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ <b>Since 2010:</b> Substantially reduced sodium in existing products: <ul style="list-style-type: none"> <li>○ Reformulated 18 SKUs.</li> <li>○ Introduced 40 new flavoured rice products, averaging 440 mg of sodium per serving, 98% of which have less than 630 mg per serving.</li> <li>○ All new products or line extensions have less than or equal to 630 mg of sodium per serving.</li> </ul> </li> <li>▪ Reduced sodium in <i>Uncle Ben's®</i> Country Inn® Broccoli Rice au Gratin by 5.5%.</li> <li>▪ <b>Between 2012 and 2014:</b> Increased emphasis on developing mixed and whole grain products with no added sodium - 8 SKUs launched.</li> </ul> </li> </ul>

## Mars: Product Composition and Availability, continued...

Reducing Saturated Fats and Removing Trans Fat	
<b>Commitment</b>	<p><b>Saturated Fats:</b> Through reformulation and portion size changes, Mars has reduced the amount of saturated fats - in <i>Mars</i>®, <i>Snickers</i>®, <i>Milky Way</i>® and <i>Balisto</i>® bars in Europe. In the U.S.A., the amount of saturated fat in <i>Twix</i>® bars has been reduced to reach the current European levels.</p> <p><b>Trans Fat:</b> Committed to reduce trans fat levels to below 0.5 grams per 100 grams (or in accordance with local regulatory requirements).</p>
<b>Total global reduction or improvement</b>	<p><b>Trans Fat:</b></p> <ul style="list-style-type: none"> <li>• Trans fat removed from all chocolate bars globally, except for the small quantities that occur in milk.</li> <li>• <b>Europe:</b> Achieved a 97% trans fat reduction in 100% of the product portfolio.</li> </ul>
<b>Brands reformulated with less saturated fats or trans fat</b>	<p><b>Saturated Fats:</b> <i>Mars</i>®, <i>Snickers</i>®, <i>Milky Way</i>®, <i>Topic</i>®, <i>Balisto</i>® and <i>Twix</i>®.</p> <p><b>Trans Fat:</b></p> <ul style="list-style-type: none"> <li>• <b>Australia:</b> All chocolate bars contain a maximum of 0.5 grams trans fat per 100g.</li> <li>• <b>Brazil:</b> Reduction of 94% in <i>Twix</i>®.</li> <li>• <b>China:</b> Trans fat in products below 0.3%.</li> <li>• <b>Europe:</b> <ul style="list-style-type: none"> <li>▪ <b>2013:</b> Entire chocolate portfolio below 0.5 grams trans fat per 100g with the majority below 0.2 grams per serving</li> </ul> </li> <li>• <b>Middle East/Turkey/Africa:</b> <ul style="list-style-type: none"> <li>▪ <b>2011:</b> <i>Galaxy</i>® Jewels recipe modified to remove hydrogenated fat.</li> <li>▪ <b>2012:</b> Hydrogenated fat removed in <i>Galaxy</i>® Flutes and replaced with a non-hydrogenated fat; levels are now below legal limit.</li> <li>▪ <b>2013:</b> Hydrogenated fat no longer present in any <i>Mars</i>® chocolate products.</li> </ul> </li> <li>• <b>U.S.A.:</b> Zero grams trans fat in all flavoured rice.</li> </ul> <p><b>Saturated Fats:</b></p> <ul style="list-style-type: none"> <li>• <b>Australia:</b> Saturated fats reduced in <i>Mars</i>® bars by 22% from 5.7 grams to 4.4 grams per 53 gram bar; and 19% per 25 gram bar in <i>Milky Way</i>® bars.</li> <li>• <b>Europe:</b> <ul style="list-style-type: none"> <li>▪ <b>2009:</b> Saturated fat in all nougat bars reduced – 17% in <i>Snickers</i>®; 16% in <i>Mars</i>® and 20% in <i>Milky Way</i>®.</li> <li>▪ <b>2012:</b> 35% reduction in five <i>Balisto</i>® bars as compared to the previous recipes.</li> <li>▪ <b>2013:</b> Saturated fat reduced in ice cream bars – 14% in <i>Snickers</i>®; 15% in <i>Mars</i>®; 5% in <i>Twix</i>® and 15% in <i>Bounty</i>® (verified by an external audit provided to the Minister of Health for France).</li> <li>▪ <b>2013:</b> Fat reduced in coating chocolate on <i>Snickers</i>®, <i>Twix</i>®, <i>Bounty</i>® and <i>Balisto</i>® from 27.9 grams to 26.7 grams.</li> </ul> </li> <li>• <b>Mexico:</b> Since 2013, 15% less saturated fat in <i>Milky Way</i>® (from 6.6 grams to 5.5 grams).</li> <li>• <b>North America:</b> Saturated fat reduced in <i>Twix</i>® bars by 18% per serving – from 18.3 grams/100 grams to 13.7 grams/100 grams; the size of the singles bar reduced from 56.7 grams to 50.7 grams allowing for a per serving reduction in saturated fat from 11 grams to 7 grams.</li> <li>• <b>Russia:</b> <ul style="list-style-type: none"> <li>▪ <b>2013:</b> Saturated fat reduced in <i>Mars</i>® from 5.2 grams to 5 grams/50 grams; in <i>Snickers</i>® from, 5.7 grams to 5.4 grams/50 grams; in <i>Milky Way</i>® from 2.42grams to 2 grams/26 grams; and in <i>Twix</i>® from 3.63 grams to 3.5 grams/finger 27.5 grams. The size of the singles bar was reduced from 56.7 grams to 50.7 grams reducing the per serving of saturated fat from 11 grams to 7 grams.</li> </ul> </li> </ul>

## Mars: Product Composition and Availability, continued...

Reducing Calories	
<b>Commitment</b>	<b>By end 2013:</b> Mars will not put any Mars chocolate products or any Wrigley sugar confectionary products in the market which exceed 250 calories per portion.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>2013:</b> More than 95% of chocolate products in Europe met the target of 250 calories per portion.</li> </ul>
<b>Brands reformulated with less calories</b>	<p><i>Mars</i>®, <i>Snickers</i>®, <i>Milky Way</i>®, <i>Bounty</i>® and <i>Twix</i>®.</p> <ul style="list-style-type: none"> <li>• <b>Australia:</b> Portion sizes reduced across the range to achieve the following- Core singles range are less than 50 Kcal per portion; Core Fun size range are less than 100kcal per portion.</li> <li>• <b>Brazil:</b> 100% of chocolate products meet the 250 calorie per portion commitment.</li> <li>• <b>China:</b> 100% of all chocolate products are below the 150 calorie per portion commitment.</li> <li>• <b>Europe:</b> <ul style="list-style-type: none"> <li>▪ <b>2008:</b> Bar size of filled bars, <i>Mars</i>®, <i>Snickers</i>®, <i>Milky Way</i>® and <i>Twix</i>® reduced resulting in an average 7% energy reduction.</li> <li>▪ <b>2009:</b> 10% reduction in <i>Balisto</i>® bar weight in Continental Europe and 30% reduction in <i>Balisto</i>® mini.</li> <li>▪ <b>2010:</b> 15% reduction in <i>Mars</i>® and <i>Snickers</i>® mini; 15.5% reduction in <i>Twix</i>® mini and 4.2% in <i>Milky Way</i>® mini.</li> <li>▪ <b>2011 – 2013:</b> Implementing 250 calorie commitment with reductions in bar sizes - <i>Twix</i>® from 2.29 grams to 2x25 grams with a 14% calorie reduction; <i>Milky Way</i>® from 21.9 grams to 21.5 grams and <i>Snickers</i>® from 57 grams to 51 grams resulting in a reduction of 286.9 calories to 246.9 calories per bar.</li> </ul> </li> <li>• <b>Middle East/Turkey/ Africa:</b> Following a recipe and dimension change (from 54g to 50g), each portion of chocolate sold contains less than 250 calories per portion.</li> <li>• <b>Mexico:</b> 100% of chocolate products meet the 250 calorie per portion commitment.</li> <li>• <b>Russia:</b> Since mid-2013, 10% of chocolate portfolio met the 250 calorie per portion commitment.</li> <li>• <b>U.K.:</b> <ul style="list-style-type: none"> <li>▪ <b>2009:</b> 16% reduction in <i>Galaxy</i>® bar weight.</li> <li>▪ <b>2010:</b> <i>Galaxy</i>® Bubbles with 25 grams less chocolate and a 20% calorie reduction.</li> </ul> </li> <li>• <b>U.S.A.:</b> All chocolate products meet the less than 250 calorie per portion commitment except for <i>Marathon</i>® Protein Bars and <i>Bounty</i>® Bar in Canada. Introduced “2toGo” bars – two pieces of chocolate packaged in a memory wrap that can be twisted closed making it easier to save a portion for later.</li> </ul>
Adding Beneficial Ingredients	
<b>Commitment</b>	Mars continues to improve the nutritional content of its products without compromising taste, convenience, quality or affordability. Expanding the range of reduced calorie, reduced salt and high-fibre options ensures Mars product portfolio aligns with the increasing consumer demand for healthy and nutritious products.
<b>Brands reformulated or developed with beneficial ingredients</b>	<p><i>Uncle Ben's</i>® range offers a variety of white, whole grain brown and flavoured rice products with different nutritional values.</p> <ul style="list-style-type: none"> <li>• <b>Europe:</b> the 2007 renovation of <i>Dolmio</i>® Bolognese Pasta Sauces boosted tomato content to the equivalent of ten whole tomatoes per jar. A serving of <i>Dolmio</i>® Bolognese Pasta Sauce contains only natural ingredients and provides one of the recommended five daily servings of fruits and vegetables.</li> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ <b>Since 2010:</b> Launched 17 new SKUs containing more than 8 grams whole grains per serving; 14 of which are 100% whole grains. Added more than 8 grams of whole grains per serving to 7 non-whole grain SKUs.</li> <li>▪ <i>Seeds of Change</i>® and <i>Uncle Ben's</i>® <i>Ready to Heat</i> pouch flavoured, mixed wholegrain products contain quinoa, brown rice, whole wheat, wild rice and whole barley and are high in fibre.</li> </ul> </li> </ul>



## McDonald's: Product Composition and Availability

McDonald's menu has evolved over the years to include more choices, helping customers create meals that satisfy their nutritional and lifestyle needs. The company is committed to continuing to enhance the nutritional profile of existing menu offerings and developing new menu choices featuring fruit, vegetables, low-fat dairy and whole grains in locally appropriate ways. McDonald's has been working to reduce saturated fats, sugar, artificial trans fats and sodium in a number of menu items in various markets. Before making these adjustments, the company considers customer input to ensure the taste and experience of its menu offerings still meet customer expectations. The timing and reduction amounts vary by country and menu item. The *Happy Meal* has evolved over the years to include additional options for fruit, vegetables and low-fat dairy – fruit was introduced in the U.K. in 2003 and in the U.S.A. in 2004 – and since that time these options have continued to expand to numerous markets around the world. Today, more than 95 percent of McDonald's restaurants around the world offer fruits, vegetables or low-fat dairy in *Happy Meals*.

Reducing Salt	
<b>Commitment</b>	<b>By 2020:</b> Reduce salt/sodium, sugar, saturated fat or calories across the menu in 9 of McDonald's top markets (specific goals for each participating market to be determined in 2015).
<b>Products reformulated or developed with less salt</b>	<ul style="list-style-type: none"> <li>• <b>Australia:</b> <ul style="list-style-type: none"> <li>▪ Sodium reduced by 20% in American Cheese slices.</li> </ul> </li> <li>• <b>Canada:</b> <ul style="list-style-type: none"> <li>▪ <b>2009-2012:</b> Sodium reduced in grilled chicken by 45% and in crispy chicken by 50%, both of which are used in sandwiches and salads.</li> </ul> </li> <li>• <b>Europe:</b> <ul style="list-style-type: none"> <li>▪ The amount of salt dispensed on fries has been reduced by 20% in markets across Europe.</li> </ul> </li> </ul>
Reducing Saturated Fats & Removing Trans Fat	
<b>Commitment</b>	<b>By 2020:</b> Reduce salt/sodium, sugar, saturated fat or calories across the menu in 9 of McDonald's top markets (specific goals for each participating market to be determined in 2015).
<b>Products reformulated or developed with less saturated fats</b>	<b>U.S.A.:</b> Switching from 1% low-fat chocolate milk to fat-free chocolate milk in <i>Happy Meals</i> resulted in a beverage with 0 grams of both total fat and saturated fat per 8-fluid ounce labelled serving.
Reducing Sugar and Calories	
<b>Commitment</b>	<b>By 2020:</b> Reduce salt/sodium, sugar, saturated fat or calories across the menu in 9 of McDonald's top markets (specific goals for each participating market to be determined in 2015).
<b>Products reformulated or developed with less sugar or calories</b>	<ul style="list-style-type: none"> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ <b>In 2012:</b> A new <i>Happy Meal</i> was introduced, which automatically included fruit in every <i>Happy Meal</i>. In 2014, low-fat yogurt was introduced as a <i>Happy Meal</i> option. Every <i>Happy Meal</i> now includes fruit or low-fat dairy.</li> <li>▪ Switching from 1% low-fat chocolate milk to fat-free chocolate milk in <i>Happy Meals</i> reduced calories by 24% and sugar by 12%.</li> </ul> </li> </ul> <p><b>In 2012:</b> When the new <i>Happy Meal</i> was introduced, calories were reduced by approximately 18% in the most popular <i>Happy Meals</i>.</p>

## McDonald's: Product Composition and Availability, continued...

Adding Beneficial Ingredients	
<b>Commitment</b>	<ul style="list-style-type: none"> <li>• <b>By 2020:</b> Serve 100% more fruit, vegetables, low-fat dairy or whole grains in 9 top markets.</li> </ul>
<b>Products reformulated or developed with beneficial ingredients</b>	<ul style="list-style-type: none"> <li>• Fruits, vegetables or low-fat dairy offered in <i>Happy Meals</i> in more than 95% of restaurants.</li> <li>• Apples are available in <i>Happy Meals</i> in 20 countries; carrot sticks are offered in 23 countries and corn cups are offered in 13 countries.</li> <li>• <b>Europe:</b> <ul style="list-style-type: none"> <li>▪ All markets offer vegetables or fruit options for <i>Happy Meals</i>, such as carrots, pineapple or apple slices, and a number offer low-fat dairy options.</li> <li>▪ Many <i>McWraps</i> contain about 40-60 grams of vegetables.</li> </ul> </li> <li>• <b>France:</b> “Crunchy Wednesdays”, a programme that runs one Wednesday a month, offers easy-to-eat fruit to each child who visits McDonald’s and purchases a <i>Happy Meal</i> on that day. As a result of this programme, McDonald’s restaurants in France offered more than 9 million packs of fruit between September 2010 and September 2013.</li> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ <b>Between 1 August 2012 and 31 July 2013:</b> <ul style="list-style-type: none"> <li>○ More than 410 million cups of vegetables served in menu offerings such as <i>Premium Salads</i>, <i>Side Salads</i> and <i>Premium McWraps</i>.</li> <li>○ More than 200 million cups of fruit served in menu offerings such as <i>Apple Slices</i>, <i>Fruit ‘N Yogurt Parfait</i> and <i>Fruit &amp; Maple Oatmeal</i>.</li> <li>○ More than 420 million servings of whole grain with menu offerings such as <i>Fruit &amp; Maple Oatmeal</i>, made with whole grain oats, bakery-style buns made with 8 grams of whole grain and the new English muffin made with 8 grams of whole grain.</li> <li>○ Served more than 220 million cups of low-fat dairy, with choices such as <i>Fruit ‘N Yogurt Parfait</i>, which provides about 1/3 cup of low-fat yogurt, and beverage options of fat-free chocolate milk or 1% low-fat white milk jugs, which provide a cup of low fat dairy each.</li> </ul> </li> </ul> </li> </ul>

## Mondelēz International: *Product Composition and Availability*

Mondelēz International believes that the health of individuals, communities and the planet are inextricably linked and has committed to creating a more holistic and connected approach to well-being for a greater global good. The company is focused on five key areas for action where it believes it can make the greatest difference: empowering consumers to snack mindfully; partnering with communities to promote healthy lifestyles; securing sustainable agricultural supplies; reducing environmental footprint; and keeping people and products safe. In 2014, for the first time, the company set global nutrition targets, which are set out in the table below, to be achieved by 2020, including a target to grow its “Better Choice” products to 25 percent of revenue. In addition to evolving its product portfolio, the company plans to place calorie information front-of-pack globally by the end of 2016. These combined efforts help support WHO’s goals to reduce salt and saturated fat consumption and help people better manage their calorie and sugar intake. For results, please see the company’s [“At a Glance 2013 Progress” summary](#).

Reducing Salt	
<b>Commitment</b>	<b>By 2020:</b> Reduce sodium by 10% across entire portfolio from a 2012 baseline.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>Between 2010 and 2012:</b> <ul style="list-style-type: none"> <li>▪ <b>North America:</b> Sodium reduced by 10%, removing approximately 1 million pounds of sodium.</li> </ul> </li> <li>• <b>Between 2010 and 2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Latin America:</b> Sodium reduced an average of 10% across biscuit and cheese products, removing approximately 1 million pounds of salt.</li> </ul> </li> </ul>
Reducing Saturated Fats & Removing Trans Fat	
<b>Commitment</b>	<b>Saturated Fat:</b> <ul style="list-style-type: none"> <li>• <b>By 2020:</b> Reduce saturated fat by 10% from a 2012 baseline.</li> </ul>
<b>Total global reduction or improvement</b>	<b>Trans Fat:</b> <ul style="list-style-type: none"> <li>• <b>Since 2007:</b> Trans fat reduced – and in most cases eliminated – from global product portfolio.</li> </ul> <b>Saturated Fat:</b> <ul style="list-style-type: none"> <li>• <b>Since 2009:</b> Saturated fat reduced by 50% across <i>Belvita Crunchy</i> Biscuit range.</li> <li>• <b>Europe:</b> <ul style="list-style-type: none"> <li>▪ <b>Since 2007:</b> Total saturated fat in <i>Prince</i> Biscuit reduced by 45%.</li> </ul> </li> <li>• <b>U.K.:</b> Saturated fat reduced in <i>OREO</i> cookies by 24%.</li> </ul>

**Mondelēz International: Product Composition and Availability,**  
*continued...*

Reducing Sugar	
<b>Commitment</b>	Mondelēz is committed to helping people reduce sugar consumption through its efforts to reduce calories and increase portion control options.
<b>Brands reformulated or developed with less sugar</b>	<ul style="list-style-type: none"> <li>• More than 90% of gum is sugar-free.</li> <li>• Sugar-free options of <i>Clight</i> and <i>Halls</i> are available.</li> <li>• <b>Latin America:</b> Introduced lower-sugar <i>TANG</i> products with a low-calorie alternative to sugar. For example: <ul style="list-style-type: none"> <li>▪ <b>Argentina:</b> Reduced sugar in <i>TANG</i> from 5.4 grams per 200 ml serving to 3.8 grams per 200 ml serving; and from 27 calories to 18 calories per serving.</li> </ul> </li> <li>• <b>Europe:</b> <ul style="list-style-type: none"> <li>▪ <b>Since 2009:</b> Reduced sugar across <i>Belvita</i> biscuits by 8%, moving from 26 grams per 100 gram serving to 24 grams per 100 gram serving.</li> </ul> </li> </ul>
Reducing Calories	
<b>Commitment</b>	<ul style="list-style-type: none"> <li>• <b>By 2020:</b> Increase individually-wrapped portion control options by 25% from a 2012 baseline.</li> </ul>
<b>Brands reformulated or developed with less calories</b>	<ul style="list-style-type: none"> <li>• <b>Since 2012:</b> Mindful Portion products grew by 7%. Examples include new <i>Club Social</i> sandwich crackers, <i>Chips Ahoy!</i> and <i>OREO</i> cookies individual packs and <i>Cadbury Crispello</i>.</li> </ul>
Adding Beneficial Ingredients	
<b>Commitment</b>	<ul style="list-style-type: none"> <li>• <b>By 2020:</b> Increase whole grains by 25%.</li> </ul>
<b>Brands reformulated or developed with beneficial ingredients</b>	<p><b>Whole Grains:</b></p> <ul style="list-style-type: none"> <li>• <b>Europe:</b> Mondelēz International offers more than 150 whole grain biscuits, delivering 17,000 tonnes of whole grain ingredients.</li> <li>• <b>North America:</b> The portfolio in the U.S. A. provides an estimated 5.5 billion servings of whole grain a year.</li> </ul> <p><b>Micronutrient Fortification:</b></p> <ul style="list-style-type: none"> <li>• Working with local nutritionists, the company reformulates products to add nutrients considered low in a population to combat micronutrient deficiencies and to help with under-nutrition, including <i>Tiger Biskuat</i> products in Southeast Asia and <i>TANG</i> in Latin America and the Philippines. In Nigeria, the Nutrition Society of Nigeria endorsed the <i>Bournvita</i> milk-based beverage fortified with multiple nutrients.</li> </ul>

## Nestlé: Product Composition and Availability

Nestlé is playing an active role in helping to address over-nutrition, under-nutrition and related micronutrient deficiencies, obesity and noncommunicable diseases – pressing issues that affect billions of people around the world. The company continually invests in the innovation and renovation of its portfolio of products, creating nutritional value and health benefits across the product range. In 2004, in order to evaluate the nutritional value of its food and beverage products, Nestlé established the Nestlé Nutritional Profiling System. This system is a rigorous methodology based on nutrition science and public health dietary recommendations from WHO and other leading international and national authorities, translated into product nutrient level criteria, taking product composition and typical use into account. The specific criteria are regularly reviewed by a team of nutrition experts and product specialists to incorporate the latest thinking and developments in nutrition, health and wellness.

Reducing Salt	
<b>Commitment</b>	<p>In January 2014, Nestlé updated its Sodium (Salt) Policy to accelerate the reduction of salt in its products and help consumers achieve the recommended intake of no more than 5 grams of salt per day by 2025, in line with globally recognized dietary guidelines. The interim target is to further reduce sodium by an average of at least 10% over four years (2013-2016) in those products that do not meet the Nestlé Nutritional Foundation criteria for sodium as defined in the Nestlé Nutritional Profiling System</p> <ul style="list-style-type: none"> <li>• <b>By 2014:</b> 100% of children's products will meet the Nestlé Nutritional Foundation sodium criteria.</li> <li>• <b>By 2016:</b> Further reductions in sodium by 10% in products that do not meet the Nestlé Nutritional Foundation sodium criteria.</li> </ul>
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>2012:</b> Culinary and breakfast cereal recipes contained 14,043 tonnes less salt than in 2005, a 3.3% reduction in culinary products (by volume) compared to 2011.</li> <li>• <b>2013:</b> 96% of children's products met the Nestlé Nutritional Foundation sodium criteria, up from 90% in 2012.</li> </ul>
<b>Brands reformulated or developed with less salt</b>	<p><i>Maggi, Stouffer's, Buitoni</i></p> <ul style="list-style-type: none"> <li>• <b>Brazil:</b> 25% reduction per serving in <i>Maggi</i> soups.</li> <li>• <b>Europe:</b> 25% reduction per serving in <i>Maggi So Juicy</i> range.</li> <li>• <b>France:</b> 20% reduction per serving in <i>Buitoni</i> pizzas.</li> <li>• <b>Malaysia:</b> 20% reduction per serving in <i>Maggi</i> noodles.</li> <li>• <b>U.S.A.:</b> 29% reduction per serving in <i>Stouffer's</i> stuffed peppers.</li> </ul>

**Nestlé: Product Composition and Availability,  
continued...**

Reducing Saturated Fats & Removing Trans Fat	
<b>Commitment</b>	<p><b>Saturated Fats</b> In January 2014, Nestlé updated its Policy on Saturated Fat to help consumers achieve the recommended intake of no more than 10% of calories from saturated fat, in line with globally recognized dietary guidelines. The target is to further reduce the saturated fat content by an average of at least 10% over three years (2014-2016) in those products that do not meet the Nestlé Nutritional Foundation criteria for saturated fat as defined in the Nestlé Nutritional Profiling System.</p> <ul style="list-style-type: none"> <li>• <b>By 2014:</b> 100% of children's products will meet the Nestlé Nutritional Foundation saturated fats criteria.</li> <li>• <b>By 2016:</b> Further reductions in saturated fat content by 10% in products that do not meet the Nestlé Nutritional Foundation criteria.</li> </ul> <p><b>Trans Fat</b> Nestlé is committed to removing trans fat originating from partially hydrogenated oils (PHOs) from all food and beverage products and has updated its policy on trans fat to help consumers achieve the recommended intake of no more than 1% of calories from trans fat, in line with globally recognized dietary guidelines. The target is to remove trans fats originating from PHOs by 2016.</p> <ul style="list-style-type: none"> <li>• <b>By 2016:</b> Remove all trans fats originating from PHOs. Much of the saturated fats and trans fats reduction occurred prior to 2008 and efforts continue to reduce saturated fats and trans fats globally.</li> </ul>
<b>Total global reduction or improvement</b>	<p><b>Saturated Fats</b></p> <ul style="list-style-type: none"> <li>• Since the establishment of the Nestlé policy on saturated fats, levels in numerous products, especially children's products, have been significantly reduced.</li> <li>• By end of 2013, 96% of children's products met the Nestlé Nutritional Foundation saturated fats criteria, up from 90% in 2012.</li> </ul> <p><b>Trans Fat</b></p> <ul style="list-style-type: none"> <li>• <b>By end 2013:</b> Almost all food and beverage products met the trans fat policy.</li> </ul>
<b>Brands reformulated or developed with less saturated fats or trans fat</b>	Nestlé has prioritized the reduction of saturated fat levels in products consumed by children and families, such as soups, snacks, pizzas and ready-made meals.
Reducing Sugar	
<b>Commitment</b>	<p>Nestlé's Policy on Sugar has set a target to further reduce the sugar content by an average of at least 10% over three years (2014-2016) in those products that do not meet the Nestlé Nutritional Foundation criteria for sugars as defined in the Nestlé Nutritional Profiling System.</p> <ul style="list-style-type: none"> <li>• <b>By 2015:</b> Reduce the sugar content in any serving of children's or teen's breakfast cereal brands to 9 grams or less per serving.</li> <li>• <b>By 2016:</b> Further reduce sugar content by 10% in products that do not meet the Nestlé Nutritional Foundation criteria.</li> </ul>
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>At end 2013:</b> 96% of children's products met the Nestlé Nutritional Foundation sugars criteria, up from 90% in 2012.</li> <li>• Globally, this includes a vast portfolio of products comprising drinks, biscuits, desserts and ice cream.</li> </ul>



## Nestlé: Product Composition and Availability, continued...

Reducing Calories	
<b>Commitment</b>	<p>Nestlé is committed to supporting consumers' efforts to balance their diets. Whether in terms of providing clear portion guidance information, product form or size, specific packaging, serving devices or equipment, Nestlé's goal is to make "eating the right amount at the right frequency" as easy as possible.</p> <ul style="list-style-type: none"> <li>• <b>By 2015:</b> Provide portion guidance on all children's and family products.</li> </ul>
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>At end 2013:</b> Children's and family products amounting to sales of CHF 12.6 million already offered specific portion guidance.</li> </ul>
Adding Beneficial Ingredients	
<b>Commitment</b>	<p>Nestlé is committed to addressing micronutrient deficiencies through fortification of affordable, nutritious foods and beverages, and measuring the impact through scientific research. Nestlé is also committed to helping increase whole grains and vegetables and important sources of beneficial nutrients such as fibre, vitamins and minerals.</p> <p><b>Micronutrient Fortification</b></p> <ul style="list-style-type: none"> <li>• <b>By 2016:</b> Reach 200 billion micronutrient-fortified servings of foods and beverages annually globally, with a special focus on children and women of child-bearing age.</li> <li>• <b>By 2015:</b> Launch bio-fortified products in key markets as a complement to direct fortification.</li> </ul> <p><b>Increase consumption of whole grains and vegetables</b></p> <ul style="list-style-type: none"> <li>• <b>By 2015:</b> More whole grain than any other ingredient in any serving of children's or teen's 17 breakfast cereals.</li> <li>• <b>By 2015:</b> <ul style="list-style-type: none"> <li>▪ <i>Maggi</i> Cooking Lesson Programme will be ongoing in 30 countries.</li> <li>▪ 90% of <i>Maggi</i> product portfolio worldwide promoting home cooking and meals with vegetables.</li> </ul> </li> </ul>
<b>Total global improvement</b>	<p>Nestlé's iron fortification programme focuses on the Caribbean, Central America, Central and West African countries, India, Pakistan, the Pacific Islands and Sri Lanka.</p> <ul style="list-style-type: none"> <li>• <b>2013:</b> <ul style="list-style-type: none"> <li>▪ Provided more than 167 billion servings of nutritious and fortified foods and beverages, including products used to prepare family meals, dairy products, powdered beverages or cereals for children, up from 150 billion servings in 2012.</li> <li>▪ Six bio-fortified products (rice, wheat, maize, sweet potato, cassava and millet) were in development in Nestlé's R&amp;D centres.</li> <li>▪ The <i>Maggi</i> Cooking Lesson Programme was taking place in 16 countries (up from eight countries in 2012), teaching balanced home cooking and a healthy meal structure. To date, 68% of the <i>Maggi</i> product portfolio promotes home cooking and meals with vegetables.</li> <li>▪ Introduced more whole grains than any other ingredient in at least 74% of servings of children's and teens' breakfast cereals; in 2012, breakfast cereals with the <i>Green Banner</i> on-pack contained at least 8 grams of whole grain per serving.</li> </ul> </li> </ul>

## PepsiCo: Product Composition and Availability

PepsiCo provides a wide variety of safe, high-quality products, including healthy and affordable foods and beverages that are accessible to all ranges of consumers. The company is focused on providing products that meet consumer needs for both nutrition and convenience and is expanding its portfolio of nutritious products by increasing the amount of whole grains, fruits, vegetable and dairy in its global product portfolio, in addition to improving the nutritional profile of many of its snacks and beverages. PepsiCo believes it has a role to play in addressing some of the world's most pressing public health challenges, including nutritional imbalances, obesity and other lifestyle-related diseases – issues which are changing the food and beverage industry and shifting consumers towards more nutritious products. In 2009, PepsiCo established targets for the reduction of sodium, saturated fat and added sugars in its key global brands and remains steadfastly committed to these reductions.

Reducing Salt	
<b>Commitment</b>	<b>By 2020:</b> Reduce the average amount of sodium per serving in key global food brands, in key countries by 25%, with a 2006 baseline.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>In 2013:</b> <ul style="list-style-type: none"> <li>▪ Sodium reduced by approximately 9% per serving.</li> <li>▪ More than 1,700 metric tonnes of sodium removed from key brands in key markets as compared to the 2006 baseline.</li> <li>▪ Nearly 3,900 metric tonnes of sodium removed from the total foods portfolio in key global markets compared to the 2006 baseline.</li> </ul> </li> <li>• <b>Brazil, Canada, Mexico and Russia:</b> Achieved more than 10% sodium reduction in key brands compared to the 2006 baseline.</li> <li>• <b>China and U.K.:</b> Met the 25% sodium reduction target compared to the 2006 baseline.</li> </ul>
<b>Brands reformulated or developed with less salt</b>	<p>PepsiCo continues to prioritize the reduction of sodium in flavoured chips.</p> <ul style="list-style-type: none"> <li>• <b>Mexico:</b> <ul style="list-style-type: none"> <li>▪ <b>2013:</b> Sodium reduced from 5 - 38% in six different flavours across the <i>Cheetos</i>, <i>Doritos</i>, <i>Tostitos</i> and <i>Fritos</i> brands.</li> </ul> </li> <li>• <b>Saudi Arabia:</b> <ul style="list-style-type: none"> <li>▪ <b>Since 2011:</b> Sodium reduced in 12 products across <i>Lay's</i>, <i>Cheetos</i> and <i>Tasali</i> brands.</li> </ul> </li> </ul>
Reducing Saturated Fats	
<b>Commitment</b>	<b>By 2020:</b> Reduce the average amount of saturated fat per serving in key global food brands, in key countries, by 15%, with a 2006 baseline.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• Saturated fat reduced by approximately 3% compared to the 2006 baseline.</li> <li>• <b>2013:</b> Removed more than 2,100 metric tonnes of saturated fat in key global brands in key markets as compared to 2006.</li> <li>• <b>China, Turkey, U.K. and U.S.A.:</b> Met the goal of a 15% reduction in saturated fat in key global brands as compared to the 2006 baseline.</li> </ul>
<b>Brands reformulated or developed with less saturated fats</b>	<ul style="list-style-type: none"> <li>• <b>2013:</b> Introduced new air-popped potato chip products with half the fat of regular potato chips with the launch of: <ul style="list-style-type: none"> <li>▪ <b>Australia:</b> <i>Smith's</i> Popped</li> <li>▪ <b>U.K.:</b> <i>Walker's</i> Pops</li> <li>▪ <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>○ <i>Lay's</i> Air Pops</li> <li>○ <i>Smart Food</i> Popped Multigrain Chips – containing 50% less fat than potato chips cooked in oil and providing 12 grams of whole grain per serving.</li> </ul> </li> </ul> </li> </ul>

## PepsiCo: Product Composition and Availability, continued...

Reducing Sugar	
<b>Commitment</b>	By 2020: Reduce the average amount of added sugars per serving in key global beverage brands, in key countries, by 25%, with a 2006 baseline.
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>North America:</b> <ul style="list-style-type: none"> <li>▪ <b>2013:</b> Removed approximately 402,000 metric tonnes of added sugars from the total beverage portfolio, compared to the 2006 baseline.</li> </ul> </li> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ <b>2013:</b> 595 beverages met PepsiCo's nutritional guidelines, representing 40% of the U.S. A. beverage portfolio's sales volume.</li> </ul> </li> </ul>
<b>Brands reformulated with less sugar or calories</b>	<ul style="list-style-type: none"> <li>• <b>2012:</b> <ul style="list-style-type: none"> <li>▪ <b>Australia:</b> Launched <i>Pepsi Next</i>, with 30% less sugar than regular <i>Pepsi</i>.</li> <li>▪ <b>Mexico:</b> Sugar reduced in <i>Mirinda</i> and <i>Manzanita Sol</i> by 25% per serving.</li> </ul> </li> <li>• <b>2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Russia:</b> Launched <i>Lipton Iced Tea</i>, with 30% less sugar than regular <i>Lipton Iced Tea</i>.</li> <li>▪ <b>U.K.:</b> Launched <i>Trop 50</i>, with 50% less sugar than regular orange juice.</li> </ul> </li> </ul>
Adding Beneficial Ingredients	
<b>Commitment</b>	PepsiCo is committed to increasing its offerings of whole grains, fruits and vegetables and dairy as most people across its key global markets do not meet the recommended dietary intake of these three food groups.
<b>Total global improvement</b>	<ul style="list-style-type: none"> <li>• <b>2013:</b> PepsiCo continued to expand its most important nutrition platforms and brands – <ul style="list-style-type: none"> <li>▪ <i>Quaker</i> (grains); <i>Tropicana</i> (fruits and vegetables); <i>Naked Juice</i> (super-premium juices and protein smoothies); <i>Wimm-Bill-Dann</i> (dairy); <i>Gatorade</i> (sports nutrition for athletes)</li> </ul> </li> </ul>
<b>Brands reformulated or developed with beneficial ingredients</b>	<p><b>Whole Grains</b></p> <ul style="list-style-type: none"> <li>• <b>Malaysia:</b> Introduced <i>Quaker Oats</i> for Rice, which uses specially milled oats that cook in the same time as rice, combining 1/3 whole grain oats into a portion of Malaysian's staple grain of rice.</li> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ <b>2012:</b> Introduced <i>Quaker Real Medleys Oatmeal</i>, pairing <i>Quaker Oats</i> with chunks of real fruit or crunchy nuts in a portable and portion-controlled cup.</li> <li>▪ <b>2013:</b> Introduced <i>Quaker Real Medleys Bars</i> and <i>Quaker Real Medleys Cereal</i>.</li> </ul> </li> </ul> <p><b>Fruit and Vegetables</b></p> <ul style="list-style-type: none"> <li>• <b>2013:</b> <i>Naked Juice</i> introduced new drinkable fruit and vegetable blends – <ul style="list-style-type: none"> <li>▪ Chia Sweet Peach and Chia Cherry Lime combine chia seeds which contain Omega 3 fatty acid ALA, antioxidants, protein, fibre and fruit in a smoothie.</li> <li>▪ Greens &amp; Protein and Kale Baze with green vegetables.</li> </ul> </li> <li>• Through PepsiCo's joint venture with the Strauss Group, the portfolio of <i>Sabra's</i> refrigerated dips and spreads was expanded to include – <ul style="list-style-type: none"> <li>▪ <i>Sabra Hummus</i>, made with fresh herbs, spices and chickpeas grown in the U.S.A.</li> <li>▪ <i>Sabra Salsa</i>, made with fresh cut vegetables, spices and Roma style tomatoes grown in California.</li> <li>▪ <i>Sabra's</i> new line of Guacamole, made with Mexican-grown Hass avocados.</li> <li>▪ <i>Sabra Greek Yogurt Veggie Dips</i> have 67% fewer calories and 88% less fat than leading sour cream dips.</li> </ul> </li> <li>• <b>U.S.A.:</b> <i>Tropicana</i> launched three new flavours of Farmstand, which include one serving of fruit and one serving of vegetables in each 8 ounces of 100% juice.</li> </ul> <p><b>Dairy</b></p> <ul style="list-style-type: none"> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ <b>2012:</b> Enters the U.S.A. dairy market through a joint venture with the <i>Müller</i> Group.</li> <li>▪ <b>2013:</b> <i>Müller Quaker Dairy</i> introduced 16 new yogurts. <i>Müller FrütUp</i> yogurt has been included in "Dairy Foods" magazine's "10 Best New Dairy Products of 2013."</li> </ul> </li> </ul> <p><b>Sports Nutrition</b></p> <ul style="list-style-type: none"> <li>• <b>Brazil:</b> Partnered with the Brazilian National Football team to create and provide customized hydration and sports nutrition products for its athletes.</li> <li>• <b>U.S.A.:</b> <b>2013:</b> <i>Gatorade</i> Whey Protein Bars introduced to aid muscle recovery after exercise.</li> </ul>

## Unilever: Product Composition and Availability

The Unilever Sustainable Living Plan, launched in November 2010, provides a blueprint for sustainable business. The plan sets out three goals, including a commitment to improving the health and well-being of more than a billion people by 2020. This goal is underpinned by a set of commitments on improving nutrition by reducing salt, saturated fat, sugars and calories and removing trans fat as well as an overarching commitment that will double the proportion of the total portfolio of Foods and Refreshment meeting the Highest Nutrition Standards. The commitments on diet and health evolved out of Unilever's Nutrition Enhancement Programme which was launched in 2003 and included the development of a nutrient profile system for key public health nutrients – saturated fat, trans fat, salt and sugars. The programme was based on internationally recognized dietary guidelines and reviewed by external stakeholders. More recently, Unilever added commitments on sugar and calories. The reformulation work is one of the three cornerstones of Unilever's global nutrition approach of better products, better diets and better lives, addressing the areas of public health – heart health, obesity and under-nutrition - where the greatest impact can be had through the company's portfolio.

Reducing Salt	
<b>Commitment</b>	<ul style="list-style-type: none"> <li>Unilever's Sustainable Living Plan "salt reduction" target applies to the global Foods portfolio.</li> <li><b>By 2020:</b> 75% of Unilever's food products by volume will meet salt levels to enable intakes of the recommended level of 5 grams of salt per day based on globally recognized dietary guidelines.</li> <li><b>Prior to 2010:</b> Unilever had already significantly reduced salt in its products, including up to 25% reductions in salt levels.</li> </ul>
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li><b>2013:</b> 55% of Unilever's Foods portfolio was compliant with the 5 grams of salt target.</li> <li><b>2013:</b> Salt reduced in more than 10% of retail savoury products portfolio with an average 7% decrease.</li> </ul>
<b>Brands reformulated with less salt</b>	<p><i>Knorr</i> soups and seasonings (a good example of continuing progress in salt reduction over time and in different parts of the world); e.g. <i>Ragu</i> sauce.</p> <ul style="list-style-type: none"> <li><b>Australia and New Zealand:</b> Reduced salt by an average of 26% in <i>Knorr</i> Brown Sauces (Classic Gravy, Rich Brown Gravy, Demi Glace, Jus) without compromising taste.</li> <li><b>Brazil:</b> Salt reduced by 38% in <i>Knorr</i> Tempero Completo Carne seasoning.</li> <li><b>China:</b> Salt reduced on average of 6% in <i>Knorr</i> Chicken Seasonings.</li> <li><b>Germany:</b> <ul style="list-style-type: none"> <li>Salt level of <i>Knorr</i> dry salad dressings reduced by 6%.</li> <li>Salt level of <i>Knorr</i> Mealmaker Gratin Broccoli reduced by 26%.</li> </ul> </li> <li><b>Latin America: 2012:</b> Several varieties of <i>Hellmann's</i> mayonnaise in Argentina, Brazil and Chile reduced with 12% less sodium.</li> <li><b>North America:</b> <ul style="list-style-type: none"> <li><b>Between 2008 and 2013:</b> Salt reduced on average by 35% in <i>Knorr</i> Soup du Jour.</li> <li><b>2013:</b> Five varieties of <i>Knorr</i> Soup du Jour in the U.S.A. and seven varieties in Canada met national regulations for reduced salt.</li> <li><b>2013:</b> Continued sodium reduction effort for <i>Bertolli</i> sauces; new, tastier recipe with up to 35% less sodium.</li> </ul> </li> <li><b>Switzerland:</b> <ul style="list-style-type: none"> <li><b>Since 2010:</b> Salt gradually reduced by 7% in <i>Knorr</i> products; a move endorsed by national Health authorities.</li> </ul> </li> <li><b>Turkey: Between 1999 and 2012:</b> Salt reduced in soups by 25%.</li> <li><b>U.K.:</b> <ul style="list-style-type: none"> <li><b>2007:</b> Unilever led an industry wide salt reduction programme in 2007 and between 2007 and 2012, made substantial reductions in the salt content of its soups and savoury products.</li> <li><b>2012:</b> Reduced sodium content in <i>Stork</i> vegetable fat spreads by 28%. Launched <i>Knorr</i> stock pots (chicken, beef and vegetable varieties) with 25-30% less sodium.</li> <li><b>Between 2012 and 2013:</b> Salt reduced in <i>Knorr</i> Mealmakers range on average by 6%.</li> </ul> </li> </ul>

## Unilever: Product Composition and Availability, continued...

Reducing Saturated Fats & Removing Trans Fat	
<b>Commitment</b>	<p><b>Saturated Fat:</b> Unilever is committed to improving the fat composition of its products by reducing saturated fat as much as possible and increasing levels of essential fats. The Unilever Sustainable Living Plan “reduce saturated fat” target applies to all soft vegetable oil spreads sold in tubs across all regions.</p> <ul style="list-style-type: none"> <li>• <b>By 2017:</b> 90% of Unilever’s global portfolio by volume of soft vegetable oil spreads will contain no more than 33% fat as saturated fat and at least 67% as good unsaturated fat. In tropical areas without chilled distribution, the maximum saturated fat content will be set at 38%. For all other products in the spreads portfolio, including the mélanges, Unilever strives for the lowest saturated fat level possible without compromising on product performance and consumer expectations.</li> </ul> <p><b>Trans Fat:</b></p> <ul style="list-style-type: none"> <li>• <b>By 2012:</b> The Unilever Sustainable Living Plan calls for the removal of trans fat across the total Food and Refreshment portfolio.</li> </ul>
<b>Total global reduction or improvement</b>	<p><b>Trans Fat:</b></p> <ul style="list-style-type: none"> <li>• <b>2012:</b> Trans fat originating from partially hydrogenated vegetable oil removed from all Unilever Foods and Refreshment products.</li> </ul> <p><b>Saturated Fat:</b></p> <ul style="list-style-type: none"> <li>• <b>Between 2008 and 2013:</b> 82% of global portfolio of soft vegetable oil spreads contained no more than 33% saturated fat and at least 67% good unsaturated fat in 2013.</li> <li>• <b>2012:</b> 92% of leading spreads by volume achieved the 2012 target of 33% less saturated fat as a proportion of total fat and contained at least 15% of the essential fatty acids recommended by international dietary guidelines.</li> <li>• <b>2013:</b> 82% of the global portfolio of vegetable oil spreads contained no more than 33% saturated fat and at least 67% good unsaturated fat.</li> </ul>
<b>Brands reformulated with less saturated fats or trans fat</b>	<p><b>Saturated Fat:</b></p> <ul style="list-style-type: none"> <li>• Unilever launched a new spread blend that includes butter. The spread contains 1/3 less saturated fat than butter and contains more good, polyunsaturated fats.</li> <li>• Unilever is stepping up its work to launch and promote the use of liquid margarine products for cooking. Its liquid margarines typically contain up to 80% less saturated fat than butter and are high in omega 3 fatty acids.</li> </ul>

## Unilever: Product Composition and Availability, continued...

Reducing Sugar	
<b>Commitment</b>	<p>The Unilever Sustainable Living Plan “remove sugar” target applies to the global ready-to-drink portfolio under the PepsiCo - <i>Lipton</i>® joint venture. Prior to 2010, Unilever had reduced sugar levels in its ready-to-drink teas and is committed to further reductions.</p> <ul style="list-style-type: none"> <li>• <b>2014:</b> Unilever extended the scope of its original sugar commitment to include powdered ice tea and milk tea products.</li> <li>• <b>By 2020:</b> Reducing sugar levels in ready-to-drink tea as well as powdered ice tea and milk tea products by a further 25% by volume, between 2010 and 2020.</li> </ul>
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>2013:</b> Achieved an 11% sugar reduction across all ready-to-drink teas (2010 baseline).</li> <li>• <b>Since 2010:</b> Saved 222 billion kilocalories or more than 55,000 tonnes of sugar.</li> </ul>
<b>Brands reformulated or developed with less sugar</b>	<ul style="list-style-type: none"> <li>• <b>Central America:</b> Launched <i>Lipton</i>® Ice Tea Hibiscus which has lower kilocalorie content than regular <i>Lipton</i>® Ice Tea.</li> <li>• <b>Greece and Spain:</b> Launched <i>Lipton</i>® Ice Tea Zero, with no added sugar.</li> <li>• <b>Greece and Turkey:</b> Started reducing sugar in <i>Lipton</i>® Brisk by 30% and using Stevia.</li> <li>• <b>Italy, Switzerland and Turkey:</b> Continued roll-out of <i>Lipton</i>® Green Ice Tea and <i>Lipton</i>® Black Ice Tea with 30% less sugar. Using stevia, sugar levels were reduced from around 7 grams to 4.5 grams per 100 ml.</li> <li>• <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>▪ Reduced sugar in <i>Lipton</i>® Brisk Ice Tea products to 40-50 Kcal per 240 ml (down from 80-90 Kcal in some varieties).</li> <li>▪ Launched <i>Lipton</i>® Not Too Sweet Pure Leaf with lower calorie and lower sweetness than regular varieties, and containing 45 Kcals or 11 grams of sugar per 240 ml.</li> <li>▪ Launched several low-calorie and diet <i>Lipton</i>® Ice Tea products.</li> </ul> </li> </ul>
Reducing Calories	
<b>Commitment</b>	<ul style="list-style-type: none"> <li>• The Unilever Sustainable Living Plan “reduce calories” target applies to the global children’s ice cream portfolio.</li> <li>• <b>By 2014:</b> 100% of Unilever’s children’s ice creams will contain 110 Kcal or fewer per portion.</li> <li>• <b>By 2015:</b> 80% of Unilever’s packaged ice creams will not exceed 250 kcal per portion.</li> </ul>
<b>Total global reduction or improvement</b>	<ul style="list-style-type: none"> <li>• <b>2013:</b> 86% of Unilever’s children’s ice creams met the target of 110 Kcal or fewer per portion, up from 81% at the end of 2012. The products also met Unilever’s Nutrition Criteria for Responsible Marketing to Children.</li> </ul>
<b>Brands reformulated or developed with less calories</b>	<ul style="list-style-type: none"> <li>• <b>2013:</b> To help parents identify ice creams that children can enjoy as part of a balanced diet and active lifestyle, Unilever introduced a “Specially for Kids” logo on its fastest growing ice cream brands, <i>Max</i> and <i>Paddle Pop</i>, that meet Unilever’s Nutrition Criteria. The logo is now launched across 38 in-home products and 14 countries in Europe and Turkey, and will be rolled out in more countries in 2014.</li> </ul>

## Unilever: Product Composition and Availability, continued...

Adding Beneficial Ingredients	
<b>Commitment</b>	In developing and emerging markets, Unilever aims to offer fortified foods at an affordable price and to make them available to as many people as possible. The challenge is to produce and distribute low-cost products, in a way that is economically viable. Unilever is committed to enhancing the fortification of its core product portfolio as this is where it can have the greatest impact through its global presence.
<b>Total global improvement</b>	<ul style="list-style-type: none"> <li>• Approximately 25% of Unilever's total food and beverage sales by volume provide a significant contribution to micronutrient intake, based on five key nutrients: iodine, iron, vitamin A, vitamin D and zinc. This equates to more than 170 billion servings – 25% of which are sold in developing and emerging markets.</li> <li>• <b>2013:</b> More than 90 billion servings of spreads in developed countries and approximately 50 billion servings in developing and emerging markets fortified with vitamins A and D.</li> </ul>
<b>Brands reformulated or developed with beneficial ingredients</b>	<p><b>Iodine:</b></p> <ul style="list-style-type: none"> <li>• <b>India:</b> <ul style="list-style-type: none"> <li>▪ <b>2013:</b> Six billion servings of iodized salt in India through <i>Annapurna</i> brand.</li> </ul> </li> </ul> <p><b>Vitamins:</b></p> <ul style="list-style-type: none"> <li>• Unilever began fortifying all of its spreads in the 1940s with vitamins A and D.</li> <li>• <i>Rama</i> and <i>BlueBand</i> margarines are fortified with vitamins A and D, and also contain vitamin E naturally present in the vegetable oils.</li> <li>• <i>BlueBand</i> products also fortified with vitamins B6, B12, folic acid and niacin.</li> <li>• <b>Latin America:</b> <ul style="list-style-type: none"> <li>▪ <i>Maizena</i> instant porridges are fortified with iron, zinc and vitamins A and B.</li> <li>▪ <i>AdeS</i>, Unilever's soy-based products are fortified with vitamins, A, B, C and E, iron, zinc and calcium.</li> </ul> </li> <li>• <b>Vietnam:</b> <i>Knorr</i> launched its first fortified seasoning granule to help address malnutrition. The new <i>Knorr</i> Meaty seasoning granules are fortified with vitamin A.</li> </ul>



## Commitment 2: Nutrition Information

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*Objective: Provide clear, fact-based nutrition information*

**Progress:** Helping consumers make informed and healthy choices is a key element of IFBA's 2008 commitment in support of WHO's 2004 *Global Strategy on Diet, Physical Activity and Health*.

Fact- and science-based labelling systems, which provide meaningful and understandable nutrition information on individual foods and their place in the overall diet, together with effective consumer education, allow consumers to make the dietary decisions to meet their individual nutritional needs.

In November 2010, IFBA strengthened its 2008 commitment by adopting a global approach to nutrition labelling which provides nutrition information that is objective, fact- and science-based; emphasizes the importance of the overall diet and supports the guidance to encourage physical activity.<sup>3</sup>

The provision of nutrition information to consumers forms the cornerstone of any policy framework to address poor dietary intakes. At a global level – or where there are no legislative requirements already in place – IFBA members provide nutrition information at the point of sale for the key nutrients of public health interest – energy (as calories or kilojoules), total fat, saturated fats, carbohydrates, total sugars and sodium/salt.<sup>4</sup> They also provide information on the product's contribution to an overall diet, including the percentage of the daily reference intake guidance for each nutrient, where such values are available.

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<sup>3</sup> [“Principles for a global approach to fact-based nutrition labelling.”](#)

<sup>4</sup> For packaged foods and beverages, point of sale means the package as it is the key communication vehicle. For restaurants that provide meals, point of sale includes tray liners, menu boards and other means of communication, such as packaging, posters, electronic kiosks.

In circumstances where nutrition information cannot be provided at point of sale, due to limited space or type of packaging, members ensure that this information reaches consumers through other channels, such as websites, social media apps, help lines or other means.

In the following table, we present an overview of the progressive steps each member has taken to provide nutrition information to consumers at the point of sale.

To help consumers quickly and easily compare products while shopping, in 2006, IFBA members that are packaged food companies began implementing voluntary front-of-pack (FOP) labelling systems, displaying key nutrition information on the front of food and beverage packages in different countries around the world. The format of the FOP label varies by territory. At a minimum, the amount of energy (as calories or kilojoules) per portion/per serving will be displayed. In other cases, nutrition information on the amounts of calories, saturated fats, total sugars and sodium/salt along with the percentage reference intake (e.g. GDA, DV or DI<sup>5</sup>) may be displayed:

- **Australia:** The Australian food industry launched its FOP food labelling system - the Daily Intake Guide (DIG) in 2006.
- **Canada:** In 2011, the Canadian Beverage Association, including IFBA members The Coca-Cola Company, Nestlé and PepsiCo launched “Clear on Calories,” a FOP caloric labelling initiative.

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<sup>5</sup> GDA = Guideline Daily Amount; DV = Daily Value; DI = Daily Intake

- **European Union:** In 2006, IFBA members of FoodDrinkEurope committed to implement a voluntary nutrition labelling scheme across the EU, with GDAs and including calories on FOP. In 2012, against the backdrop of new legislation which introduced obligatory back-of-pack (BOP) labelling and optional FOP labelling, the industry re-committed to GDA labelling on the basis of a harmonized FOP labelling system to be introduced across all markets in the EU by the end of 2014.
- **Mexico:** “Checa y Elige,” (Check and Choose) launched in 2011 by IFBA associate AVS, provides the amount of key nutrients (per pack, item or portion) including energy (calories), saturated fats, sugars and sodium and percentage of the recommended daily intake.
- **U.K.:** In 2006, the food industry voluntarily began implementing FOP labeling for five key nutrients – calories, sugars, fat, saturated fat and salt.
- **U.S.A.:**  
“Clear on Calories”: Launched by the American Beverage Association, including IFBA members, The Coca-Cola Company and PepsiCo in 2010.  
  
“Facts Up Front”: Launched in 2011 by IFBA associate, the Grocery Manufacturers Association (GMA) and the Food Marketing Institute (FMI).

In 2011 and 2012, IFBA members collaborated with governments in Malaysia, the Philippines and Thailand to launch voluntary FOP GDA labelling systems to encourage healthier food choices.

Through company websites and social networks, IFBA members are also providing information to help consumers adopt healthy lifestyles with information on the nutritional content of their products; tips and tools on how to enjoy products while staying healthy; information on heart health, weight management, recipes and fitness tips. Members are

increasingly employing new digital tools, technologies and retail platforms to allow consumers to reach them through different channels. Many members also offer regional websites with messages tailored to local audiences.

One of the many other ways IFBA members seek to provide information to consumers is through health professionals. IFBA members offer a variety of resources, including dedicated websites, newsletters, continuing education programmes and hosted symposiums to health professionals and others worldwide on: for example, the science, safety and benefits of foods and beverages and their ingredients; the benefits of breakfast; balanced diets; and the importance of physical activity to health and well-being.

### Collaborating with others to increase nutrition literacy

**Canada:** In support of the Government of Canada’s ongoing commitment to promote healthy eating by helping Canadians make more informed nutrition choices, IFBA associate member FCPC and 34 companies, including IFBA members The Coca-Cola Company, Ferrero, General Mills, Kellogg, Mars, Mondelēz International Nestlé, PepsiCo and Unilever partnered with Health Canada in the fall of 2010 to launch the “Nutrition Facts Education Campaign.” This multi-media campaign focuses on helping increase consumer awareness and use of the “% Daily Value”, a component of the Nutrition Facts table, and explains how Canadians can use this information to make informed choices. The campaign includes a multi-faceted approach with messaging on food packages, in store and in national media (print, television and online) on how to read labels and eat healthy. It also directs consumers to Health Canada’s educational website, and online interactive tools, including shopping tips.

**Mexico:** In September 2012, IFBA associate AVS launched a new public education campaign, “Checa y Elige, claves de nutrición,” (Check and Choose, nutrition keys) which invites consumers to look at the nutrition facts of food and non-alcoholic

beverages labelled with the “Checa y Elige” system. The labelling system provides consumers with a simple guide to the amount of key nutrients (per pack, item or portion) including energy (calories), saturated fats, sugars and sodium and percentage of the recommended daily intake, based on an average diet of 2,000 calories. The campaign is sponsored by 19 companies, including IFBA members Ferrero, The Coca-Cola Company, Grupo Bimbo, Kellogg, Mars, Nestlé, PepsiCo and Unilever who since 2011 have been implementing the “Checa y Elige” label. The concept for the public education campaign was informed by market research that considered data about interests, attitudes and habits of Mexican consumers when choosing and consuming prepackaged foods. The research concluded that consumers have a growing interest in what, how and how much they should eat and drink; want to be empowered to choose products in an informed and responsible way; reject imperative messages and do not want to feel overwhelmed or judged; and want to identify with other consumers. Based on this research, the campaign adopted a playful approach led by two characters, Buzo and Caperuzo, with different eating habits and different levels of awareness towards good health, in everyday situations that represent moments of buying, preparing or consuming foods. The multi-media campaign consists of three television advertisements that are broadcast on national networks, two radio spots, print media and billboards in three of Mexico’s largest cities.

#### **U.S.A.:**

“Calories Count”: In October 2012, The Coca-Cola Company and PepsiCo joined members of the American Beverage Association to launch the “Calories Count™ Vending Programme.” Building on previous industry initiatives that removed full-calorie beverages from schools (School Beverage Guidelines, launched in 2006) and placed new calorie labels on the front of bottles, cans and packs, (Clear on Calories, launched in 2010) the programme offers consumers a greater variety of

low- and no-calorie beverages in company-owned vending machines; provides clear calorie information for each beverage selection on the front of the vending machines; features messages encouraging lower-calorie beverage choices and reminding consumers that “calories count” in all the choices they make. The programme launched in 2013 in municipal buildings in Chicago, Illinois, San Antonio, Texas and Washington, DC and will be expanded nationwide.

“Facts Up Front”: In 2013, GMA launched a simple, interactive and user-friendly web-based tool (English and Spanish-language versions) for consumers to support the “Facts Up Front” nutrition labelling initiative launched by GMA and FMI in 2011. The interactive website features facts and tools to educate and empower consumers with the knowledge and tools they need to build a healthful diet, including a nutrition calculator, an interactive label, a nutrition quiz, shopping and meal planning tips and recipes. It also provides a section for health care professionals, which provides downloadable tools and resources for educating consumers, patients and clients.

**Thailand:** Following the nation-wide introduction of new FOP nutrition labels in the form of GDAs, several leading food and beverage companies in Thailand, including IFBA members The Coca-Cola Company and Nestlé, joined forces to establish a Consumer Education Fund, which is administered by the Federation of Thai Industries (FTI). IFBA members Mars, PepsiCo and Unilever contributed in-kind support and technical expertise. The fund was used in 2012 to support a successful public-private partnership with the Thai Food & Drug Administration, that launched a Consumer GDA Roadshow with the objective of “supplying consumers with sufficient and accurate information to enable them to choose food wisely.”

Making Nutrition Information Available to Consumers at Point of Sale <sup>6</sup>		
Commitment	Front of Pack (FOP)	Back of Pack (BOP) or Side Panel
<p><b>The Coca-Cola Company:</b> As part of the company's Global Business Commitment, the policy was established requiring fact-based nutrition information on nearly all products, including energy (calories, kilojoules) FOP to facilitate consumer choice. Such information is essential in enabling consumers to meet their individual nutritional needs, including their appropriate calorie/kilojoule requirements. Nutrition labelling and information is supported by campaigns to build consumer awareness, understanding and use that facilitate dietary choices.</p>	<ul style="list-style-type: none"> <li>• <b>2009:</b> Committed to provide energy (calories, kilojoules) FOP on nearly all packages globally.</li> <li>• <b>2013:</b> Commitment achieved. Work is in progress to add this information to glass bottles.</li> </ul>	<p>Additional tablets with information on nutrients of public health concern, as permitted by applicable regulations; percent daily guidance indicators on most packaging.</p>
<p><b>Ferrero:</b> Ferrero is committed to providing additional information on FOP in order to help consumers better understand the labels.</p>	<ul style="list-style-type: none"> <li>• <b>By 31 December 2015:</b> Worldwide implementation of the "IFBA Principles for a global approach to fact-based nutrition labelling."</li> <li>• <b>2009:</b> <ul style="list-style-type: none"> <li>▪ <b>Europe:</b> Energy FOP for all <i>Kinder</i> and <i>Nutella</i> products and Ferrero snacks (together representing 60% of total product portfolio.)</li> </ul> </li> <li>• <b>2012:</b> <ul style="list-style-type: none"> <li>▪ <b>Europe:</b> Renewed FoodDrinkEurope commitment on FOP labelling.</li> </ul> </li> <li>• <b>2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Mexico:</b> Implemented "Checa y Elige" on <i>Kinder</i> and <i>Nutella</i> products.</li> <li>▪ <b>U.S.A.:</b> Implemented "Facts Up Front" for <i>Nutella</i> products.</li> </ul> </li> </ul>	
<p><b>General Mills:</b> General Mills' product packaging provides clear nutrition information for consumers. The "Nutrition Keys" introduced in 2008 are a set of standard icons including information about calories, saturated fat, sodium and total sugars – designed to make it easier for consumers to make informed choices in the grocery aisle. All Big G cereal boxes also display grams of whole grain per serving so consumers can see how cereal helps them meet dietary recommendations.</p>	<ul style="list-style-type: none"> <li>• <b>2012:</b> <ul style="list-style-type: none"> <li>▪ <b>Europe:</b> Committed to harmonized FOP nutrition labelling.</li> </ul> </li> <li>• <b>2013:</b> <ul style="list-style-type: none"> <li>▪ <b>U.S.A.:</b> More than half of products have FOP labelling.</li> <li>▪ Ongoing implementation of portion-based nutrition information for five key nutrients (includes the contribution each portion makes to reference intakes).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>2008:</b> Introduced "Nutrition Keys" on packaging.</li> <li>• <b>2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Europe:</b> 92% of all products feature Nutrition Keys on packaging.</li> </ul> </li> </ul>

<sup>6</sup> DV = Daily Value; DI = Daily Intake; GDA = Guideline Daily Amount; RI = Reference Intakes.

## Making Nutrition Information Available to Consumers at Point of Sale, *continued...*

Commitment	Front of Pack (FOP)	Back of Pack (BOP) or Side Panel
<p><b>Grupo Bimbo:</b> Grupo Bimbo is committed to providing nutritional information per portion on its products which, at a minimum, details the content of nutrients most critical to public health, including energy, total carbohydrates, sugars, protein, fats, saturated fats, sodium and any nutrient for which a claim is made. The company is also committed to promoting healthy lifestyles and each product label includes a recommendation that consumers practice at least 30 minutes of physical activity a day.</p>	<ul style="list-style-type: none"> <li>• <b>2011:</b> <ul style="list-style-type: none"> <li>▪ <b>Mexico:</b> Implemented “Checa y Elige” across the total product portfolio.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing implementation of portion-based nutrition information across the total product portfolio for four key nutrients and the contribution each portion makes to reference daily intakes.</li> </ul>
<p><b>Kellogg:</b> Kellogg is committed to educating consumers about nutrition, enabling them to make informed choices that meet their dietary needs. The company supports a fact-based approach to nutrition labelling and provides nutrition information, aligned with CODEX Alimentarius guidance and as specified by local regulations.</p>	<ul style="list-style-type: none"> <li>• <b>2005:</b> Pioneered FOP GDAs on calories, sugar, sodium and other nutrients.</li> <li>• <b>2013:</b> <ul style="list-style-type: none"> <li>▪ GDAs FOP: <u>Australia, New Zealand, Canada, Europe, Latin America, South Africa, South Korea and U.S.A</u></li> <li>▪ <b>U.S.A.:</b> Implementing “Facts Up Front” for ready-to-eat cereals and snack products.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Nutrition information per 100 grams and/or per serving on BOP or side panel.</li> <li>• Nutrient content claims included where regulations permit.</li> </ul>
<p><b>Mars:</b> Mars was one of the first companies to commit to using GDA labelling on confectionary products worldwide and to displaying nutritional information prominently on FOP and BOP. The company is currently redesigning packaging to ensure the nutritional information provided is even more prominently displayed, making it easier for consumers to read and understand.</p>	<ul style="list-style-type: none"> <li>• <b>2008:</b> <ul style="list-style-type: none"> <li>▪ <b>U.S.A.:</b> Launched a new FOP labelling system with implementation by the end of 2010. Today, all food products carry FOP GDAs.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Since 2008:</b> Adopted GDA labels in <u>Australia and New Zealand, China, Europe, the GCC, MCE, Mexico, Russia, the U.K. and the U.S.A.</u> and other markets.</li> <li>• <b>2013:</b> Nutrition information available globally on most of chocolate and confectionary portfolio.</li> <li>• <b>End 2014:</b> Target date for GDA labelling across entire food portfolio globally.</li> </ul>
<p><b>McDonald's:</b> McDonald's is committed to providing nutrition information to enable its customers to make informed choices that fit their nutritional needs and lifestyle. McDonald's uses a variety of tools to provide nutrition information to consumers, including websites, mobile applications, select packaging, tray liners and calorie labeling on menu boards in various markets. <i>*Note: The FOP and BOP designations are not applicable for restaurants as they use different vehicles to provide nutrition information, such as menu boards, tray liners, websites, etc.</i></p>	<ul style="list-style-type: none"> <li>• <b>2007:</b> Launched the Nutrition Information Initiative providing easy-to-understand and globally relevant bar chart icons to illustrate the amount of calories, fat, sodium, carbohydrates and protein in core products.</li> <li>• <b>2012:</b> Approximately 70% of McDonald's 33,000 restaurants provide Nutrition Information on select/some product packaging.</li> <li>• McDonald's introduced menu board labeling with calorie counts in major markets, like <u>Australia, the U.K. and the U.S.A.</u></li> <li>• <b>2013:</b> Launched new packaging design on carry-out bags and fountain beverage cups in many markets with Quick Response (QR) codes, making nutrition information or food quality information easily accessible from mobile devices.</li> </ul>	

## Making Nutrition Information Available to Consumers at Point of Sale, *continued...*

Commitment	Front of Pack (FOP)	Back of Pack (BOP) or Side Panel
<p><b>Mondelēz International:</b> Mondelēz's marketing and communication policies are designed to provide consumers with simple and clear information about its snacks to help them make informed decisions. The company's approach on nutrition labelling is in line with international standards, including CODEX Alimentarius and as specified by local regulations.</p>	<ul style="list-style-type: none"> <li>• <b>End 2016:</b> Calories FOP globally.</li> <li>• <b>End 2013:</b> 43% of portfolio has calories FOP, including: <ul style="list-style-type: none"> <li>▪ <b>Europe:</b> In line with FoodDrinkEurope FOP programme.</li> <li>▪ <b>Malaysia and Thailand.</b></li> <li>▪ <b>Mexico:</b> In line with "Checa y Elige".</li> <li>▪ <b>U.S.A.:</b> Implementing "Facts Up Front."</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Since 2007:</b> Displayed clear nutrition information on packs.</li> <li>• Nutrition labelling provided on all products (except for single-ingredient products like coffee) in all markets worldwide per serving and/or per 100 grams for the Big 8<sup>7</sup> and for the Big 4 for small packages where space is limited.<sup>8</sup></li> <li>• Labels include the percentage that a nutrient provides of the official daily intake guidance where such guidance is available, such as GDAs in line with FoodDrinkEurope scheme or DV as prescribed in Canada and the U.S.A.</li> </ul>
<p><b>Nestlé:</b> Nestlé is committed to communicating the importance of responsible nutrition, moderation and variety in food habits. The company believes in empowering consumers to make informed choices and is committed to introducing GDA-based labels on children's products to better support parents and to leverage their feedback for continuous improvement. This effort requires close work with nutrition experts, authorities and industry bodies as well as sustained educational efforts among consumers. Better understanding of consumers' needs in terms of labelling is a future priority for Nestlé.</p>	<ul style="list-style-type: none"> <li>• CPW provides Reference Intakes and GDAs FOP for energy, fat, saturated fats, sugars and salt per serving.</li> <li>• <b>2016:</b> GDAs FOP on all relevant* food and beverage products globally.</li> <li>• <b>2016:</b> GDAs based on children's reference values for all products designed for children, regulations permitting.</li> </ul> <p><i>*Relevant = products with significant everyday usage, by humans (not pets), that deliver calories and have sufficient pack surface to feature a GDA label.</i></p>	<ul style="list-style-type: none"> <li>• <b>2005:</b> Introduced the Nestlé Nutritional Compass, providing at-a-glance information to help consumers make decisions.</li> <li>• <b>2013:</b> <ul style="list-style-type: none"> <li>▪ 53% of all relevant products* carry GDAs. Big 8 per 100 g/ml on side panel for cereals.</li> <li>▪ 92.5% of products (in sales value) globally carry the Nestlé Nutritional Compass.</li> </ul> </li> <li>• QR codes provided on more than 160 product lines across 13 brands in 36 countries.</li> <li>• <b>2016:</b> Increase product information and nutrition advice on pack via QR codes for smartphones.</li> </ul>

<sup>7</sup> Big 8 = Energy, protein, carbohydrates, sugars, fat, saturated fat, fibre and sodium (or salt).

<sup>8</sup> Big 4 = Calories, protein, carbohydrates and total fat.

## Making Nutrition Information Available to Consumers at Point of Sale, *continued...*

Commitment	Front of Pack (FOP)	Back of Pack (BOP) or Side Panel
<p><b>PepsiCo:</b> Providing consumers with the nutrition information they want and need remains an ongoing effort at PepsiCo. The company believes that clear nutrition labelling is an important tool in supporting consumers in making informed choices to meet their individual nutrition needs.</p>	<ul style="list-style-type: none"> <li>• <b>End 2016:</b> Calories FOP globally.</li> <li>• <b>2008:</b> <ul style="list-style-type: none"> <li>▪ <b>Europe:</b> Implemented the FoodDrinkEurope GDA labelling scheme</li> </ul> </li> <li>• <b>2010:</b> <ul style="list-style-type: none"> <li>▪ <b>U.S.A.:</b> Launched “Clear on Calories.”</li> </ul> </li> <li>• <b>2012-2013:</b> <ul style="list-style-type: none"> <li>▪ <b>Australia, New Zealand:</b> Calories FOP.</li> <li>▪ <b>Asia Pacific, the Greater China Region, Latin America.:</b> Implementing calories FOP.</li> <li>▪ <b>U.S.A.:</b> <ul style="list-style-type: none"> <li>○ Launched the “Calories Count” Vending Programme.</li> <li>○ Implemented “Facts Up Front”.</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>2010:</b> Committed to display calorie count and key nutrients on packaging for all products in key markets – <b><u>Brazil, Canada, China, India, Mexico, Russia, Saudi Arabia, Turkey, the U.K. and U.S.A.</u></b><sup>9</sup></li> <li>• <b>2013:</b> 96% of products comply with the 2010 commitment.</li> </ul>
<p><b>Unilever:</b> Unilever is committed to providing clear, simple labelling to help consumers make choices for a nutritionally balanced diet. The company supports an industry-wide, voluntary interpretative FOP logo based on agreed nutrition criteria, facilitating consumer understanding of a food’s nutritional aspects.</p>	<ul style="list-style-type: none"> <li>• <b>2013:</b> <ul style="list-style-type: none"> <li>▪ Energy GDA on more than half of the global portfolio (by volume) as an icon indicating the percentage GDA or as absolute quantity.</li> <li>▪ All products in <b><u>Australia and New Zealand, Europe, Latin America, and North America</u></b> provide full nutritional information.</li> </ul> </li> <li>• <b>End 2015:</b> Commitment that all products globally will provide full nutritional information – energy per portion FOP.</li> </ul>	<ul style="list-style-type: none"> <li>• Big 8 per portion or per 100 g/ml and additional nutrients for which a claim is made.</li> <li>• Big 4 for small or unusually-shaped packs.</li> <li>• <b>2013:</b> Five GDAs (energy, sugars, fat, saturated fat and salt) on more than half of the global portfolio (by volume) as an icon or text BOP.</li> <li>• <b>End 2015:</b> Commitment that all products globally will provide full nutrition information – Big 8 and % GDA for five nutrients BOP.</li> </ul>

<sup>9</sup> Where feasible and where permissible by local regulations.



## Commitment 3: Marketing and Advertising to Children

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**Objective:** *Extend responsible advertising and marketing initiatives to children globally*

**Progress:** IFBA companies made responsible marketing to children a critical part of their effort to promote balanced diets and healthy, active lifestyles.

In May 2008, our CEOs voluntarily committed to announce by year-end individual plans to extend commitments on responsible advertising and marketing to children consistently on a global basis and to monitor their delivery. In December of that same year, members confirmed that the goal had been met. Companies committed to a global marketing approach to change how and what they advertise to children – restricting the marketing of foods high in fat, sugar and salt and promoting balanced diets and healthy, active lifestyles.

In early 2009, members formally adopted the IFBA Global Policy on Advertising and Marketing Communications to Children (the IFBA Global Policy). This policy, which is in line with the 2010 WHO *Set of Recommendations on the Marketing of Foods and Non-alcoholic Beverages to Children* sets out the minimum criteria for advertising and marketing communications that are paid for, or controlled by, IFBA companies in every country where they market their products. The policy has evolved and been strengthened several times since its introduction in 2009.

Under the terms of the IFBA Global Policy, members commit either to only advertise better-for-you products to children under 12 years of age, or not to advertise at all to children under 12. Companies use specific nutrition criteria, based on accepted scientific evidence and/or national and international

dietary guidelines, to determine which of their products are suitable for advertising to children.<sup>10</sup>

The 2004 WHO *Global Strategy* recognized the value of marketing as part of a multi-faceted strategy to promote healthy diets and exercise for children. In 2008, the U.S. Federal Trade Commission recommended that the food and beverage industry “*deploy their talents to promote healthier choices by children and adolescents.*”<sup>11</sup> In keeping with these recommendations, IFBA’s approach to responsible marketing promotes product innovation, reformulation and choice, and through education and communication promotes the benefits of healthy diets and physical activity among children.

This approach was designed within a framework in which voluntary industry initiatives are combined with regional and national regulatory bodies to create a system which is cost-effective, measurable and responsive to the unique needs of different nations.

Transparent monitoring and reporting systems are essential to underlining the effectiveness of any self-regulatory system. Each year since 2009, IFBA has engaged a third-party to monitor and report on our members’ compliance with the IFBA Global Policy.

The steps we have taken our progressive, have proven effective in helping to drive change in the marketplace and been welcomed by regulators.

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<sup>10</sup> The Dietary Guidelines for Americans, the U.S. Institute of Medicine (IOM) guidelines and EURODIET, a project funded by the European Commission.

<sup>11</sup> Federal Trade Commission, *Marketing Food to Children and Adolescents: A Review of Industry Expenditures, Activities and Self-Regulation; A Federal Trade Commission Report to Congress*, July 2008.

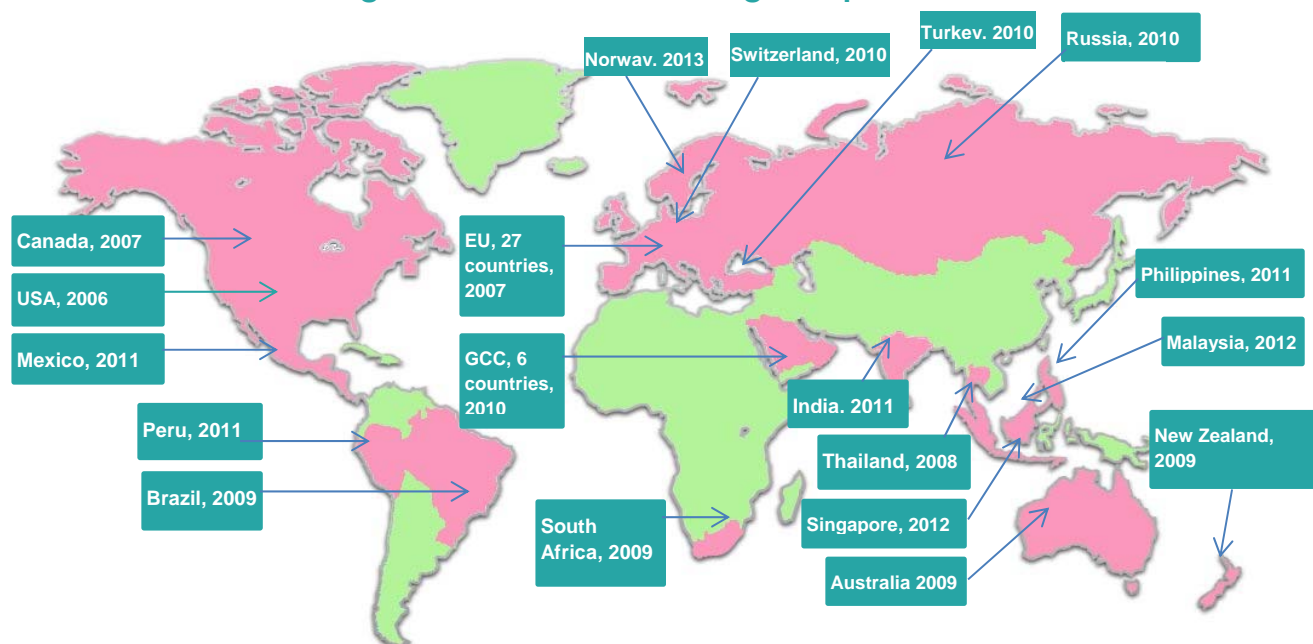
## Extending best practice to local operators

In 2008, IFBA committed to promote the “best practice” model on marketing to children and undertook to expand the marketing pledge programme, which had then been launched in several countries, including Australia, Canada, the EU, Thailand and the U.S.A., into other countries.<sup>12</sup> Through regional and national pledges, based on the core tenets of the IFBA Global Policy, we have

worked to encourage regional and local food companies that are not members of IFBA to join in these pledges and improve the types of products advertised to children, and to promote balanced diets and healthy, active lifestyles. By the end of 2013, responsible marketing pledges had been implemented in 50 countries worldwide.

*(See Regional and National Pledge Map, 2007-2013 below)*

**Regional and National Pledge Map, 2007 - 2013**



Denotes the global coverage of pledges implemented by local operators who are not members of IFBA.

## Expanding and strengthening the IFBA Global Policy and pledges

In 2010, we extended the global policy to schools. IFBA members committed, at a minimum, not to engage in any commercial communications to students related to food and beverage products in primary schools, except where specifically requested by, or agreed with, the school administration for educational purposes.

In 2011, the policy was strengthened to cover more television programming and improve coverage in the online world with full implementation by 31 December 2012.<sup>13</sup> The policy now covers programmes when 35 percent or more (down from the original commitment of 50 percent) of the audience is under 12 years of age; and to all marketing communications on television, in print and on company-owned websites in addition to third-party websites.

We have also been working to expand and strengthen the core principles of the earliest pledges. For example:

In the EU and U.S.A. pledges now cover programmes having audiences with 35 percent or more children under 12 (as of 1 January 2012 and 2010 respectively). The scope of these two pledges as well as the Australian and Canadian pledges now also covers company-owned websites. The core principles of the Australian, Canadian and U.S.A. pledges have been expanded to cover videos and computer games; cellphone and viral marketing; and participants have agreed to restrict the use of licensed characters, celebrities, movie tie-ins and interactive games to promotions for healthier products. These pledges also prohibit product placement in the programme/editorial content of any medium primarily directed to children under 12 for the purpose of promoting the sale of those products.

Each of the pledges launched to date provide that participants will use meaningful, science-based nutrition criteria to govern their child-directed advertising. To date, there is no single global set of nutritional guidelines to evaluate products on the basis of their nutritional content, and companies use specific nutrition criteria based on acceptable international and national guidelines to determine what they advertise to children. Although the existing criteria are working well, the EU and U.S.A. pledge groups have recognized that adopting uniform nutrition criteria would have additional advantages, and in response to calls from key stakeholders have introduced such criteria.

Rather than adopting a common nutrition criteria system based solely on a set of “nutrients to limit”, the EU and U.S.A. systems also include a set of “components to encourage” – those nutrients and food groups designed to foster innovation, reformulation and competition for a shift towards advertising of better-for-you products. The common nutrient criteria will apply in the EU as of the end of 2014 and have been applied in the U.S.A. since the end of 2013.

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<sup>13</sup> A transition period was granted to PepsiCo until 31 December 2013 to ensure global implementation.

## Steps Taken on Responsible Marketing to Children, 2006 - 2013 – At a Glance



### Driving positive change in the marketplace

The steps we have taken are progressive and have proven effective in helping to drive change in the marketplace. This includes important changes in the products which children see advertised in different media channels.

Year after year independent data has demonstrated a shift towards the promotion of healthy choices:

- Australia:** In May 2012, the Australian Grocery Council (AFGC) released the results of an independent study undertaken in 2011 which indicated that the Responsible Children's Marketing Initiative (RCMI) was having a positive effect on reducing children's exposure to high fat, sugar and salt food and beverage (non-core) advertising. The study found that advertisements for non-core foods had fallen to 1.6% of all food and beverage advertisements in Australia across eight channels and 0.7% across all channels, representing a 60% decrease compared with 2010.<sup>14</sup>

<sup>14</sup> Australian Food and Grocery Council, *Food and Beverage Advertising Activity Report*, May 2012, 8

- Canada:** A spot check by Advertising Standards Canada of children's television advertising in 2012 by signatories to the Canadian Children's Food and Beverage Advertising Initiative (CAI) revealed that by far the majority of advertising directed to children was for toys, games, DVDs, in-theatre movies and attractions. Food and beverage commercials accounted for only 20% of the total number of commercials aired during the survey period, down from 25% in 2011; and 86% of advertisements were for "better-for-you" products. The balance, 14%, was advertising by non-signatories that would not meet CAI nutrition criteria.<sup>15</sup>

<sup>15</sup> Advertising Standards Canada, *The Canadian Children's Food and Beverage Advertising Initiative: 2012 Compliance Report*, 6-7

- **EU:** A review in 2013 by Accenture Media Management sought to measure the change since 2005 (the year the EU Platform was launched) in the balance of food and beverage products advertising to children in order to assess the impact of the pledge and corporate policies implemented as a result of the pledge. Accenture reported a substantial decline in children's exposure to advertising for products that do not meet pledge members' nutrition criteria since 2005 – an 83% reduction in programmes with an audience composed of over 35 percent of children. These figures confirm the overall trend towards a significant decrease - an average reduction of 82% in the five years since members made these commitments (2009 vs. 2013). Accenture also reported that since 2005 children are exposed to 31% less television ads for EU Pledge products across all programming; and they see 47% less ads for products that do not meet the nutrition criteria.<sup>16</sup>
- **U.S.A.:** In 2013, the Council of Better Business Bureaus in the U.S.A. analyzed television ads aired in children's programming, a repeat of analyses conducted in 2009, 2010 and 2012. Of the 966 ads analyzed, 24% were for food and beverages. The review also found that 75% of the Children's Food & Beverage Advertising Initiative (CFBAI) participants' ads contained a food group or ingredient to encourage - fruit, vegetables, whole grains or non/low dairy – representing a 56% increase compared to the 2010 analysis. Eighty-three percent of the ads were for foods containing fruit, vegetables, non/low-fat dairy, whole grains, or at least a "good" source of what the 2010 Dietary Guidelines for Americans call "nutrients of concern" because they are not consumed in sufficient amounts (calcium, fibre, potassium

and vitamin D) – confirming an upward trend based on past analyses.<sup>17</sup>

The voluntary actions by IFBA companies have been welcomed by regulators in Europe and the U.S.A. as effective in improving the nutrition of foods marketed to children:

- In 2010, IFBA's voluntary actions to implement the 2004 WHO *Global Strategy*, and our work on marketing to children were recognized by the U.S. Institute of Medicine as an "important step forward."<sup>18</sup>
- In 2011, EU Commissioner for Health, John Dalli, spoke out in favour of the EU Pledge, describing the changes to extend the pledge to cover more television programming and company-owned websites as "an important step in the right direction."<sup>19</sup>
- In November 2012, commenting on the adoption by EU Pledge members of uniform nutrition criteria: Paola Testori-Coggi, European Commission Director General for Health and Consumers, described the EU Pledge as "a very good achievement" and the adoption of uniform nutrition criteria as "a very important step." Despina Spanou, Principal Advisor DG SANCO and former Chair, EU Platform for Action on Diet, Physical Activity and Health noted "in one of the biggest commitments to the EU Platform [the EU Pledge] and one of the areas where we have only voluntary measures, no regulation, we see an evolution, that it is not a static commitment, but something that becomes more elaborate."

<sup>17</sup> The Council of Better Business Bureaus, *The Children's Food & Beverage Advertising Initiative, a Report on Compliance and Progress During 2011*, December 2012, 11-12

<sup>18</sup> The Institute of Medicine. *Promoting Cardiovascular Health in the Developing World: A Critical Challenge to Achieve Global Health*. March, 2010.

<sup>19</sup> Remarks delivered on 29 November 2011 at a joint meeting of the EU Platform for Action on Diet, Physical Activity and Health and the High Level Group of EU member state health representatives in Brussels.

<sup>16</sup> EU Pledge, *2013 Monitoring Report*, March 2014, 12-13

- In December 2012, the U.S. Federal Trade Commission (FTC), in a review of food marketing to children and adolescents since 2006, noted that industry, *“has made major strides since the early days of self-regulation in 2006,”* improving the overall nutritional profile of foods marketed to children, and remarking that *“self-regulation is beginning to bring about important changes in the marketing of foods to children under 12.”* The FTC commended industry’s continuing efforts to improve the nutritional profile of products offered to children, and, *“encourage[d] companies to continue to enhance and expand upon these efforts.”*<sup>20</sup>
- First Lady Michelle Obama also praised industry’s efforts, in particular the CFBAI, at the 2013 White House Convening on Food Marketing, saying that, *“these new standards are beginning to have an impact, and I commend all of these companies for taking action.”*<sup>21</sup>
- European Parliament resolution of May 22, 2013 on the Implementation of the Audio-Visual Media Services (AVMS) Directive (2012/2132(INI)), welcomed advertising self-regulation as a complement to regulation and recognized the efforts of the food and beverage industry on marketing to children in the context of the EU Pledge and the industry’s commitment to the EU Platform.

## Monitoring and evaluating compliance and trends

Since 2009, IFBA has engaged Accenture Media Management to monitor members’ compliance with IFBA’s Global Policy on Advertising and Marketing Communications to Children.

<sup>20</sup> Federal Trade Commission, *A Review of Food Marketing to Children and Adolescents: Follow-up Report*, December 2012.

<sup>21</sup> Remarks delivered on 18 September 2013 at White House Convening on Food Marketing, Washington, DC.

The monitoring exercise is performed on a random sample of companies’ advertisements in the three most-used media – television, print and the internet – and provides a snapshot of a globally representative sample of markets – including countries where national pledges have been launched and countries without national pledges. Over the years, Accenture has examined advertisements in Argentina, Australia, Brazil, Canada, Chile, China, Colombia, India, Indonesia, Malaysia, Mexico, New Zealand, the Philippines, Russia, Saudi Arabia, Singapore, South Africa, Thailand, Ukraine and U.S.A.

To ensure transparency and credibility, all the media data analyzed by Accenture is obtained from sources independent of IFBA companies and their associated media agencies. Accenture also chooses the period to be monitored after the advertising has already been purchased by the companies.

Since 2009, over the course of the past five years, the compliance rate for television advertising has been above 86% in every market analyzed, and 100% for print and internet advertising. In 2013, Accenture reported a 96.9% compliance rate for television advertising and 100% for print and internet advertising in child-directed media.<sup>22</sup>

Similar consistently high levels of compliance have been reported by third party reviews for pledges in Australia,<sup>23</sup> Canada,<sup>24</sup> the EU<sup>25</sup> and the U.S.A.<sup>26</sup>

<sup>22</sup> [Accenture Media Management, 2013 Compliance Monitoring Report for the International Food & Beverage Alliance on Global Advertising on TV, Print and Internet, March 2014](#)

<sup>23</sup> [Australian Food and Grocery Council, Responsible Children’s Marketing Initiative, 2011 Compliance Report 2011](#)

<sup>24</sup> [Advertising Standards Canada, The Canadian Children’s Food and Beverage Advertising Initiative, 2012 Compliance Report, September 2013](#)

<sup>25</sup> [EU Pledge, 2013 Monitoring Report, March 2014](#)

<sup>26</sup> [Council of Better Business Bureau, The Children’s Food & Beverage Advertising Initiative, A Report on Compliance and Progress during 2012, December 2013](#)



## Commitment 4: Promotion of Physical Activity and Healthy Lifestyles

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*Objective: Raise awareness on balanced diets and increased levels of physical activity*

**Progress:** In 2008, IFBA members committed to collaborate with governments, civil society and other stakeholders to help raise consumer awareness on balanced diets and to help promote greater physical activity and healthier lifestyles. Our progress in this area is demonstrated by the hundreds of initiatives our members support around the world – at the global, regional, national and community level – aimed at increasing the understanding of the role nutrition, eating habits and physical activity plays in a healthy life.

IFBA members support school-based programmes to raise nutrition, health and wellness awareness of school-age children and help teachers and families to promote healthy eating and active living in children.

We support community-based programmes and targeted marketing and education campaigns that raise awareness, and encourage consumers to adopt healthy habits and physical activity.

We sponsor sporting and other athletic events and activities promoting physical activity among children and young people.

These programmes number in the hundreds and impact tens of millions of people around the globe. On the following pages, we present a few examples of IFBA members' signature programmes. For more examples, please visit the IFBA website.

Our commitment also extends to the workplace. The health and well-being of the 3.5 million people IFBA members employ is an important priority for IFBA members. Workplace initiatives can yield significant benefits in reducing both the personal and economic burden of NCDs. All IFBA members have introduced workplace wellness programmes. Although different in approach, all members offer smoking cessation programmes; and many provide information and counselling on nutrition, fitness, mental health and stress management; free health risk assessments and personalized improvement programmes; on-site fitness centres, gym memberships or access to recreation areas; and cafeterias offering healthy menus.



## The Coca-Cola Company: *Promoting Physical Activity and Healthy Lifestyles*

The Coca-Cola Company has long recognized that regular physical activity is an essential component of a healthy lifestyle. To do its part to empower consumers to live healthy, active lifestyles, the company has committed to support physical activity programmes and related efforts to encourage consumers to consume balanced diets. In 2008, The Coca-Cola Company supported more than 120 physical activity programmes in more than 85 countries. Today, the company supports more than 290 active, healthy living programmes in 125 countries around the world and is working to ensure there are healthy living programmes in every country in which it does business. Following are two examples:

### Olympic Moves Netherlands



Launched in 2003, Olympic Moves is the largest secondary school sports competition in the Netherlands. In 2013, approximately 150,000 students from 325 secondary schools, equating to 50 percent of all secondary schools in the Netherlands, participated in this programme. Designed to inspire teens to get active and help stop the decline in sports participation after age 13, the programme is aimed at boys and girls aged 12 – 19 years. Running from January to early June,

the annual competition between secondary schools features a variety of fun physical activity games and sports and regional competitions followed by a nation-wide final competition held in the Amsterdam Olympic Stadium.

Olympic Moves Netherlands is a partnership among The Coca-Cola Company; the Nederlands Olympisch Comité\* Dutch Sports Federation (NOC\*NSF), the Royal Society for Physical Education (KVLO), and Achmea, the largest insurer in the Netherlands. The total annual contribution from all partners is approximately EURO 765,000, including Coca-Cola's annual contribution of approximately EURO 365,000. Over the past ten years, The Coca-Cola Company has contributed EURO 4,015,000 to the programme. Olympic Moves has proven very popular with both teachers and students. Teachers give the programme an average score of 7.9 out of 10; 90 percent of students say Olympic Moves has encouraged them to be more involved in sports and 80 percent say it has made sports really fun. In 2013, Olympic Moves received the "SponsorRing 2013" award, the Netherlands National Award for Best Societal Sponsorship.

### Copa Coca-Cola



For 25 years, The Coca-Cola Company has been a proud sponsor of grassroots football around the world, and is also a strong supporter of regional and global professional soccer tournaments, including the FIFA World Cup. The company began supporting grassroots soccer tournaments in Africa in the late 1980s and expanded its programme under the name "Copa Coca-Cola" in 1998, when this global initiative was formally launched in Mexico. With an objective to become the largest and most inclusive football grassroots programme in the world,

bringing teens into sports and contributing to more active and healthy lifestyles for young people, at the end of 2013, Copa Coca-Cola had been launched in more than 60 countries. In 2013 alone, Copa Coca-Cola has impacted more than 1.3 million young people.

### Kinder+Sport



Launched in 2006 in Italy, with a mission to promote and support healthy lifestyles among children and young generations through the encouragement of everyday sports and physical activity. The programme is now active in 20 countries, including China, Hong Kong, Korea, Mexico, Russia and Taiwan, with plans to roll-out to a further ten countries by the end of 2014. By the end of 2013, more than 12 million children and teens (6-18 years of age) had participated in Kinder+Sport events since its launch. The project is built on a partnership model – collaborations are established with national and

international sports federations and sports centres (currently numbering 50 partners, including the Italian Volleyball Federation (FIPAV), the Spanish and Portuguese Athletic Federations and the Polish Volleyball Federation); Olympic Committees (China, Croatia, Germany and Italy); the International School Sport Federation; and professional athletes who act as role models for the children. Since 2009, the Medical Sports Institute of Turin has been monitoring school-aged children taking part in the “1,2,3... Minivolley - FIPAV e KINDER+SPORT” programme to assess the effect on the body mass index (BMI). The most recent set of data collected from more than 200,000 secondary school students compared the results for students in 2012 (their last year of primary school) and 2013 (their first year of secondary school) and against results from students who did not participate in the programme. For girls, in 2012, the BMI percentage decreased during the school year and increased during the summer months; in 2013, the BMI percentage was slightly higher due primarily to the fact the girls were taller than the benchmark. For boys, the BMI results showed a steady decline from previous years and a lower BMI index as compared to boys not involved in the project. Kinder+Sport recently introduced a set of key performance indicators which will measure the number of “moved” children and the effectiveness of the programmes. To date, Ferrero has invested more than EURO 7.7 million in the programme. In 2013, Ferrero received the China Award from the Italy-China Foundation and Milano Finanza for its Shanghai Master Tennis, a Kinder+Sport project and the “Sportsman of the Year” award from the Piedmont Region and CONI, the Italian Olympic Committee – the first time a company, rather an athlete, received the award.

### Employee wellness programmes

Ferrero is committed to promoting active and healthy lifestyles among its employees and their families and provides a variety of programmes, including gym and sport summer camps in Italy for the children of employees; sports tournaments in France; team building and personal wellness programmes in Germany; bicycles for employees in the U.K., and incentives and discounts for gym memberships globally. “Healthy ageing” has been a focus of the company for many years. This work is carried on through the Ferrero Foundation, established in 1983 and is aimed at providing a variety of cultural, artistic and sport activities to help retired Ferrero employees experience the “third age” as a source of new opportunities and wellbeing. Members also receive health care assistance. In the winter the Foundation provides free accommodation on the Italian seaside. Approximately 800 retired employees attend the Foundation on a daily basis.



## General Mills: Promoting Physical Activity and Healthy Lifestyles

General Mills is committed to advancing nutrition wellness by helping families make nutritious food choices and integrating food with healthy, active lifestyles. General Mills' Champions for Healthy Kids programme improves the fitness behaviours and nutritional knowledge of America's youth. Developed in 2002, in partnership with the Academy of Nutrition and Dietetics Foundation, since that time, General Mills has funded 460 programmes and reached nearly one million children through grants totaling USD five million.

### Presidential Youth Fitness Program



Physical activity is critical to children's health and well-being. In 2012, General Mills and the President's Council on Fitness, Sports and Nutrition launched the Presidential Youth Fitness Program (PYFP), providing new school-based education assessment tools and fitness education programme resources. As the Inaugural Presidential Sponsor, the General Mills Foundation's support of the programme includes USD 10 million over six years (2012 – 2018), including USD one million of in-kind marketing supporting, which will enable the new programmes to expand to reach 90 percent of U.S.A.

schools, helping students pursue personal fitness goals and promote lifelong physical activity. PYFP emphasizes the value of being active – in school and for a lifetime. It is a free, voluntary programme providing a model for fitness education within a comprehensive, quality physical education programme, providing resources and tools for physical educators to enhance their fitness education process.

### World Without Dieting



In 2013, General Mills Canada partnered with Go Girls!, a mentoring programme of Big Brothers Big Sisters of Canada and Silken Laumann, former Olympic rowing champion, to launch a nationwide integrated communications campaign designed to draw attention to the downside of dieting and the importance of living a healthier, more balanced life. Canadian studies over the past decade have reported dieting rates that range from 14% to 46% among preteen and teen girls – many of whom are already at a healthy weight.<sup>27</sup> The

Canadian Paediatric Society recognizes the “parental role modelling of dieting behaviour” as a risk factor for dieting among teens.<sup>28</sup> The awareness campaign is meant to make adults more mindful of their impact on young girls' perceptions of dieting. The campaign encourages women to share their experiences and feelings about dieting via an online hub, and to use their influence to positively empower children to live with a healthy balance. Consumers are encouraged to take the “Never Say *Dieting* Oath” to help create a world without dieting. The ultimate goal of the campaign is to see the current generation of adult women as the last to diet. Since 2008, General Mills has supported the Go Girls! mentoring programme, which educates girls 12 – 14 years of age about living healthy.

<sup>27</sup> WorldWithoutDieting.ca

<sup>28</sup> Canadian Paediatric Society, Dieting in Adolescence, *Paediatr Child Health*, 2004; 9(7): 487-91.

## Grupo Bimbo: *Promoting Physical Activity and Healthy Lifestyles*

Grupo Bimbo believes that a healthy lifestyle can only be obtained through a correct diet and the regular practice of physical activity. Since 2007, the company has placed messages on all of its packaging encouraging consumers to practice at least 30 minutes of physical activity each day. In 2013, Grupo Bimbo sponsored 135 events across Iberia, Latin America, Mexico and the U.S.A., reaching more than 840,000 people. The company also promoted 104 events involving 23,562 employees. Also in 2013, the company launched a new programme – the “Bimbo Circuit” athletic race in Mexico City, an initiative to activate the Mexican population with a fun and wholesome family event. In July, more than 17,000 people of all ages participated in a 3K walk and 5K and 10K races. It was one of the most widely attended athletic races of its type in the city.

### Futbolito Bimbo



Grupo Bimbo has been sponsoring “Futbolito Bimbo” – the Bimbo Mini Soccer tournament - for more than 50 years. This event, which has become a tradition in Mexico, aims to encourage a healthy lifestyle and promote values such as teamwork, camaraderie and healthy competition. Bimbo Mini Soccer involves 41,000 boys and girls and 5,000 games - 3,546 teams from 2,320 schools from 43 cities in the 32 states of Mexico. In 2013, the event included, for the first time, a six-day camp designed for the winners of each of the eight participating regions. During the first

week of July, 200 boys, girls and coaches participated in a variety of activities involving togetherness games, ball passing practice, goal shooting, foot-tennis, foot-baseball, beach football games, nutrition and motivational talks and recreational and integration games. To inspire and motivate the children that attended the camp, the company invited Manolo Negrete, star of the Mexican soccer world, who was also a member of Bimbo Mini Soccer in his childhood.

### Healthy Canteens

The physical and emotional wellbeing of its associates is a priority for Grupo Bimbo. In Mexico, the company provides a number of prevention programmes, including initiatives to reduce the risk of chronic degenerative illness, including a weight reduction programme and a programme directed to people over 40, which together have benefited 65,000 associates. In 2013, 203 associates succeeded in lowering their weight by a total of 364 kilos after a programme of visits with nutritionists at the Santa Fe Corporate headquarters and in the Tecnoparque and Marinela Mexico facilities. Workplace dining rooms and cafeterias are a key place to introduce health and nutrition strategies. In 2011, Grupo Bimbo introduced the “Healthy Canteens” programme to align Grupo Bimbo’s dining facilities in all regions to WHO recommendations on healthy diets, providing training on the application of the basic concepts of nutrition and health in developing breakfast and lunch menus that are offered to employees. Upon successful completion of the training programmes, the dining room receives a certification. In 2013, the company diagnosed, trained and certified 36 dining rooms.





## Kellogg Company: *Promoting Physical Activity and Healthy Lifestyles*

Kellogg is committed to helping consumers balance the “calorie in/calorie out” equation by helping to educate them about dietary choices and physical activity. The company is focused on providing information and advice through the latest tools and media where people gather.

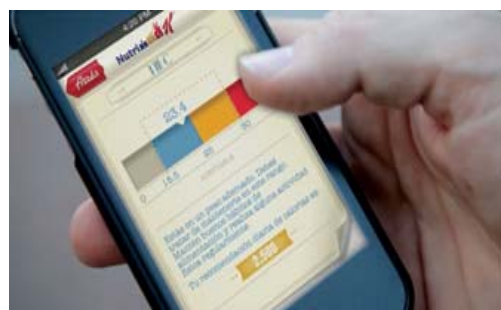
### Eating Right – Right from the Start



Brought to you by Kellogg's Nutrition

Launched in 2012, “Healthybeginnings.com” is a website designed for pregnant women and mothers of young children, providing them with information on healthy eating and lifestyle habits for themselves and their families. Developed in partnership with the Produce for a Better Health Foundation, the website provides nutrition and physical activity tips and tools to help mothers track daily diet and nutrient intake for themselves and their children. Participants can also earn rewards through a “Healthy Habits Tool” when they make a seven or 21-day commitment to improve a specific health habit; for example, to eat more fibre. The website also provides recipes and helps mothers in the U.S.A. Federal government’s Women, Infants and Children (WIC) programme find out which Kellogg cereals are available through WIC in their state. In 2013, a Spanish-language version of the website was introduced to reach the growing Spanish-speaking population in the U.S.A. During 2013, the website experienced more than 10,000 visits and the content was extended to additional Kellogg websites to improve the availability of this information to consumers. Healthybeginnings.com is part of a group of initiatives that earned Kellogg Company the Produce for a Better Health Foundation Role Model award, the organization’s highest honour, three years in a row.

### Nutri INSK



The mobile phone app designed for consumers in Mexico allows the user to keep track of the foods they eat throughout the day and provides food recommendations based on the individual’s calorie and nutrient needs and the Mexican System of Food Equivalents. Developed by Kellogg’s Latin America Nutrition team, the free app is available through iTunes and was the first app in Mexico to provide more than only a calorie counter. Users receive daily tips on maintaining a healthy lifestyle through diet and exercise and can also receive “virtual medals” for making healthy

choices that can be shared through social networks. The implementation was supported by a strong public relations campaign. Since the launch in November 2012, the app has had more than 33,000 downloads.

## MARS: Promoting Physical Activity and Healthy Lifestyles

Mars offers accessible information, expert advice and interactive tools for learning about and embracing healthy lifestyles on the Mars Healthy Living website. There are also regional websites designed to tailor healthy living messages to local audiences, such as “Clever Naschen” or “Smart Snacking” in Germany; “Questions Friandises”, or “Sweet Questions” in Belgium; Mars “Vida Saludable” and Mars “Vida Saudável” or “Healthy Life” in Latin America; and Planet Mars in the GCC. Mars also promotes health and well-being in the communities in which it operates. The Bielice Run Programme started in 1994 is the largest sports event dedicated to children in Poland. Participants train throughout the year to represent their school in the full day sports event taking place in June each year. In 2013, 3,500 children, including 200 disabled youth, from 200 schools participated. Since its inception, more than 62,500 children have taken part in the Bielice Run Programme.

### Just Play!



The Football Association (FA) Mars Just Play! Initiative is simply about adults playing recreational football as a fun way to exercise. Since it launched in July 2011 in the U.K., the programme has helped boost football participation numbers and created more than 200,000 adult places at 400 centres across the country. The programme gives the casual footballer an opportunity to turn up to a venue and play football. The FA Mars Just Play! provides fun, flexible formats of play, and facilities, organizers and an online tool that enables players

to take part in casual football at a time that suits them. The kick-about sessions are for players of all abilities, with specially-designed sessions for those with a disability; for 16-25 year olds; for women only or for veterans. In December 2013, Mars and the FA renewed the partnership and over the next four years, the aim is to offer one million Just Play! opportunities, with more sessions in more places, making it the U.K.’s largest and fastest-growing adult football participation scheme.

### Move it Lebanon

Mars is committed to making a positive contribution to a healthy lifestyle and giving back to the community. The company also believes the standard by which its business relationships should be measured is the degree to which mutual benefits are created. In October 2013, as part of the Mars “Move it Lebanon” campaign to encourage people to get fitter and stay more active, Mars and Snickers® unveiled the first outdoor public gym in Lebanon. Opened in the coastal city of Jbeil under the Patronage of the Minister of Youth and Sports and in cooperation with the Municipality of Jbeil, the gym was installed in a public garden and equipped with state-of-the-art outdoor fitness machines and sports equipment. The outdoor gym is free of charge and open for community use at all times. It is the first of its kind in Lebanon and the first project of the campaign, which will be followed by other such activity-oriented developments in gardens and parks across Lebanon. The aim is to create an opportunity for all Lebanese to exercise and enjoy the fresh air, without the need or cost a gym membership.



## McDonald's: *Promoting Physical Activity and Healthy Lifestyles*

In collaboration with local cultural, civic and non-profit organizations, McDonald's empowers local communities to grow strong. McDonald's supports a range of initiatives around the world, focused on children's well-being.

### Player Escort Program



McDonald's has supported football, or soccer, at both the global and grassroots levels for more than 25 years, encouraging thousands of families and children to participate in community football activities, youth football schools and junior tournaments. As a Worldwide Sponsor of the FIFA World Cup™ since 1994, McDonald's has been bringing the world's passion for football to life through in-restaurant activities and promotions during the tournament. The unique McDonald's Player Escort Program is part of the company's ongoing commitment to children's well-being, encouraging them to participate in sports while providing an experience they will never forget. The initiative gives children ages 6 to 10 from around the world the once-in-a-lifetime opportunity to walk onto the field hand-in-hand with their football heroes and experience the excitement of the FIFA World Cup™ firsthand.

### Little Athletics Australia



For more than 30 years, McDonald's Australia has supported Little Athletics, a uniquely Australian modified athletics programme for children from 5 to 16 years. The mission of Little Athletics is "to develop children of all abilities by promoting positive attitudes and a healthy lifestyle through family and community involvement in athletic activities." It is based upon the track and field competitions and training programmes and includes a wide range of events from running, jumping, throwing and walking. Events are modified to suit the age, developmental stage and ability of the children. Little Athletics promotes that it is important to "Be your Best"®. The emphasis is on fun, participation, performance, technique and getting involved with your family in physical and healthy activity. The motto of Little Athletics is 'Family, Fun and Fitness.' One of the basic reasons for the continued development and enthusiasm generated by Little Athletics has been the attempt to meet the needs of children as part of the family unit. Little Athletics is more than a sport. It is a community-oriented organization which enables the entire family to do something together. Parents are involved in the programme as voluntary helpers or officials. McDonald's sponsors the age labels on the athlete's uniforms, achievement award certificates, a bag and voucher for each athlete for Centres and television advertising for sign-ons. They also sponsor the Development Squads and Clinics as well as the Officials shirts. In the 2012/2013 season, more than 100,000 children participated in the programme, a 20% increase from the previous year. Support the events through sponsorships and equipment donations.



## Mondelēz International: *Promoting Physical Activity and Healthy Lifestyles*

Mondelēz International believes that the path to having a positive impact in the world begins by collaborating with communities. The company's experience has shown that it can have a greater impact by partnering with organizations who share a commitment to promote active, healthy lifestyles. Recognizing that more than 1.4 billion people are overweight or obese – a number expected to double by 2030 – and that 60% of the global population does not get the recommended 30 minutes of exercise each day – Mondelēz is working with individuals, non-governmental and inter-governmental organizations, civil society, governments and the private sector in the three-pronged proven approach to address the complex problems of obesity: providing nutrition education, promoting active play and providing access to fresh foods. The company supports 16 global programmes, impacting approximately five to six million people, including two million children. Today, the Mondelēz International Foundation is ramping up efforts to empower families and communities to lead healthier lives. In 2013, the company announced a USD 50 million commitment to multi-year partnerships promoting healthy lifestyles.

### Health in Action



In January 2010, Mondelēz International partnered with INMED Partnerships for Children (INMED) to deliver a school-based health and nutrition programme to youth in Northeast Brazil. “Health in Action” reaches 675,000 people - including over 160,000 school children (ages 5 – 14) in nine cities in the Recife area. Children, parents and community members learn

about the importance of good nutrition, healthy lifestyle practices and preventive health, hygiene and sanitation measures. To date, the programme has: improved nutritional intake – 100 percent of participating schools have either large scale full gardens or smaller container or suspended gardens that are managed by the children; improved BMI among 65 percent of children, with one third achieving normal BMI; decreased anaemia with average anaemia rates reduced from one in five children to one in ten children; decreased parasitic infections by up to 85 percent; and increased awareness and understanding of good nutrition and active lifestyles among children by 21 percent. In 2014, Mondelēz extended its investment for another three years (allowing for the expansion of the programme to a further 500 schools, for a total of 1,000 schools) and welcomed the Institute for Sports Education (IEE) as a partner to the programme. With the addition of IEE, Health in Action will be expanded to include physical activity programmes in the classroom and in the community.

### Hope Kitchens

Since 2009, Mondelēz International, in partnership with the China Youth Development Foundation, has been creating “Hope Kitchens” to improve the nutrition of food served to students. The programme promotes the benefits of nutrition and access to fresh foods, reaching 150,000 students in 300 schools. Hope Kitchens offer renovated cooking facilities to primary schools, promotes education on food safety and balanced nutritious meals and offers vegetable gardens to put good nutrition within reach for thousands of school children. The programme has also trained teachers and kitchen workers on food safety and good nutrition. Survey results from participating schools show that students are eating more vegetables and healthy proteins and learning good hygiene habits.



## Nestlé: Promoting Physical Activity and Healthy Lifestyles

Nestlé is committed to offering products and services that help people improve their nutrition, health and wellness. In addition to Nestlé's work to provide nutritionally sound products designed for families and children, the company supports a number of global programmes and initiatives that encourage regular physical activity and healthy eating and drinking. For example, the Nestlé Healthy Kids Global Programme (*See pg. 71*) currently covers 68 countries and aims to reach 80 countries by 2015.

### Nestlé Healthy Kids Australia



In 1999, Nestlé Australia partnered with The Australian Institute of Sport (AIS) on a programme designed to inspire a healthy lifestyle for Australian children. The objective of the programme is to positively change the nutrition and physical activity behaviour of middle primary school students through improved nutrition and health knowledge and increased physical activity. The programme incorporates two major projects. First, the Nestlé Healthy Kids Teaching Resource for Primary Schools, developed by teachers, nutritionists from both Nestlé and AIS, home economists and AIS coaches, offers free teaching units and lesson plans for teachers designed to fit the health and physical education curriculum of all states and territories, and including educational games and videos, healthy recipes and reading materials. More than half of Australian primary schools are now registered

users of the Nestlé Healthy Kids programme and an estimated 250,000 lessons using the resource are taught to students each year. Second, the IAAF/ Nestlé Healthy Kids collaboration has developed two athletic programmes for primary school-aged children: Working Athletics Australia – a programme to train 250 coaches to deliver six-week athletic programmes in approximately 950 after-school care centres; and dedicated kids' activity zones at major Australian Athletic Tours and Series (a series of annual track and field competitions for athletes aiming at selection in the Olympic Games, World Championships or Commonwealth Games), offering play and experiential learning activities for kids attending the tour as spectators.

### Promoting healthy hydration as part of healthy lifestyle

Water is an essential part of a healthy diet. Nestlé supports the Project WET (Water Education for Teachers) Foundation, a non-profit organization founded in 1984, whose mission is to reach children, parents, teachers and community members around with world with water education that promotes awareness of water and empowers community action to solve complex water issues. Nestlé firmly believes in the importance of enabling child-health stakeholders to include healthy hydration in their approach. Working in partnership with Project WET for the past 20 years, Nestlé has developed hydration teaching modules and a complete toolkit which has most recently been implemented in Jordan and extended in China. In 2012, the company published the results of studies conducted in France (in 2010), Italy (in 2010), the U.K. (in 2011) and the U.S.A. (in 2009), each involving a group of approximately 500 children aged 9-11 years. Results indicated that two-thirds of children are insufficiently hydrated when they arrive at school. In 2013, Nestlé completed additional research on the status of children's hydration in Egypt, and is currently preparing scientific publications on the results. In 2013, Nestlé launched new awareness-raising campaigns in Turkey and the U.S.A. The goal is to further implement the fact-based healthy hydration awareness programme for healthcare professionals, caregivers and parents worldwide by 2014.

## PepsiCo: Promoting Physical Activity and Healthy Lifestyles

PepsiCo believes that good nutrition is only one part of maintaining optimal health; another major component is regular physical activity. The company supports a variety of programmes that encourage people to be more active. PepsiCo believes it can play an important role in helping people lead healthier lives and collaborates with governments, civil society and various industry sectors to make a positive difference.

### Kick for Hope



In 2013, PepsiCo and the Asian Football Development Project (AFDP) extended their strategic partnership, “Kick for Hope,” originally established in 2012, to encourage people across Asia, particularly women and young people, to play a greater role in society through a range of football-focused activities. The project’s aim is to promote the importance of football for health and well-being and as a driver for social development. The project will provide a variety of activities in more than 40 Asian countries with a special focus on the

Middle East and India. The project also aims to further facilitate access to safe environments where women and girls can get together and actively engage in a fun, healthy and safe sport that builds character and teaches social skills.

### Get Active

The objective of PepsiCo India’s “Get Active” initiative is to raise awareness of the importance of good and balanced nutrition and active lifestyles through school-based nutrition edutainment. Get Active is a partnership programme with non-governmental organizations, the Swashrit Society, Hriday, the Indian Dietetic Association and PepsiCo. The programme incorporates a mix of classroom and field activities, and components that reinforce learning with fun. The Get Active team of health professionals has created and implemented intensive modules - “Breakfast makes me smart” (2008), “My Pyramid”(2009 and 2011), “My Energy Balance” (2010), and “My Iron Power” (2012) embracing habit formation activities to help engage students on learning and modifying behavior to lead an active and healthy lifestyle. In 2013, PepsiCo launched a whole grain education module, “Go Whole Grain,” with the aim of educating adolescents about the importance of whole grains in daily diet and encouraging them to include whole grains with other food groups to improve the nutritional quality of their diet. In 2014, PepsiCo conceptualized and designed the 2014 module, “My Fruit Funda,” with the aim of creating awareness about the importance of eating fruits every day. Get Active has reached more than 1.59 million children in approximately 477 schools across 12 metros in India since its inception in 2006.



## Unilever: *Promoting Physical Activity and Healthy Lifestyles*

Unilever believes targeted marketing and communications can raise awareness, promote behaviour change and encourage people to adopt healthy lifestyles. Unilever also recognizes that healthy eating habits and active lifestyles need to start as early as possible in life and is committed to promoting health and nutrition to children. As a leading food service provider, Unilever Food Solutions (UFS) aims to promote healthy eating in a way that delivers great taste and appeal by understanding what makes diners choose something a little healthier.

### Making school meals more nutritious



Unilever Food Solutions (UFS) has established school meal programmes in France, Germany, Poland, Portugal, the Philippines, Thailand and the U.K. Combining best-practice kitchen and menu management with nutritionally-improved recipes for children, the programme provides operators with efficiency gains and inspiration for a varied, nutritious and tastier meal – attracting more children to the school canteen. To examine the effectiveness of the programme, Unilever partnered with the Filipino Food and

Nutrition Research Institute (FNRI) on a scientific study in a high school in Manila in the Philippines. The study weighed and calculated the nutritional value of the meals of the 112 participating students over a ten-week period. Over the first two weeks, the students were served their regular school lunch. Thereafter, they were served UFS meals. The study showed that the students consumed significantly more vegetables and fruits when offered the UFS meals. At the same time, there was an improvement in fat quality with a strong increase in polyunsaturated fat and a decrease in saturated fat. In addition, the meals improved the amount of various micronutrients, particularly vitamin A, iron and calcium. UFS has also partnered with the World Food Programme to create a scalable, repeatable and sustainable model to improve nutrition, health and livelihoods for school children in Indonesia. Working with hundreds of schools, the programme focuses on raising the importance of school meals.

### The Seductive Nutrition Programme

People enjoy healthy eating at home and research shows they also like healthier options when they eat out. Since 2012, UFS has been working with chefs around the world to help make their menus healthier and more appealing.

Working with food experts and industry specific bodies like the Culinary Institute of America, the “Seductive Nutrition” workshops demonstrate the positive effect of recipe



changes, such as increasing the amount of vegetables, using healthful cooking methods like grilling and baking, and adapting portion sizes. [To date, chefs in 8,500 locations in North America have taken the Seductive Nutrition Pledge, resulting in 3.2 billion calories being removed from menus.](#) The goal is to help chefs remove ten billion calories from their menus by the end of 2015. In Mexico, Seductive Nutrition principles are applied to top-selling dishes; in France, to school meals recipes; and in Myanmar, Unilever created healthier recipes with chefs for the Southeast Asian Games, a large regional sporting event.

## Commitment 5: Partnerships

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***Objective:** Actively support public-private partnerships that support the WHO's Global Strategy on Diet, Physical Activity and Health*

***Progress:*** Our fifth commitment to action is a commitment to actively support public-private partnerships that support public health strategies.

We believe the food and beverage industry has an important role to play in addressing the issues of obesity and related NCDs and have committed time, resources and expertise to do our part. We also believe that collaborative multisectoral actions which combine the core competencies and resources of governments, civil society and the private sector represent one of the most cost-effective ways to address public health challenges. Experience has shown that working together, we can make a difference.

Today, public-private partnerships have a permanent place in the global public health landscape.

IFBA members have worked successfully in public-private partnerships with governments, the academic and scientific communities, NGOs and civil society around the world for many years.

The collaborative partnerships our members engage in are wide-ranging and include:

- Programmes for reducing the prevalence of childhood obesity;
- Interventions aimed at eliminating trans fat and reducing sodium, sugar and calories (*See Commitment 1: Product Composition & Availability, pgs. 7-10*);
- The funding of public health research;
- Community, school and workplace initiatives aimed at promoting nutrition education, physical activity and the adoption of healthy lifestyles;
- Projects providing health care in disadvantaged communities and fighting malnutrition; and
- Partnerships that advance the goals of sustainable agriculture, improve the livelihoods of smallholder farmers and help ensure the world's food supply.

On the following pages, we present a few of the public-private partnerships our members support. For more examples, please visit the IFBA website.

## EPODE, EEN, EPHE AND EIN

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### EPODE (Ensemble Prévenons l'Obésité des Enfants - Together Let's Prevent Childhood Obesity)

**Objective:** To reduce childhood obesity prevalence through sustainable strategies based on Community Based Programmes (CBPs).

**Activities:** With more than 20 years of experience and a rigorous scientific evaluation, the EPODE methodology developed in France in the early 1990's has been recognized by the international scientific community as innovative in tackling the problem of childhood obesity.

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### EEN (EPODE European Network)

**Partners:** Ferrero, Mars, Nestlé, the Directorate-General for Health & Consumers, European Commission; WHO Regional Office for Europe; eight universities

**Objective:** Founded in 2007, EEN is a collaborative and multidisciplinary initiative, whose objective is to develop and facilitate the implementation of CBPs, using the EPODE methodology in Belgium, France, Greece, the Netherlands, and Spain.

**Activities:** By the end of 2013, the EPODE initiative extended to 331 European cities and towns, impacting 3,900,000 families, including 975,000 children and adolescents.

In 2011, EEN published a book of recommendations for the implementation of CBPs aimed at preventing childhood obesity – a result of a collaborative effort from the combined research, dialogue, experience-sharing and consultation activities implemented between 2008 and 2011.

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### EPHE (EPODE for the Promotion of Health Equity)

**Objective:** A project of EEN, this three-year research programme, launched in 2012, aims to analyze the added value of the implementation of an adapted EPODE methodology for the reduction of socioeconomic inequalities in health-related diet and physical activity behaviours of families with children aged 6 – 12 years, living in seven different European communities (Belgium, Bulgaria, France, Greece, Portugal, the Netherlands and Romania).

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### EIN (EPODE International Network)

**Partners:** The Coca-Cola Company, Nestlé

**Objective:** Created in 2011 to support large-scale CBPs for obesity and NCD prevention, through sustainable, multifactoral strategies and the promotion of healthier lifestyles.

**Activities:** Today, more than 25 large school community programmes based on the EPODE methodology are running in 15 countries around the world – Australia, Belgium, Brazil, Chile, France, Greece, Mexico, the Netherlands, New Zealand, Poland, Portugal, Romania, Singapore, Slovakia, Spain - impacting more than 150 million people. EIN aims to optimize the effectiveness of obesity programmes around the world by encouraging the expansion of the scientific evidence base relating to obesity prevention; advocating for increased political attention to obesity prevention; and fostering links between relevant stakeholders across the public and private sectors. EIN is supported by three platforms, gathering a broad diversity of actors from the scientific, political and public-private sectors.



## HealthyChildren.org

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**Partners:** Kellogg  
American Academy of Pediatrics

**Objective:** To provide health and nutrition information, particularly about fibre, to parents and health care providers via web-based materials and brochures.

**Geography:** U.S.A.

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**Activities:** The Academy of Pediatrics (AAP) provides bi-lingual health and nutrition information for parents on its websites, HealthyChildren.org and HealthyChildren.org en Espanol. Kellogg is a sponsor of the English-language website and a founding sponsor of the Spanish-language version of the website. Launched by AAP in 2013 and designed to reach the growing Spanish-speaking population in the U.S.A, the site is regularly visited by many consumers from Europe, Mexico and other Latin American countries. Since its launch, HealthyChildren.org en Espanol has received 600,000 visits and averages 20,000 unique visits per month.

Kellogg also sponsored AAP's development of a brochure on the benefits of fibre. Created for use in pediatricians' offices and distributed by Kellogg to other health care professionals through its "Know Network" of dietitians, the brochure provides easy-to-understand information on fibre sources in the diet, how to read nutrition labels and addresses frequently asked questions from parents. Excerpts of the brochure are also available on both the English-language and Spanish-language websites. To date, more than 500,000 copies of the brochure have been distributed to pediatricians' offices throughout the U.S.A. or purchased through the AAP website, where it ranks as one of AAP's "popular titles."

## European College of Sport Science (ECSS)

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**Partners:** Mars  
Europe College of Sport Science

**Objective:** To improve the wealth of research into sport and nutrition and the benefits of physical activity for health.

**Geography:** Europe

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**Activities:** Mars has been a founding partner of ECSS since 1995. Between 1996 and 2013, Mars supported the Young Investigators Award during the annual ECSS Congress, rewarding excellence in young sports scientists. Through its partnership with ECSS, Mars facilitates the generation of scientific knowledge and its dissemination to the scientific community and sportsmen all around the world. Mars recognizes that relevant scientific evidence is necessary to convince public health authorities to set up national and international physical activity promotion programmes.

The purpose of ECSS is to promote sport science in an international, multi-cultural, multidisciplinary as well as interdisciplinary context. ECSS addresses the application of sport science knowledge to sports competition, performance, improving health, well-being, fitness and social relationships.



## The FADU Project

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**Partners:** Ferrero, Continaf, Petra Foods Ltd., Oxfam Novib, Farmer's Development Union (FADU) within "The Cocoa Productivity and Quality Programme under the lead of IDH Sustainable Trade Initiative"

**Objective:** To improve cocoa production; access to finance and inputs; raise the professionalization of farmers' groups; address social issues with a focus on gender and youth involvement; empower vulnerable groups and improve livelihoods; and strengthen multistakeholder groups.

**Geography:** Nigeria

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**Activities:** Started in 2012, the project aims to train and certify more than 7,500 smallhold farmers by 2015. At the end of 2013, the project had surpassed its original target of 3,500 farmers - 3,820 farmers (2,809 male and 1,011 female) in the regions of Apomu, Ilesha and Modakeke had been trained in good agricultural, good environmental and good business practices. All of these farmers passed the certification audit and are now UTZ certified farmers. During 2014, another 2,000 new farmers will be trained. At the start of the project, yields were as low as 250 to 300 kg per hectare. The expectation is that under this project, by applying the right agricultural practices, inputs and planting material, yields could increase to 1,000 kg per hectare, transforming cocoa farming into a viable and sustainable business for smallholders. Demo plots in each of the intervention zones have been installed to show farmers the potential yield increase that could be achieved and at the end of 2013, yields had improved to an average 388 kg per hectare. Fifteen thousand, three hundred and sixty-seven hectares are UTZ certified.

## Fuel Up to Play 60

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**Partners:** PepsiCo, The Quaker Oats Company (Quaker), GENYOUth Foundation, National Football League (NFL), National Dairy Council (NDC), U.S.A. Department of Agriculture (USDA)

**Objective:** To encourage youth to consume nutrient-rich foods (low-fat and fat-free dairy, fruits, vegetables and whole grains) and achieve at least 60 minutes of physical activity every day.

**Geography:** U.S.A.

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**Activities:** Fuel Up to Play 60 is the U.S.A.'s largest in-school wellness programme, helping schools provide increased opportunities for students to be physically active for 60 minutes a day and access to tasty, nutrient-dense foods in more than 73,000 schools. A flagship programme of the GENYOUth Foundation, whose mission is to nurture children's health and wellness in schools, Fuel Up to Play 60, was created in partnership with the NFL and NDC in collaboration with the USDA. Quaker has supported the GENYOUth Foundation since its inception. In 2013, Quaker launched the nationwide consumer-facing "Make Your Move" video contest which asked parents and teachers to submit short videos of their students getting active for the chance to win school grants. Past grants have been used to help schools start walking clubs and bring healthy grab-and-go breakfast options to students. The contest was supported by an integrated marketing campaign, including Quaker providing Fuel Up to Play 60 with its first ever national retail presence through co-branded displays, driving even more national attention to the cause.

## The Gut Foundation

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**Partners:** Kellogg  
The Gut Foundation

**Objective:** To increase awareness and educate consumers about the importance of dietary fibre for digestive health.

**Geography:** Australia and New Zealand

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**Activities:** With a mission to promote digestive health, in 2012, The Gut Foundation partnered with Kellogg to promote the importance of fibre in the diet. To help promote the value of a high fibre breakfast, The Gut Foundation logo and partnership statement appear on high fibre cereal products from the Kellogg's® All-Bran® range, which provide from 6.1 grams up to 13.3 grams of fibre per serving, depending on the cereal variety. The programme took more than a year to design and was successfully achieved through collaborative relations and efforts of health professionals and the Gut Foundation. The initiative is on-going with further research planned with consumers and health professionals to build greater awareness of the Gut Foundation logo and programme.

## The Healthy Weight Commitment Foundation (HWCF)

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**Partners:** More than 255 partners, including The Coca-Cola Company, General Mills, Kellogg, Mars, Mondelēz International, Nestlé, PepsiCo and Unilever, retailers, restaurants, sporting goods and insurance companies, trade associations, NGOs and professional sports associations

**Objective:** To promote ways to help people achieve a healthy weight through energy balance – calories in and calories out.

**Geography:** U.S.A.

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**Activities:** A CEO-led organization, the HWCF is designed to help reduce obesity, especially childhood obesity, by 2015. HWCF focuses its efforts on families and schools: the “Together Counts™” campaign promotes the advantages of family meals and physical activity; and the “TogetherCounts.com” website provides free, downloadable resources for families, teachers and children for Pre-K through elementary school. Today, more than 12.5 million children are engaged with the curriculum promoting energy balance and the Together Counts™ programme. In May 2010, HWCF’s food and beverage members made a commitment to reduce 1.5 trillion calories from the marketplace by 2015. In May 2013, HWCF announced that the companies had surpassed this goal three years ahead of schedule. The results were reviewed by the Robert Wood Johnson Foundation, an independent evaluator, which confirmed that HWCF members had reduced 6.4 trillion calories, representing 78 fewer calories per person (including adults and children) per day. A 2012 study concluded that in order to close the “energy gap” for children a reduction of 41 calories per child and adolescent per day would halt the rising obesity levels in the U.S.A.<sup>29</sup>

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<sup>29</sup> Y. Claire Wang et al. “Reaching the Healthy People Goals for Reducing Childhood Obesity,” *American Journal of Preventive Medicine*, Vol. 42, Issue 5:437-444, May 2012.

## McDonald's Clinton Global Initiative

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**Partners:** McDonald's, Clinton Foundation, Alliance for a Healthier Generation

**Objective:** To increase customers' access to fruit and vegetables and help families and children to make informed choices in keeping with balanced lifestyles.

**Geography:** Global

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**Activities:** In 2013, McDonald's, in partnership with the Clinton Foundation and the Alliance for a Healthier Generation, made a commitment to increase customers' access to fruit and vegetables, and help families and children to make informed choices in keeping with balanced lifestyles. This commitment applies to McDonald's top 20 markets which represent 85+ percent of global sales, and demonstrates the company's commitment to use its size and scale to help educate, empower and encourage its customers so they can live a balanced and healthy lifestyle. McDonald's has committed to feature only water, milk and juice in *Happy Meals* on menu boards and in-store and in external advertising directed to children; offer side salad, fruit or vegetable as a substitute for fries in value meals; utilize *Happy Meals* and other packaging and designs to generate excitement for fruit, vegetable, low/reduced fat dairy or water options for kids or offer these options in the *Happy Meal*; and ensure 100% of advertising to children includes a fun nutrition or children's well-being message. McDonald's worked with the Alliance for a Healthier Generation, founded by the Clinton Foundation and American Heart Association, to develop the comprehensive plan. As part of its agreement with the Alliance for a Healthier Generation, McDonald's will retain an independent, reputable third party organization to verify progress on the commitment. The commitment will be implemented in 30-50 percent of the 20 markets within three years and 100 percent of the 20 markets by 2020.

## National Strategies for Food Fortification

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**Partners:** Unilever, Vietnam Ministry of Health, National Institute of Nutrition (NIN), Global Alliance for Improved Nutrition (GAIN)

**Objective:** To help address malnutrition in Vietnam, the "National Strategies for Food Fortification" project supports the production of food products with micronutrient supplements at reasonable prices.

**Geography:** Vietnam

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**Activities:** The five-year project (2012 - 2017) sponsored by GAIN, aims to support the production of fortified foods such as fish sauces, soy sauce, soup powder, seasoning granules and cooking oil. In 2013, *Knorr* launched its first fortified seasoning granule. The new *Knorr* Meaty seasoning granules contain three premium ingredients – shinbone, tenderloin and marrow – and are fortified with vitamin A, which is essential for good eyesight, keeping skin healthy and boosting the body's ability to fight infection. Approximately one billion people around the world suffer from micronutrient deficiencies. Countries such as Vietnam are particularly affected. According to the latest national nutrition survey in 2010, the number of people in Vietnam lacking micronutrients in their diet is high – 36 percent of pregnant women and 29 percent of children suffer from malnutrition. In addition to the new product launch, Unilever Vietnam is also running a campaign to highlight the issue of micronutrient deficiency to help people become more aware of the importance of micronutrients in their daily diet. The key to success of the fortification programme is consumer awareness. Unilever is running 15 educational sessions on fortification jointly with the Women's Association and the National Institute of Nutrition.

## Nestlé Healthy Kids Global Programme

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**Partners:** Nestlé, EPODE International Network and International Association of Athletics Federation and 280 partners including national and local governments, NGOs, nutrition health institutes and sport federations.

**Objective:** To raise nutrition and health knowledge and promote physical activity among school-age children around the world.

**Geography:** Global

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**Activities:** Launched in 2009, by the end of 2013, Nestlé was actively working with more than 280 implementing partners in 68 countries (2012: 64 countries), reaching 6.9 million children in 2013 alone. Healthy Kids programmes are based on a multi-partnership approach with expert teams to develop the programmes and local implementing partners. The company believes the success of the programme lies in the quality of the experts who develop the educational materials and curricula to meet the specific needs of local communities. With the knowledge that the programmes work best when children take part regularly, Nestlé recently developed stricter participation criteria. The company monitors and evaluates the impact of the programme with its scientific partners regularly and is continuing to develop new ways to measure the effectiveness of the programme and share best practices. In an effort to scale up efforts, in 2012 and 2013, Nestlé added two new global partnerships to the programme - EPODE to disseminate community-based programme methodologies and initiatives, and IAAF, to support kids' athletics globally. The goal of the programme is to reach 80 countries by 2015.

## Project Last Mile

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**Partners:** The Coca-Cola Company, The Global Fund to Fight AIDS, Tuberculosis and Malaria, The Bill & Melinda Gates Foundation, the U.S. Agency for International Development; also supported by Yale Global Health Leadership Institute, Accenture Development Partnerships and the Global Environment & Technology Foundation.

**Objective:** To leverage Coca-Cola's core business expertise in supply chain and marketing to improve the availability of vital medicines and medical supplies.

**Geography:** Africa

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**Activities:** Through Project Last Mile, The Coca-Cola Company is working to transfer its core business expertise in supply chain management to public sector partners. The project was first piloted in Tanzania in 2010 to help the government's medicine distribution network, the Medical Stores Department (MSD), to build a more efficient supply chain. Since 2010, the Tanzanian project has: reduced lead time for the procurement of medicines and reduced the risk of critical medicine stock outs; improved the availability of critical medicines in health clinics in pilot areas; empowered MSD to reorganize and expand its distribution system from 500 district warehouse drop off points to direct delivery to more than 5,500 health facilities; implemented a new performance management system and professional HR practices and created a balanced scorecard enabling MSD to track and measure overall organizational performance effectively. In 2013, at the request of The Bill & Melinda Gates Foundation, the project was expanded to Ghana for the purpose of addressing the uptime of vaccine cold chain equipment and providing input for the marketing and promotion of vaccines. Building on the success in Tanzania and Ghana, in June 2014 the partners committed to replicate the partnership in an additional eight African countries over the next five years.

## Project Peanut Butter

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**Partners:** General Mills  
Partners in Food Solutions (PFS)

**Objective:** To advance the treatment of severe malnutrition, the single largest cause of child death in the world today, using effective, locally-produced ready-to-use therapeutic foods.

**Geography:** Ghana, Malawi, Sierra Leone

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**Activities:** General Mills is helping Project Peanut Butter (PBB), founded in 2004, to provide needed nutritional and medical support primarily to children suffering from severe acute malnutrition in sub-Saharan Africa and to improve efficiencies and increase the quality of ready-to-use therapeutic foods (RUTF). The peanut butter paste offers high-quality nutrition children need to recover, survive and even thrive. The company is also providing marketing support to help the programme expand its efforts to other countries in Africa. Tapping into the extensive food industry experience of volunteers from General Mills and PFS's other industry partners, PBB operates multiple clinic sites providing food, treatment and training to approximately 80,000 children each year. In 2007, the UN, WHO and the World Food Programme recognized RUTF with home-based therapy as the standard of care for severely malnourished children worldwide. General Mills is now working with PBB to expand the treatment of malnourishment with RUTF to malnourished pregnant women. The new product, "Mamachiponde" translated to mean "nut paste for mothers," was developed in a General Mills pilot plant in Minneapolis and is expected to provide the calories, protein, lipids, vitamins and minerals necessary to support a healthy pregnancy. Clinical trials will take place in southern Malawi over the next two years.

## Salud en Onda (Cool Health)

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**Partners:** Grupo Bimbo  
Fundación NEMI

**Objective:** To promote the development of teenagers throughout Mexico through cultural, educational and counselling activities aimed at encouraging the adoption of healthy lifestyles.

**Geography:** Mexico

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**Activities:** Grupo Bimbo has supported Fundación NEMI since 2008 in a series of conferences entitled "Salud en Onda" (Cool Health) in which students, between the ages of 12 and 15 years, hear recommendations on how to adopt a healthy lifestyle, including suggestions on healthy diets and the importance of regular physical activity. Through an interactive video and with the assistance of trained nutritionists, participants learn about the importance of watching their weight and taking care of their health. The talks include topics such as the importance of breakfast, food groups, energy balance and practice examples on how to move more and receive the benefits of physical activity. Grupo Bimbo also developed brochures which were distributed among the teens and their families providing easy-to-understand information and examples on how to lead a healthier lifestyle. In 2013, the programme reached more than 68,000 teenagers in 1,000 schools in 12 cities across Mexico.



To learn more, please visit our website at <https://ifballiance.org> or contact us at [secretariat@ifballiance.org](mailto:secretariat@ifballiance.org)

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