



FrieslandCampina 
nourishing by nature

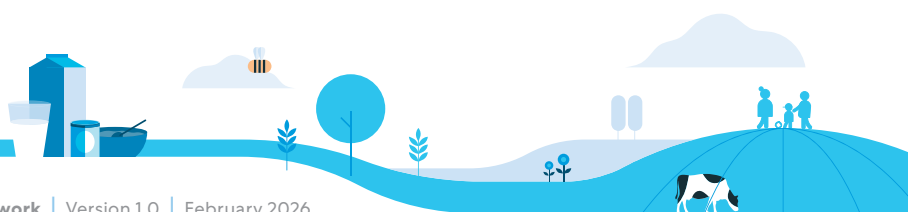


FrieslandCampina's 2030 Global Nutrition Framework

Version 1.0
February 2026



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Author	Corporate Nutrition & Health
Approving body	Executive Board of FrieslandCampina
Target audience	This Nutrition framework is intended for all stakeholders who influence or are impacted by our nutrition commitments, including but not limited to employees, customers, suppliers, investors, regulatory bodies, local communities, and civil society organizations.
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Previous versions	N/A
Repository	This Nutrition Framework is publicly accessible via our official website, on the page titled “Our Policies and Commitments.” This repository serves as the central location for all externally communicated policies, including our nutrition commitments, ensuring transparency and accountability for all stakeholders.



FrieslandCampina's 2030 Global Nutrition Framework

At FrieslandCampina, we are proud to have a long-standing commitment to nutrition that continues to evolve and strengthen as we grow. **Our 2030 Nutrition Framework** represents the next step in that journey. It brings together the many ways we already deliver on our company purpose, *Nourishing by Nature*, and outlines a clear, cohesive strategy to guide our future actions.

For many years, FrieslandCampina has been advancing nutrition through our products, partnerships, and purpose-driven innovation. Today marks a new phase in our journey, as we begin communicating our nutrition strategy and achievements more broadly.

This document outlines what our Nutrition Framework is and what it means in practice. It details the principles, goals, and commitments that define how we nourish people and communities. From product innovation to accessibility, and from governance to stakeholder engagement, this framework captures the full scope of our nutrition strategy and the progress we continue to make toward healthier lives and sustainable diets.

Our Purpose: Nourishing by Nature

At FrieslandCampina, our purpose, *Nourishing by Nature*, guides everything we do. We believe that providing better nutrition for people everywhere goes hand-in-hand with caring for the planet and supporting the communities who make it all possible.

As one of the world's largest dairy cooperatives, we recognise that our impact extends beyond our products. From ensuring a good living for our farmers to protecting natural resources and advancing sustainable practices, we are committed to making a positive difference, today and for generations to come.

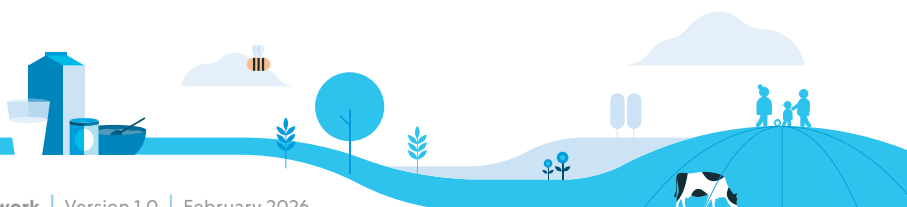
Our global nutrition mission is to make high-quality, nutritious dairy accessible to all. By harnessing the natural benefits of dairy, delivering safe and sustainable ingredients, and developing innovative solutions that meet nutritional needs across life stages, we aim to nourish people, and communities, naturally.

Our company purpose and nutrition mission are underpinned by the United Nations Sustainable Development Goals (SDGs)¹, particularly:

- **SDG 2: Zero Hunger** — supporting food security and improved nutrition,
- **SDG 3: Good Health and Well-being** — promoting healthier lives for all ages, and
- **SDG 12: Responsible Consumption and Production** — advancing sustainability across our value chain.

Together, these goals shape our commitment to making high-quality, nutritious dairy accessible to all.

¹ United Nations. [Transforming Our World: The 2030 Agenda for Sustainable Development](#). United Nations, 2015.

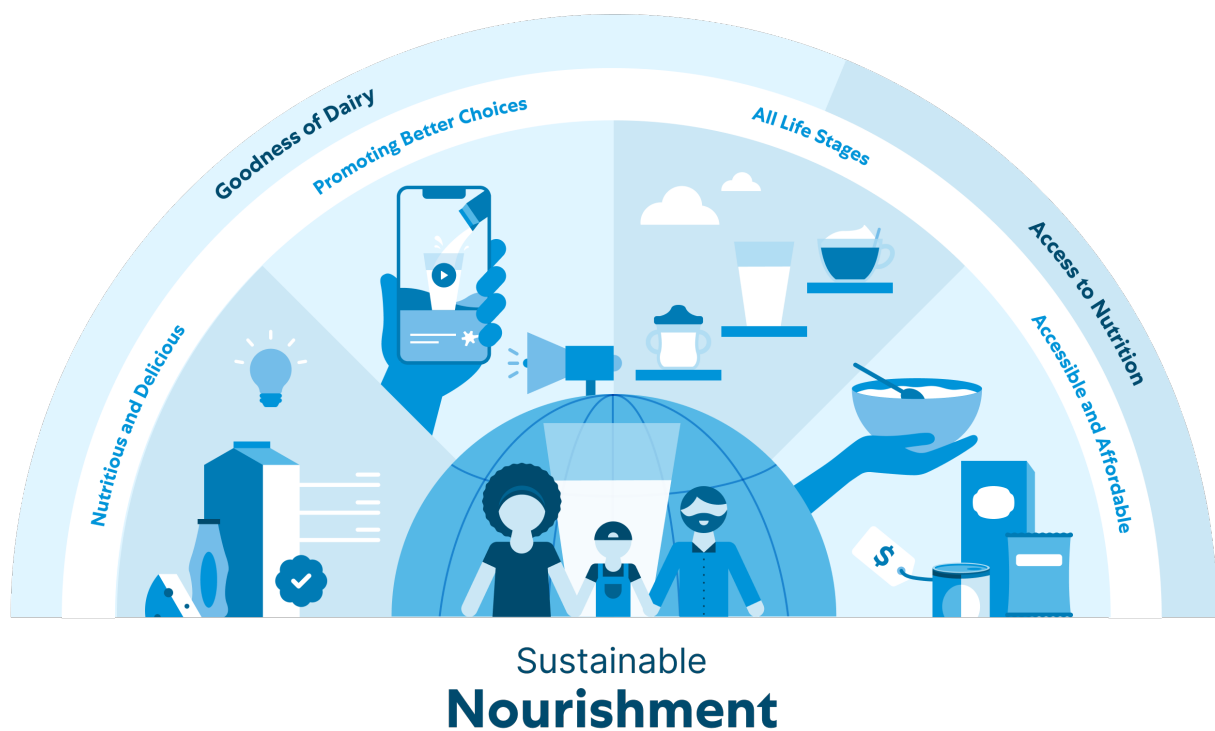


The Nutrition Framework

Nutrition Goals and Commitments

At FrieslandCampina, we believe in the power of dairy to nourish people of all ages, today and for generations to come. Our vision is to deliver healthy and sustainable nutrition for all, guided by two strategic pillars: *Goodness of Dairy* and *Access to Nutrition*.

- **Goodness of Dairy:** Ever more people thriving with healthy nutrition for daily life and special needs
- **Access to Nutrition:** Dairy-based nutrition that is affordable & accessible



Our nutrition commitments are:

- **To provide healthy and sustainable nourishment** by increasing the share of nutritious products that deliver essential nutrients such as protein, calcium, and other key vitamins and minerals.
- **To continuously improve our portfolio** by reducing added sugars and salt across key product categories and regions.
- **To ensure responsible marketing and communication** to help consumers make informed, positive choices for their health and well-being.
- **To support nutrition for all life stages** through tailored products, school programs, and specialised ingredients designed to meet nutritional needs.
- **To embed affordability and accessibility** by ensuring nutritious products reach vulnerable communities, particularly in low- and middle-income countries.

Our KPIs for success by 2030 are:

1. At least 76% sales volumes of our consumer products compliant with our FrieslandCampina Nutrition Standards.
2. At least 30% sales volume affordable nutrition in low- and middle-income countries.

Healthy and Sustainable Nourishment

FrieslandCampina is committed to providing **healthy and sustainable nourishment** by increasing the share of nutritious products that deliver essential nutrients such as protein, calcium, and/or other key vitamins and minerals, while limiting added sugar and salt across our portfolio. We align with internationally recognised standards and commit to the following:

- **Alignment with Global Health Frameworks:** Our efforts are informed by the *WHO Global Action Plan for the Prevention and Control of Noncommunicable Diseases (2013–2030)*², ensuring our strategy contributes to global public health objectives.
- **Clear Nutrition Standards:** The *FrieslandCampina Nutrition Standards*³ define the nutrient criteria used to evaluate the health profile of our products.
 - o *Nutrients to Encourage* – maintaining nutrients naturally present in milk and fortifying products to help address micronutrient deficiencies and combat malnutrition.
 - o *Nutrients to Limit* – limiting components associated with overweight and diet-related noncommunicable diseases, such as added sugars and salt.
- **External Benchmarking:** We benchmark our nutrition performance using the internationally recognised, government-endorsed *Health Star Rating (HSR)*⁴ system to validate our internal standards. HSR scores are determined following the official HSR methodology and guidelines.
- **Science-Based Fortification:** Our product fortification practices follow international guidance, including the *FAO General Principles for the Addition of Essential Nutrients to Foods*⁵ and the *WHO/FAO Guidelines on Food Fortification with Micronutrients*⁶.

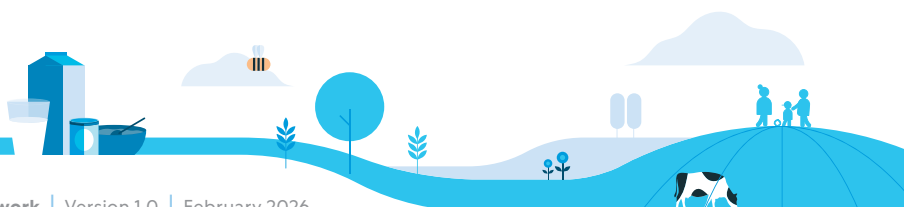
² World Health Organization. [Global Action Plan for the Prevention and Control of Noncommunicable Diseases 2013–2030](#). World Health Organization, 2013.

³ FrieslandCampina. [FrieslandCampina Nutrition Standards](#).

⁴ [Health Star Rating System](#).

⁵ FAO and WHO Codex Alimentarius Commission. [General Principles for the Addition of Essential Nutrients to Foods](#). Revised 2015, CAC/GL 9-1987. FAO and WHO, 2015.

⁶ Allen, Lindsay, et al. [Guidelines on Food Fortification with Micronutrients](#). World Health Organization & Food and Agriculture Organization of the United Nations, 2006.



Continuous Portfolio Improvement

FrieslandCampina continuously improves the nutritional quality of its products. A key focus of this effort is reducing added sugar and salt across priority product categories and geographies. Our approach is guided by a set of clear principles that ensure consistency, transparency, and measurable progress:

- **Consumer insight-driven:** We closely monitor consumer trends to support healthier choices and help people reduce intake of nutrients such as sugar and salt.
- **Ongoing evaluation:** We regularly assess sugar and salt levels across our portfolio to identify opportunities for improvement.
- **Science-based standards:** Our products are designed to meet FrieslandCampina Nutrition Standards or the specific nutrient-reduction targets established for reformulation and new product development.
- **Gradual reformulation and innovation:** We take a step-by-step approach to improving existing products while innovating new options with less or no added sugar.

Responsible Marketing and Communication

We are committed to responsible marketing and communication that empowers consumers to make informed, balanced, and health-conscious choices. Responsible communication strengthens trust in our brands and contributes to broader public health goals, and as such, we aim to:

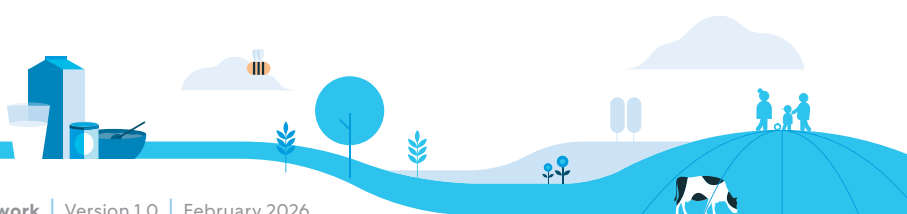
- **Steer marketing and advertising resources** to the promotion of nutritious products.
- **Ensure to provide good and uniform nutritional information** about our products, to empower consumers to make informed, nutritious food choices⁷.
- **Follow clear global standards**⁸ on all marketing communications in line with the *International Chamber of Commerce (ICC) Framework for Responsible Food and Beverage Marketing Communications*, with restrictions on communications directed at children below the age of 16 unless the products meet strict nutrition criteria⁹.
- **Use health claims only on products** for the general public that meet our robust FrieslandCampina Nutrition Standards, ensuring transparency and accuracy¹⁰.

⁷ FrieslandCampina [Corporate Standard for Nutritional Information](#). 2020.

⁸ FrieslandCampina [Corporate Standard for Responsible Marketing Communications](#). 2023.

⁹ [The EU Pledge](#).

¹⁰ FrieslandCampina. [Corporate Standard on Claims](#). 2023.



Supporting Nutrition for All Life Stages

Nutrition needs vary from infancy through childhood and into adulthood. FrieslandCampina's portfolio is built to support health and well-being across all these stages, including:

- **Infant Nutrition:** Breastfeeding is the best way to ensure healthy growth and development of infants during the first months of life. In line with the World Health Organization's recommendation, FrieslandCampina fully supports exclusive breastfeeding for the first six months, with continued breastfeeding up to two years and beyond alongside appropriate complementary foods. When breastfeeding is not possible or not chosen, safe and nutritionally appropriate alternatives are essential. FrieslandCampina provides high-quality foods for infants and young children that are developed using rigorous scientific research and produced to meet strict safety and nutritional standards.
- **Child Nutrition:** As children grow, their nutritional needs expand to support learning, physical development and lifelong health. FrieslandCampina plays an active role in meeting these needs through a portfolio of nutrient-rich dairy products and through long-standing school milk programmes around the world that help ensure children receive reliable access to essential nutrients.
- **Adult Nutrition:** As adults move through different life stages, their nutritional needs become more varied, from maintaining an active lifestyle to supporting maternal health, recovery, or specific clinical requirements. FrieslandCampina's portfolio contributes to a healthy diet and helps adults sustain strength, resilience and overall well-being at every stage. FrieslandCampina's portfolio reflects also this diversity, offering tailored solutions such as protein solutions for active and performance nutrition, nutrient-rich options that support pregnancy and lactation, and specialised ingredients designed for medical and advanced health-care applications.

Affordability and Accessibility

FrieslandCampina embeds accessibility and affordability principles across operations, ensuring that products reach vulnerable communities and contribute to improved food and nutrition security globally¹¹. FrieslandCampina is committed to:

- **Enhancing food and nutrition security** in low- and middle-income countries, with a focus on increasing access to affordable, nutrient-rich foods.
- **Targeting populations** with a daily per capita income between 75% and 200% of the poverty line, as defined by the World Bank, to ensure that our initiatives reach those most in need.
- **Understanding nutrition status** of consumers to better address needs and effectively combat malnutrition.
- **Applying FrieslandCampina Nutrition Standards**, which set minimum nutrient criteria to design foods that deliver meaningful nutrition to underserved populations.
- **Implementing product mix initiatives** across distribution, pricing, packaging, and reformulation to make nutritious options more accessible and appealing.

¹¹ FrieslandCampina. [Broadening Access to Nutrition](#). 2023.



Governance, Accountability, and Monitoring

FrieslandCampina advances global nutrition through strong governance, science-based goals, and responsible business practices. The company embeds nutrition into its broader sustainability strategy, guided by transparency, accessibility, and integrity, while working to make healthy, affordable, and responsibly marketed food available to all.

- **Governance:** Executive oversight is central to our governance approach. The Executive Board maintains direct oversight of our nutrition agenda, ensuring it remains fully integrated with FrieslandCampina's global Environmental, Social, and Governance (ESG) strategy. The ESG Committee of the Supervisory Board regularly reviews the progress against our nutrition priorities, examining key impacts, risks, and opportunities. These reviews are aligned with evolving international frameworks such as the Corporate Sustainability Reporting Directive (CSRD)¹² and the Corporate Sustainability Due Diligence Directive (CSDDD)¹³.
- **Accountability:** Regulatory compliance is foundational and non-negotiable. Working closely with our Regulatory Affairs department, we ensure all our products and communications meet applicable food law and nutrition standards across our markets. And further, risk management is a key part of our approach. We continuously evaluate the effectiveness of our internal controls and systems to manage nutrition-related risks and ensure the long-term integrity of our commitments.
- **Monitoring:** Transparency underpins everything we do. We monitor and disclose progress against our Nutrition KPIs annually, with limited assurance applied to reinforce credibility. The Nutrition commitments are reviewed and updated every five years, with additional revisions as needed. The first Nutrition policy was introduced in 2015, and updated in 2020. The latest update in 2024 evolved in this Nutrition Framework to be implemented from 2025 to 2030. Further, FrieslandCampina will be publishing its inaugural **Nutrition Impact Report**, which showcases the company's commitment to and progress in improving the nutrition and wellbeing impact of its portfolio.

Stakeholder Impact

Addressing global nutrition challenges requires collaboration across consumers, governments, civil society, and the food industry. FrieslandCampina embraces its role in this shared responsibility and works with partners worldwide to create meaningful, lasting impact.

To reflect stakeholder feedback, emerging global trends, and FrieslandCampina's strategic priorities, input is collected through engagement with both internal and external stakeholders in line with the FrieslandCampina's Policy on Responsible Advocacy¹⁴. The outcomes are continuously considered to enhance the ESG strategy, commitments, and programs and incorporated into periodic reviews of the Nutrition framework.

¹² [Directive \(EU\) 2022/2464 of the European Parliament and of the Council of 14 December 2022 amending Regulation \(EU\) No 537/2014, Directive 2004/109/EC, Directive 2006/43/EC and Directive 2013/34/EU, as regards corporate sustainability reporting.](#)

¹³ [Directive \(EU\) 2024/1760 of the European Parliament and of the Council of 13 June 2024 on corporate sustainability due diligence and amending Directive \(EU\) 2019/1937 and Regulation \(EU\) 2023/2859.](#)

¹⁴ FrieslandCampina. [Policy on Responsible Advocacy](#). June 2022.



FrieslandCampina communicates this framework and its updates through its corporate website and maintains active engagement with a broad range of stakeholders on the topics outlined within the framework. The nutrition framework impacts key stakeholders as following:

- **Employees:** FrieslandCampina involves employees in advancing nutrition objectives, ensuring that those responsible for implementing this framework have the necessary knowledge, skills, and competencies.
- **Value Chain Partners:** Collaboration with suppliers, customers, consumers, and financial institutions is essential for effective implementation. This framework establishes the principles that guide how FrieslandCampina operates within markets and engages with partners to achieve shared goals.
- **Societal Stakeholders:** Engagement with NGOs, nutrition and health experts, and other societal partners supports broader objectives to address climate change, protect biodiversity, and promote sustainable consumption. FrieslandCampina also considers the nutritional, health, and social impacts of its product portfolio and, where trade-offs are unavoidable, works to mitigate potential negative effects.

