



FrieslandCampina 

nourishing by nature

Nourishing by nature in action

Nutrition Impact Report 2025

Royal FrieslandCampina N.V.

Contents



01 Introduction

FrieslandCampina's Nutrition Impact Report	04
A message from our CEO	05
A decade of progress: our journey until now	06



02 Our 2030 roadmap

FrieslandCampina's Global Nutrition Framework	10
Goodness of dairy	12
Nutritious and delicious	13
Promoting better choices	19
Access to nutrition	23
All life stages	23
Accessible and affordable	28

03 Shaping a better future together

Collaborating for impact	32
University and research partnerships	32
Partnering to improve nutrition	35
2025 recognitions	36
Nourishing future generations	37



01

Introduction

FrieslandCampina's Nutrition Impact Report 04

A message from our CEO 05

A decade of progress: our journey until now 06



FrieslandCampina's Nutrition Impact Report

Nourishing by nature in action

Nutrition at FrieslandCampina begins with nature. On our member farms, fertile land, healthy animals and the dedication of dairy farmers form the foundation of our cooperative and our purpose: nourishing by nature. Together, our farmers share knowledge, responsibility and craftsmanship, ensuring that every litre of milk meets high standards of quality and animal welfare, while driving progress towards more sustainable environmental practices.

Milk is one of nature's most complete foods, naturally rich in essential nutrients and providing everyday nourishment for millions of people worldwide. Building on these intrinsic strengths, FrieslandCampina transforms milk into a broad portfolio of nutritious foods and beverages that support people across life stages and dietary needs.

Guided by our [2030 Global Nutrition Framework](#), we ground our nutrition efforts in science. Our focus is on strengthening the nutritional quality of our products, improving affordability and accessibility, and communicating responsibly. At the same time, we recognise that delivering good nutrition depends on how food is produced. That is why our nutrition actions are closely connected to our broader sustainability agenda, including climate action and the transition towards a more resilient and sustainable dairy chain.

This Nutrition Impact Report brings our nutrition story together. It shows how we turn our purpose into action — from nature to nutrition — and provides an overview of our nutrition impact, our progress over the past decade and our roadmap towards 2030.

By sharing this perspective, we aim to demonstrate our commitment to high-quality, accessible nutrition. For a broader view on environmental sustainability and financial performance, we refer to [FrieslandCampina's Annual Report](#).





A message from our CEO

As a farmer-owned cooperative, we are rooted in nature and guided by a clear responsibility: to nourish people, today and for generations to come. Milk naturally provides essential nutrients in an efficient and accessible way, giving dairy a unique role in food systems worldwide. This is a responsibility we are committed to upholding.

Over the past decade, we have made steady progress in improving the nutritional profile of our portfolio. At the same time, thousands of colleagues across FrieslandCampina work every day to ensure our products are produced, distributed and available on shelves around the world, so that nutritious food is not only well designed, but also affordable and accessible.

Looking ahead to 2030, the global nutrition landscape is becoming more complex. While undernutrition persists in many regions, unhealthy dietary patterns and micronutrient deficiencies are rising worldwide. By building on the natural strength of dairy, investing in research and innovation, and working closely with partners across the value chain, we can help meet diverse nutritional needs while promoting responsible marketing and better access for those who need it most.

At FrieslandCampina, sustainability reflects our belief that providing good nutrition can and should go hand in hand with the best possible care for the planet. With our member dairy farmers managing precious land, we are committed to

more sustainable dairy, so that we can continue to nourish people in balance with the planet's capacity. As a cooperative, our strength lies in working together, united by a shared commitment to nourish by nature.

This report brings our nutrition journey together and demonstrates how we translate purpose, science and partnerships into tangible actions, progress and outcomes. In doing so, we aim to contribute to healthier diets and more resilient food systems, for people and planet alike.

Jan Derck van Karnebeek
CEO Royal FrieslandCampina N.V.



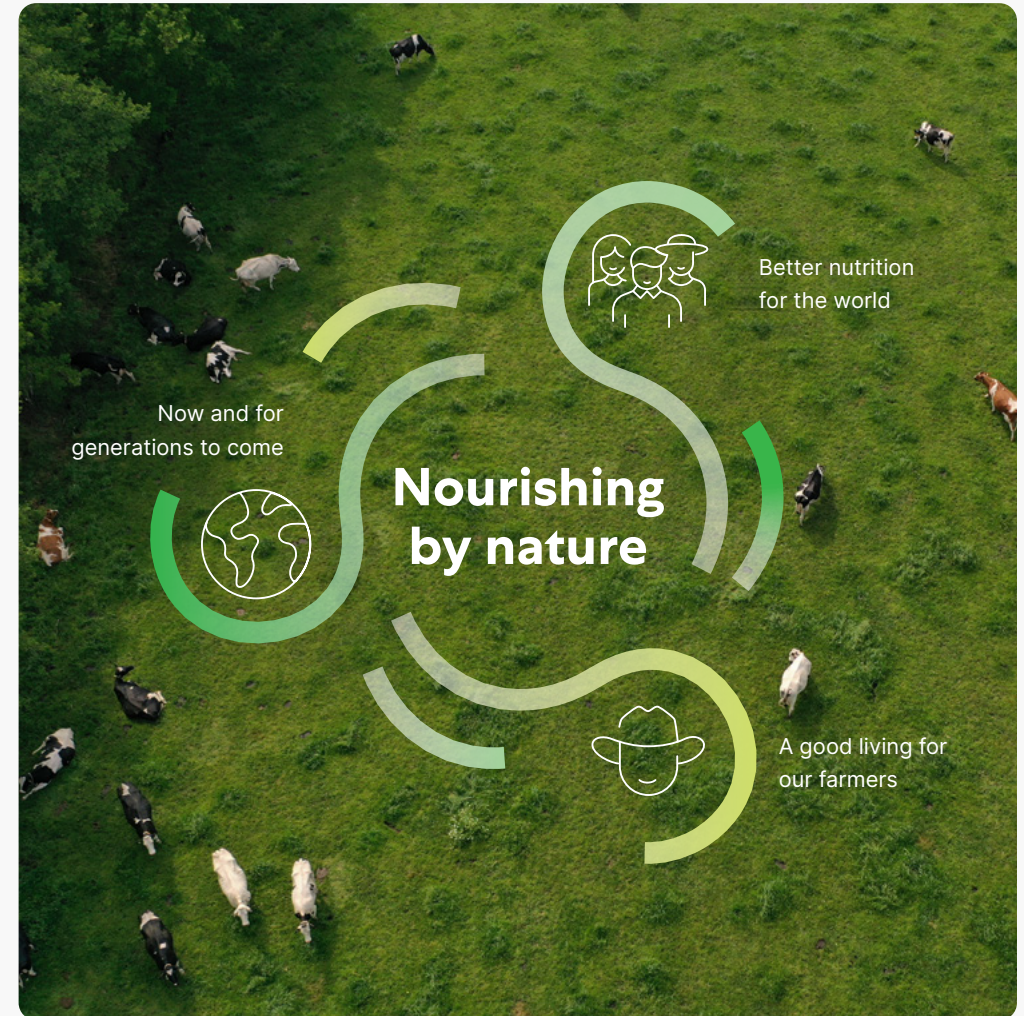
A decade of progress: our journey until now

In a world where the population is projected to reach 10 billion by 2050 and where both under-nutrition and diet-related diseases are major global challenges, our ambition is more than commercial: it is strategic and responsible. By making our dairy portfolio more nutritious, affordable and accessible, we are living our purpose and delivering value to consumers and communities. Our commitment to this decade of nutrition underpins our purpose nourishing by nature: delivering better nutrition for the world, a good living for our farmers, now and for generations to come.

Over the past decade, we have advanced this ambition through a combination of stringent nutrition standards, portfolio transformation, and broader actions to improve access and transparency.



Did you know that...
...dairy products are mentioned
in many government-issued
dietary guidelines throughout
the world.



FrieslandCampina's nutrition standards over time

Global Nutrition Standards (GNS)

Setting clear global nutrition baselines

We launched our first **Global Nutrition Standards (GNS)** in 2015, which intended to retain the natural nutrients in milk while limiting the amounts of calories, saturated fats, industrial trans fat, sugar and salt in our products.

From a baseline of 57 percent compliance in 2015, the ambitious target of 70 percent compliance to the GNS criteria by 2020 was set and achieved.

GNS Next Level

Raising the bar on healthier products and broadening access

Upon meeting the 70 percent compliance with GNS in 2020, we set out to raise our ambition further. In 2020 we tightened the GNS criteria (**GNS Next Level**) by aligning them with the globally recognised 2019 Choices International Nutrition Criteria. We set a new target of 75 percent of volumes compliance by 2025.

Along with GNS Next Level, we launched the **Broadening Access to Nutrition Programme** (see page 28) with additional affordable nutrition criteria.

FrieslandCampina Nutrition Standards (FCNS)

Driving measurable nutrition impact

In 2025 we launched the next evolution of our nutrition criteria, the **FrieslandCampina Nutrition Standards (FCNS)** guided by the science-based and government-endorsed Health Star Rating. New 2025 baseline and 2030 targets set that reflect the increasingly stringent criteria. Nutrition metrics broadened beyond compliance to include impact: nutrient-density improvement, access in underserved markets, and consumer behaviour change.

2015

2015 – 2019

2020

2020 – 2024

2025

Percentage of sales volumes that meets **GNS**

2015	57%
2016	62%
2017	64%
2018	66%
2019	70%

Percentage of sales volumes that meets **GNS Next Level**

2020	70%
2021	71%
2022	72%
2023	75%
2024	76%

FrieslandCampina ranked #2 in The Access to Nutrition Initiative's (ATNi) 2024 Global Index

This position reflects our strong and sustained performance across the full nutrition agenda. ATNi's assessment highlights improvements in the nutritional profiles of our portfolio, strengthened governance and transparency, as well as actions to improve access to nutritious, affordable foods across diverse markets.

The ATNi Global Index – an independent benchmark of 30 of the world's largest food and beverage companies – assesses performance on nutrition governance, product formulation, affordability and accessibility, responsible marketing and labelling, and alignment with healthy and sustainable diets.

Our #2 ranking demonstrates the progress we are making in integrating nutrition into our broader sustainability and health strategies, and in aligning business practices with international standards and public health priorities.



FrieslandCampina's year-on-year improvement in the ATNi Global Index ranking

2024 #2

2021 #3

2018 #4

2016 #8

2013 #19



Corine Tap, President FrieslandCampina Asia:

“At FrieslandCampina, we believe that access to nutritious food is a fundamental human right. Our ‘Broadening Access to Nutrition’ strategy in Asia addresses the triple burden of malnutrition – undernutrition, micronutrient deficiencies, and rising obesity – by focusing on affordability and accessibility of nutritious dairy products for families across diverse markets. Insights from our Southeast Asia Nutrition Surveys (SEANUTS) are instrumental in developing targeted, affordable products that meet children’s nutritional needs. Additionally, we are collaborating with local governments, health workers, and schools to promote well-balanced diets and active lifestyles. We are pleased that ATNi recognises our commitment to driving sustainable health outcomes and creating meaningful change.”



02

Our 2030 roadmap

FrieslandCampina's Global Nutrition Framework 10

Goodness of dairy 12

Nutritious and delicious 13

Promoting better choices 19

Access to nutrition 23

All life stages 23

Accessible and affordable 28



FrieslandCampina's Global Nutrition Framework

FrieslandCampina recognises that the years from now until 2030 represent a pivotal time in our journey to deepen our impact. Building on a strong foundation, we are charting a path of continuous improvement, measurable targets, and increased transparency in nutrition for the future.

The need to advance nutrition has never been more essential. While undernutrition persists in some regions, unhealthy dietary patterns overall are increasing globally and with them a rise in obesity and micronutrient deficiencies. Around the world, more people now struggle with diets that are energy-dense yet nutrient-poor, driving a growing burden of diet-related disease. These trends sit at the heart of the United Nations Sustainable Development Goals, particularly SDG 2: Zero Hunger and SDG 3: Good Health and Well-being, underscoring the importance of nourishing food systems that support long-term health.



Through our Global Nutrition Framework we contribute to SDG 2 and 3.



Our 2030 Global Nutrition Framework 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 a healthier planet.

To bring this ambition to life, the Framework is translated into clear nutrition commitments that guide our work across the value chain. These commitments ensure that our strategy is grounded in science, relevant for diverse markets, and actionable in practice.

Our nutrition commitments

- 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.
- Continuously improve our portfolio by reducing added sugars and salt across key product categories and regions.
- Ensure responsible marketing and communication to help consumers make informed, positive choices for their health and well-being.
- Support nutrition for all life stages through tailored products, school programmes, and specialised ingredients designed to meet nutritional needs.
- Embed affordability and accessibility by ensuring nutritious products reach vulnerable communities, particularly in low- and middle-income countries.



Did you know that...

...hidden hunger – the presence of multiple micronutrient deficiencies despite sufficient food – affects an estimated 2 billion people worldwide.

FrieslandCampina's Global Nutrition Framework



Healthy sustainable nourishment

In the chapters ahead, we outline our progress across the pillars of our 2030 Global Nutrition Framework, focusing on the goodness of dairy, improving access to nutrition, and leveraging partnerships that enable us to scale our impact. Further detail on FrieslandCampina's full 2030 Global Nutrition Framework can be found [here](#).



Goodness of dairy

We know that meeting our ambitions begins by recognising the inherent nutritional value of dairy and how it will enable us to provide everyday nourishment for people around the world.

A nutrient-dense foundation

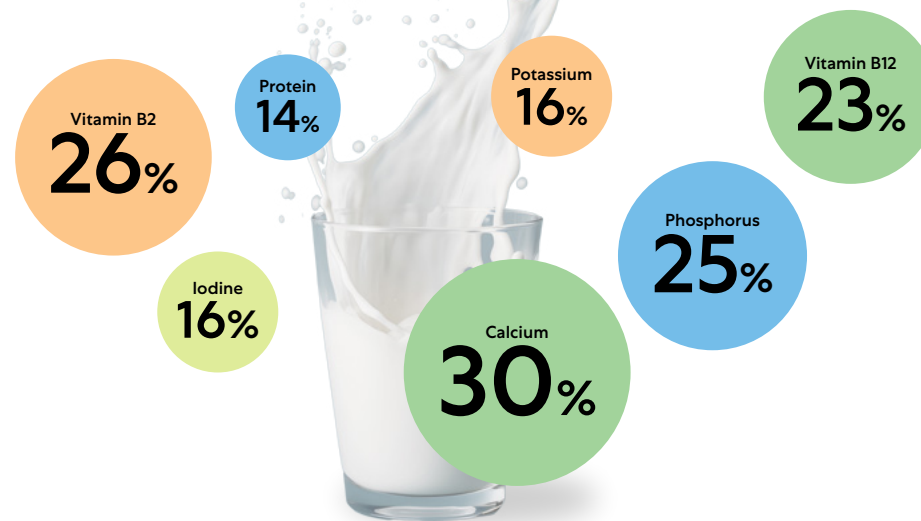
Milk stands out because it naturally supplies a broad spectrum of essential nutrients. Its high-quality protein provides all the essential amino acids the body cannot produce itself, and protein contributes to the growth and maintenance of muscle mass. A simple 200ml serving delivers around 30 percent of the recommended daily intake of calcium, which is needed for the normal growth and development of bones in children. Alongside calcium, milk naturally contains phosphorus, an important mineral that is needed for normal cell membrane function and energy metabolism. And Vitamins B2 and B12 play their part, each contributing to normal energy metabolism. For FrieslandCampina, our dairy portfolio offers a strategic opportunity to deliver not only taste and convenience, but also measurable nutritional value across age groups and geographies.



Did you know that...

...The nutritional value of dairy proteins is very comprehensive. Proteins are chains of amino acids. Some of those amino acids are essential, as our bodies cannot produce them. They need to come from what you eat and drink. Dairy proteins often contain those building blocks in the right amount or ratio.

How much does a 200ml glass of milk* contribute to what you need per day?



* (daily) Reference Intake: Reference intakes are legally established guidelines. They indicate how much nutrients an adult needs on average per day, or what fits in a healthy diet. Data is based on UHT (Ultra High Temperature) unfortified semi-skimmed milk (NUBEL).

Nutritious and delicious

Healthiness of portfolio

Global dietary intakes are increasingly out of balance, as highlighted by the World Health Organization (WHO). Around the world, people consume too much of certain nutrients – such as saturated fat, added sugars and sodium – while falling short on essential nutrients like protein, calcium and key vitamins and minerals. As a global dairy producer, we recognise our responsibility to contribute to balanced and nutritious diets by improving the nutritional quality of our portfolio and supporting consumers in making better everyday choices.

A science-based assessment of portfolio health

To do this consistently across all markets, we apply the [FrieslandCampina Nutrition Standards](#) (FCNS) – our science based nutrient criteria to assess and improve the healthiness of our portfolio. The FCNS set both minimum levels for nutrients to encourage (such as milk protein and calcium) and maximum thresholds for nutrients to limit (including energy, saturated fat, added sugar, sodium and industrial transfat), ensuring our products deliver the inherent nutrition of dairy while aligning with international public health recommendations. In 2025, 72 percent of our total consumer product volumes sold, complied with the FrieslandCampina Nutrition Standards.

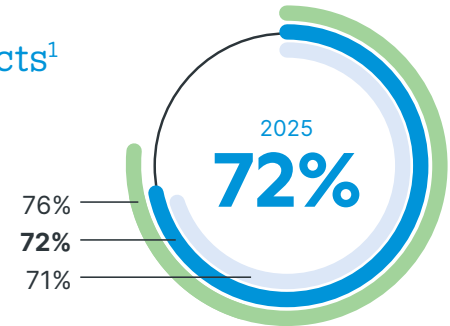
Measuring progress

The FCNS, launched in 2025, build on a decade of progress in aligning our nutrition criteria with global public health recommendations, following the launch of our Global Nutrition Standards (GNS) in 2015. FCNS raised the bar by benchmarking the healthiness of our portfolio against the Health Star Rating System and refining our product categorisation and nutrient thresholds to better reflect our current portfolio.

Transparency has been paramount to this journey. Since 2015, we have reported the percentage of our sales volumes that meets our nutrition standards, driving continuous year-on-year improvement. With the launch of the FCNS, we set a new ambition: By 2030, we aim to increase the share of sold volumes of consumer products that contain protein, calcium and/or other minerals and vitamins and that comply with the FCNS to 76 percent.

Nutritious products¹

- Target 2030
- 2025
- 2024²



¹ Share of sold volume of consumer products that comply with the FrieslandCampina Nutrition Standards.

² The 2024 figure has been restated based on the FrieslandCampina Nutrition Standards (FCNS) introduced in 2025.

Portfolio health progress against external benchmark

To provide an independent view of the nutritional quality of our consumer portfolio, we benchmark the healthiness of our portfolio against the Health Star Rating (HSR) system – an independent, internationally recognised benchmark that assesses the healthiness of food products. Developed by government and public-health bodies, HSR scores products on a scale from 0.5 to 5 stars based on both nutrients to limit (such as saturated fat, added sugar and sodium) and positive components (such as protein and fibre).

FrieslandCampina applied this [external benchmark](#) across ten key consumer markets to provide a transparent and comparable view of the nutritional quality of our portfolio. The results show steady progress: the share of products rated HSR ≥ 3.5 stars rose from 51.5 percent in 2019 to 60.3 percent in 2025.

What drives FCNS compliance

In 2025, 72% of our total consumer product volumes sold complied with the FrieslandCampina Nutrition Standards, meaning they met the criteria for both nutrients to encourage and nutrients to limit.

Nutrients to encourage

The FCNS require our products to retain the natural nutritional value of milk and, where relevant, provide meaningful levels of other essential (micro) nutrients when relevant to the product's role. Under the FCNS, most product groups include minimum thresholds for these nutrients, to ensure products contribute positively to daily nutrient intake.

In 2025, 83 percent of our consumer product volumes met the FCNS criteria for nutrients to encourage, demonstrating strong performance in delivering the inherent nutrition of dairy and help address common population nutrient gaps.

Nutrients to limit

While dairy naturally provides beneficial nutrients, some products may contain added ingredients such as sugar or salt to ensure safety, shelf life, taste or texture. The FCNS set varying thresholds for such nutrients of concern which are aligned with WHO dietary guidance and designed to support healthier choices without compromising product quality.

The breakdown of our compliance to the nutrients to limit thresholds reflects our product diversity and reformulation opportunities. The relatively low compliance on saturated fats is due to the inherent fat composition of dairy.

Nutrients to encourage

In 2025, our consumer product volumes meeting the FCNS minimum levels for:

Protein, calcium and/or other vitamins and minerals

83%

Nutrients to limit

In 2025, our consumer product volumes meeting the FCNS thresholds are as follows:

Energy per serving
90%

Added sugar

81%

Industrial trans fat

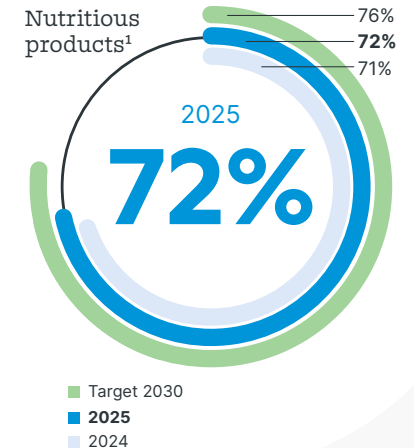
98%

Saturated fat

44%

Sodium

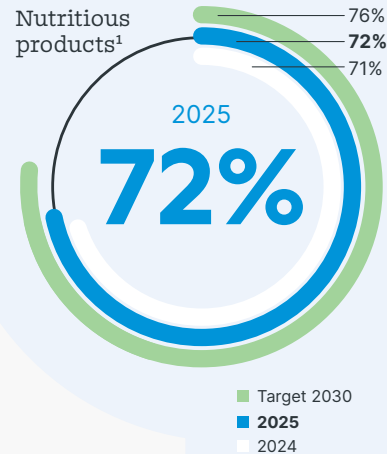
91%



¹ Share of sold volume of consumer products that comply with the FrieslandCampina Nutrition Standards.

Nutrition progress breakdown

FCNS compliance per region



Europe

80%

Consumer products in Netherlands, Belgium, Greece, Hungary, Romania, UK & Ireland

Americas & SW Europe

59%

Cheese and other consumer products in Germany, France, Italy, Spain, and North and South America

Asia

64%

Consumer products in Indonesia, Philippines, Malaysia, Thailand, Vietnam and Hong Kong

ME, Pakistan & Africa

79%

Consumer products in Gulf region, Pakistan, Nigeria, Ivory Coast, Ghana

FCNS compliance per consumer group

Adult nutrition

68%

products intended for the general adult population or for specific adult needs

Kids nutrition

95%

products intended for children above infancy (e.g., school age milk, kids ranges)

Infant nutrition

93%

infant formula, follow up formula, young child formula and related tailored nutrition

Affordable nutrition

84%

products designed explicitly to meet affordability/access criteria in selected LMICs

How compliance differs across regions and consumer groups

To provide a fuller picture of our progress, we break down FCNS compliance across regions and consumer groups, reflecting the diversity of our portfolio and the different nutritional roles our products play around the world. Together, these perspectives show where our portfolio is already strong and where targeted improvements can deliver the greatest nutritional impact.

Portfolio mix and local preferences drive regional variation

Across regions, compliance in 2025 ranged from 59 percent in the Americas to 80 percent in Europe, with results influenced by portfolio mix, regulatory environments and consumer preferences.

Higher compliance reflects focus on vulnerable consumer groups

The target-group specific nature of the FCNS allows for more stringent criteria for infants and children who have distinct nutritional needs, as well as those living in lower- and middle-income countries facing greater challenges in achieving nutritional adequacy. Our strong compliance results for products designed for these population groups reflects our focus on protecting our most vulnerable consumers.

¹ Share of sold volume of consumer products that comply with the FrieslandCampina Nutrition Standards.

Continuous improvement

At FrieslandCampina, we're committed to continually strengthening the nutritional value of our portfolio. While much of what we offer is plain dairy with no added sugars, we know some consumers do not reach for plain dairy, and we invest to improve the nutritional profile of products where sugar or salt are added, such as flavoured milk drinks or cheese. Through targeted reformulation efforts, we are actively reducing added sugar and salt in these key parts of our portfolio while preserving and enhancing dairy's intrinsic micronutrient benefits. This section highlights our progress in reducing nutrients of concern and supporting consumers in making healthier choices every day.

Driving meaningful sugar reduction

Reducing added sugar in parts of our portfolio where it is used remains a key focus of FrieslandCampina's nutrition improvement journey. Our approach is based on making meaningful reductions where it matters most – in the highest-volume sweetened categories – while expanding no-added sugar choices and adapting recipes gradually so that taste, quality and consumer acceptance remain strong. Since sugar preferences differ by region and category, the way reductions are achieved varies across our markets.

To ensure continued progress, our commitment to limiting sugars is captured in our targets for sugar reduction in our key sweetened portfolio around the world.



Did you know that...

...Sugar is sometimes also used as a preservative. This is essential in regions where refrigerators are not commonly used. An example is condensed milk in Indonesia. Besides the added sugar for preservation, this product still offers the naturally present essential nutrients.

Sugar reduction targets

Europe

-5%

added sugar in key
sweetened portfolio
by 2030

Asia

<10g

total sugars

in >95% ready-to-drink
beverages by 2027



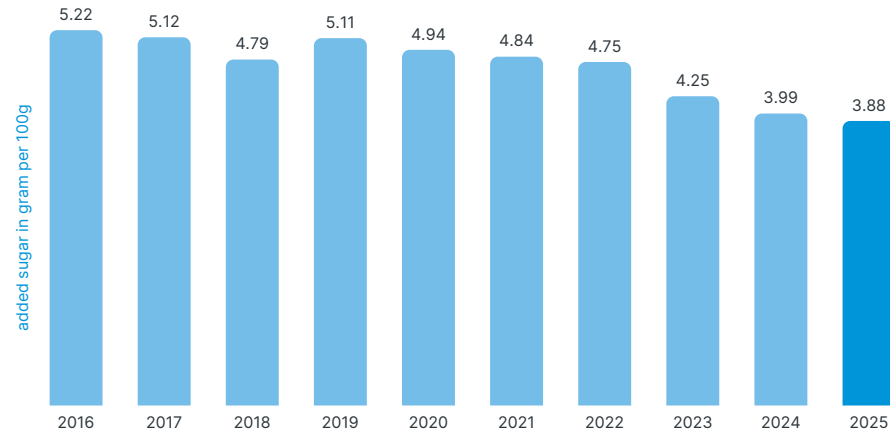
Did you know that...

...Taste preferences vary around the world. For example, consumers in many Asian countries generally prefer sweeter flavours than those in Europe. When we reduce sugar, we adjust our recipes which can impact both the taste and texture of a product. That's why we lower sweetness gradually, giving consumers time to adapt to the new taste profile.

Lowering sugar achievement

Since 2016, the weighted average added sugar in our key sweetened portfolio in Europe has decreased by 26 percent. Together with reformulation efforts, this progress has been achieved through the expansion and strong consumer uptake of our no-added-sugar offerings. Products such as **Chocomel 0%**, **Fristi 0%**, and the broader **Optimel range** have played an important role in shifting the overall portfolio toward lower-sugar choices. This shift toward no-added-sugar options demonstrates how innovation and consumer behaviour together contribute to meaningful reductions in added sugar across our portfolio.

26% reduction in added sugar since 2016



Debic Whipped Cream with 8% sugar

Debic Whipped Cream illustrates how even indulgent categories in the professional market can evolve through thoughtful reformulation. In the Dutch bakery market, whipped cream usually contains 12.5% sugar. Debic's 8% sugar whipped cream delivers a meaningful improvement while maintaining the taste, texture, and performance professionals expect. Since the product's introduction in 2021, the volume has grown by approximately 10% per year. Making it one of the key strategic products in the Debic portfolio in the Netherlands.



Balancing salt reduction

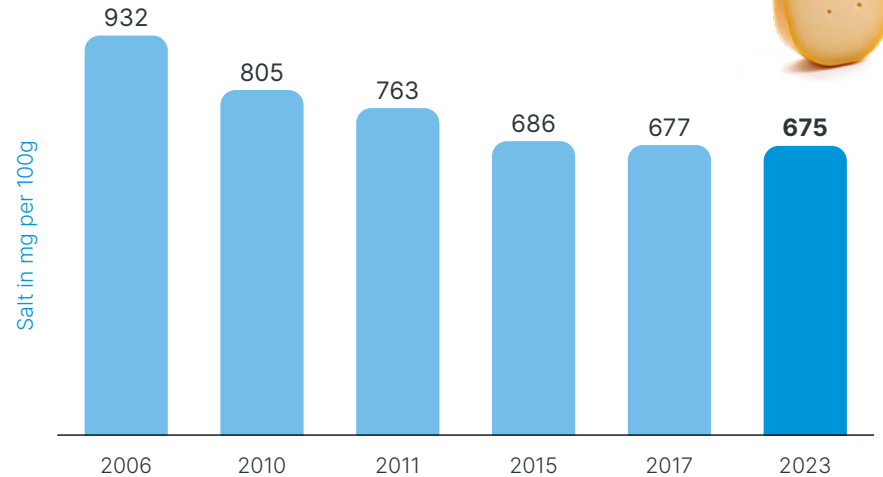
In line with WHO recommendations, FrieslandCampina is committed to contributing to healthier diets by reducing nutrients of concern, including salt. Within our dairy portfolio, cheese is the primary contributor to salt intake, making it a focus area for our reformulation and nutritional optimisation efforts.

Salt reduction in cheese is technically complex because salt plays multiple roles beyond flavour, influencing preservation, structure, texture and food safety. For these reasons, reductions must be implemented gradually, supported by extensive R&D, technical and sensory expertise to ensure that product quality and consumer acceptance remain intact. Recipe adjustments are made step-by-step, allowing consumers to adapt to subtler flavour profiles without compromising the enjoyment of their favourite cheeses.

FrieslandCampina has a long history of working with the Dutch cheese sector to reduce salt in Gouda. Since joining the sector wide agreement in 2005, we have contributed to aligned, gradual reductions across producers, supported by independent monitoring. The initial goal of 14 percent reduction versus the 2006 baseline was achieved in 2010, with an additional 10 percent reduction achieved by 2015.



27% reduction in salt in Gouda since 2006



Ongoing independent monitoring since 2015 confirms that these reductions have been maintained below the norm of 687 mg of sodium per 100 grams; the latest sector audit from 2023 reported a median of 675 mg sodium per 100 grams (vs. 932 mg in 2006), reflecting a total reduction of over 27 percent. By reducing salt levels across a widely consumed staple food, these sector-wide efforts contribute to broader public health goals around lowering population salt intake in the Netherlands.

FrieslandCampina continues to explore new formulation technologies and opportunities that support further responsible salt reduction in our beloved cheeses. We remain committed to working collaboratively with industry partners to ensure ongoing progress and to contribute to healthier dietary intakes at a national level.

Promoting better choices

From harnessing the natural goodness of dairy to continuously improving the nutritional quality of our products, the next step in our journey is ensuring that this value is communicated responsibly. Building trust with consumers depends not only on what is in our products, but also on how clearly, accurately and transparently we communicate about them.

FrieslandCampina has robust policies in place to ensure responsible marketing. We follow both internal and external guidelines, including:

- [FrieslandCampina Corporate Standard for Responsible Marketing Communications](#)
- [The EU Pledge](#)
- [FrieslandCampina Corporate Policy for the Marketing of Infant Foods](#)

Responsible marketing

To help consumers make well-informed choices for themselves and their family, it is essential our brand and product communications are clear, accurate and transparent. FrieslandCampina's commitment to responsible marketing is captured in our Corporate Standard for Responsible Marketing Communications, which ensures that all marketing practices across the company are appropriate, evidence-based and designed to support informed choices. This includes restrictions on communications directed at children (where more than 25 percent of the audience is below the age of 16 years old). Additionally we apply enhanced safeguards in digital environments, committing to only work with certified influencers in markets where this is in place such as the Netherlands.

Responsible marketing communication compliance

FrieslandCampina regularly commissions independent auditors Schuttelaar & Partners to conduct an independent review of our compliance to our FrieslandCampina Corporate Standard for Responsible Marketing Communications.

Our latest survey assessed 86 marketing communications across 19 markets worldwide, covering TV commercials, other media (print, radio, cinema), branded websites, social media profiles and influencer campaigns. Results showed 98 percent overall compliance, demonstrating our strong adherence to responsible marketing practices. Compliance by channel was 100 percent for TV commercials, other media and branded websites, and 89 percent for social media profiles.



The EU Pledge

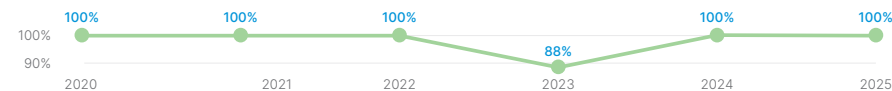
FrieslandCampina is a long-standing signatory of the [EU Pledge](#), a voluntary initiative by leading food and beverage companies to improve advertising practices directed at children under the age of twelve in the European Union. This commitment ensures that our marketing supports well-informed, nutritious choices and adheres to high standards of responsible communication. As part of the pledge, FrieslandCampina conducts annual independent compliance audits by third-party organisations covering our TV advertising and digital marketing.

EU pledge compliance since 2020

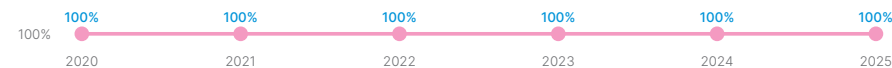
TV advertisements



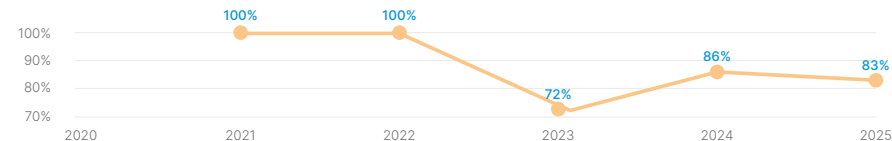
Social media



Brand websites



Influencer marketing



* No TV advertising activities in the countries included in the audited period in 2025.

The results from 2020–2025 show consistently high compliance across most channels. Our TV advertising has remained above 99 percent throughout this period, and branded websites have sustained 100 percent compliance since auditing began. In 2023, we recorded a temporary drop in social media and influencer marketing compliance due to the adoption of the more stringent International Chamber of Commerce Framework for Responsible Food and Beverage Marketing Communications. We addressed this immediately through internal trainings and stricter influencer selection, resulting in clear improvements in 2024.

Nutrition information and health claims

Transparency and credibility are central to how we communicate about our products. To ensure that all product information and marketing statements are truthful, meaningful, and consistent with our purpose, the company follows the [FrieslandCampina Corporate Standard on Claims](#), a global framework that governs all claims made on and off pack across all brands and markets.

This standard defines clear principles for nutrition, health, and other product claims, ensuring that every statement is accurate, evidence-based, and easy for consumers to understand. All claims must comply with applicable local regulations. In the absence of such laws, FrieslandCampina applies the globally recognised Codex Alimentarius standards. Claims must never be false or misleading, must not encourage excessive consumption, and cannot imply that a balanced diet is insufficient or that foods possess medicinal properties.

Importantly, we commit to only use health claims on products for the general public that meet our FrieslandCampina Nutrition Standards, reinforcing the company's commitment to responsible communication and nutritional integrity.

Through this disciplined approach, FrieslandCampina ensures that every claim, from nutrition messages to sustainability statements, is transparent, substantiated, and supports consumers in making informed, healthy choices.

Supporting breastfeeding

At FrieslandCampina, we recognise the profound impact that early-life nutrition has on lifelong health and development. We firmly support the WHO's recommendation that exclusive breastfeeding during the first six months of life is the optimal way to nourish infants, and that breastfeeding should continue alongside safe and appropriate complementary feeding up to two years of age or beyond. When breastfeeding is not possible or chosen, we are committed to providing safe, high-quality, and nutritionally appropriate alternatives, produced with the utmost care and marketed responsibly.

FrieslandCampina's Policy for the Marketing of Infant Foods

Our commitment to responsible marketing is rooted in our belief that every child deserves the best start in life. Our Policy for the Marketing of Infant Foods is based on the aim and principles of the WHO's International Code of Marketing of Breast-milk Substitutes and relevant World Health Assembly (WHA) resolutions, ensuring that our marketing practices support and protect breastfeeding while guiding the appropriate use of our foods for infants and young children when necessary.

Ten guiding principles for compliance

To support effective implementation, our Policy includes ten guiding principles for compliance, aligned with the aim and principles of the WHO Code. These principles provide clear direction for employees, distributors, and partners, aiming for responsible communication and ethical behaviour in all marketing activities:

Ten guiding principles for compliance with the marketing of infant foods



1 Breast milk is best



2 We adhere to the Code and comply with national legislation and local code



3 Parents have the right to an informed choice based on independent advice



4 Covered products are not promoted to consumers



5 Covered products are not promoted in health care facilities



6 Interaction with health workers is subject to strict conditions



7 Our performance management system stimulates compliance



8 Our product labels provide clear and understandable information



9 Our products are of high quality and based on sound science



10 Compliance is ensured by monitoring and training

Through rigorous internal assessments and independent external audits, we are monitoring our marketing activities to ensure alignment with our Policy for the Marketing of Infant Foods. The assessment results are published annually, with the most recent being our [2024 Compliance Status Report](#). The report summarises reported allegations, audit and assessment findings, and actions taken to address non-conformances, while highlighting progress made and areas for further improvement. It reaffirms our commitment to ethical, compliant marketing that builds consumer trust and supports our mission of nourishing a better planet and protecting the wellbeing of the youngest members of society.

Our Management System for Compliance underpins the Policy for the Marketing of Infant Foods, enabling harmonised processes, continuous monitoring, and consistent application across all markets. This system fosters a culture of accountability, helping us adapt to evolving developments. All elements of our Management System for Compliance aim to support continuous improvement:

- Governance
- Education & Training
- Monitoring
- Handling allegations
- Reporting
- Continuous improvement
- External engagement & disclosure



FrieslandCampina ranked #1 in ATNi's Breast-Milk Substitute (BMS) Index

In ATNi's 2024 BMS Index, FrieslandCampina ranked #1 among 18 companies assessed. We were recognised for our comprehensive policies and management systems related to the marketing of infant foods. Notably, FrieslandCampina's extensive training programme for employees on the Policy was highlighted as a key strength.

FrieslandCampina's commitment on the global application of the Policy to infant formula was recognised by ATNi as a notable improvement. In addition, our explicit Policy commitments in digital environments, such as advertising on social media and point-of-sale promotions in online retail stores, were also highlighted by ATNi. FrieslandCampina's label approval procedures were called out for representing a good practice example to implement commitments set out in the company labelling standards.





Access to nutrition

Access to nutritious food is essential to health and well-being at every stage of life. Guided by our purpose of nourishing by nature, we work to translate the natural goodness of dairy into everyday nourishment that supports diverse nutritional needs, lifestyles, and circumstances around the world.

This section outlines how we advance access to nutrition to ensure that nutritious products are within reach for more people, today and in the future. We do this through two complementary approaches:

1. We design our portfolio to support health and well-being across all of life's stages and evolving nutritional needs for growth, health and wellbeing.
2. We focus on making nutritious dairy products more accessible and affordable, particularly for communities where barriers to availability or cost remain.

All life stages

Across every life stage, nutrition plays a defining role in growth, health and wellbeing. FrieslandCampina supports this journey by combining the benefits of dairy with rigorous science and responsible formulation. From early life nutrition to school age development and adult health, our consumer brands and ingredients business provide safe, high quality and age appropriate nutrition, grounded in transparency, trust and a commitment to nourishing people throughout their lives.

Early life nutrition

Breastfeeding is the best way to ensure healthy growth and development of infants during the first months of life. In line with the WHO'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 infant and young child foods developed with rigorous scientific standards, strict quality control, and careful attention to the specific nutritional needs during the first years of life. These products are formulated to reflect the evolving requirements of infants and young children and to support growth, development and well being.

Innovation in infant nutrition



Friso Prestige is developed using whole milk and cream, rather than skimmed milk powder. In Friso Prestige, cow's milk fat is supplemented with vegetable fats to ensure the nutrition contains sufficient essential fatty acids, particularly linoleic acid.



Friso Signature, an innovation launched in 2025 in China and Hong Kong, harnesses a patented technology that allows certain naturally occurring milk components, such as immunoglobulins, to remain in the milk fraction under controlled conditions.

Research & Development at FrieslandCampina commits to developing high quality science-based infant formula, using everything we know about infant nutrition, milk composition, sustainable dairy farming, and single-mild processing of milk. We are dedicated and focused on our core areas of expertise: milk streams and their components, the nutritional composition of milk, the nutritional needs of infants in early life, and processing technologies designed to preserve the goodness of dairy in our formulas.

In 2025, we estimate that we reached over 22 million infants with the ingredients supplied for infant nutrition.



FrieslandCampina Ingredients (FCI) also plays a complementary and globally recognised role in early life nutrition, supplying high quality dairy based and specialty ingredients to manufacturers worldwide. With more than 80 years of experience in early life research and ingredient development, FCI contributes foundational components used in infant formulas, follow-up formulas and young child formulas – supporting approximately 95 percent of the nutritional building blocks required for complete formulations. This includes deep expertise in (bioactive) proteins, carbohydrates and lipids delivered through both individual ingredients and specialised base powders, as well as formulation support and technological know-how. In 2025, we estimate that we reached over 22 million infants with the ingredients supplied for infant nutrition.

Kids nutrition

As children grow, their nutritional needs expand to support learning, physical development and lifelong health. FrieslandCampina contributes to meeting these needs by offering nutrient-rich dairy products that fit within a balanced diet, in line with food-based dietary guidelines around the world, where dairy is commonly included as part of healthy eating patterns. Recognising the distinct nutritional needs of children, FrieslandCampina has established criteria specifically for children in the FrieslandCampina Nutrition Standards. Today, 95 percent of products in our kids' portfolio comply with these standards.

FCNS compliance for:

Kids nutrition

95%

products intended for children above infancy (e.g., school age milk, kids ranges)

School milk programmes across the world

Ensuring children have access to nutritious foods early in the day, as part of a balanced diet, is one of the most effective ways to support learning, healthy growth, and lifelong habits. For decades, FrieslandCampina has played a leading role in delivering structured school milk programmes that combine high-quality dairy with age-appropriate nutrition education, supporting children's nutritional needs and helping to address dietary gaps.

Europe

Greece

A glass of Milk for Every Child

1,016,000

glasses of NOYNOY
milk distributed

340

schools reached
2023–2025



The Netherlands

EU School Milk
Programme Project

127,752

students reached
2025



Greece school milk programme

The NOYNOY: A Glass of Milk for Every Child! initiative has provided more than 7.5 million glasses of milk to organisations and institutions that support children across Greece since 2015. In 2023, FrieslandCampina Hellas partnered with the Prolepsis Institute's DIATROFI Program to support schoolchildren in Greece by improving access to nutritious foods. Through this collaboration, NOYNOY milk products are provided to help address food insecurity and support the nutritional needs of children in vulnerable communities.

Over two consecutive school years (2023–2024 and 2024–2025), a total of 1,016,000 glasses of NOYNOY Family and NOYNOY Evaporated milk have been distributed to underprivileged students across 340 schools in vulnerable areas throughout Greece, including regions severely affected by the devastating floods of September 2024. All students participating in the programme have their milk needs fully covered through the end of the school year, while also receiving education on the nutritional value of milk, helping to foster healthy habits and support long-term wellbeing.



Asia

Thailand

One Million Smiles
Project

131,829

students reached
2025

Indonesia

Gerakan Nusantara
(GERNUS)

210,056

students reached
2025

Philippines

The School-Based Milk
Feeding Programme

2,690

students reached
2025

Hong Kong

School Milk
Programme

3,200+

students and
teachers reached
2025

Malaysia

Programme
Susu Sekolah

74,200

students reached
2025

Pakistan

School Milk
Programme

153,754

students reached
2025–2026

Malaysia school milk programme

In 2025, Dutch Lady Milk Industries Berhad (DLMI) continued its long-standing support of Malaysia's National School Milk Programme, in partnership with the Ministry of Education Malaysia – widely known as Programme Susu Sekolah (PSS) – by delivering 14.4 million packs of milk to more than 74,000 students. This milestone reflects the strength and impact of enduring public-private partnerships in improving access to nutrition for primary school-aged children.

Since the company's involvement began in 2011, this commitment has expanded steadily, with 242 million packs of milk distributed between 2011 and 2025.

Building on this momentum, DLMI has committed to delivering 73 million packs of milk to 77,000 students between 2025 and 2029 through the School Milk Programme in Zone 3: Sarawak, reinforcing its long-term focus on supporting child nutrition and education outcomes.

Each school milk programme is delivered in close coordination with local school authorities, teachers, and community organisations to ensure cultural relevance, alignment with national guidelines, and responsible implementation. While each country's model is tailored to local needs, they all share a common goal: creating healthier school environments and enabling better nutrition where it matters most: at the start of a child's day, at the heart of their learning environment.



Adult nutrition

As adults move through different life stages, their nutritional needs evolve – from supporting an active lifestyle and sustaining energy, to navigating pregnancy and lactation, healthy ageing, or specialised clinical needs. FrieslandCampina's consumer portfolio includes a wide range of products that contribute to everyday diets and support adults in sustaining strength, resilience and overall well-being at different stages of life. The majority of our products are designed for adult consumers.

Complementing these offerings, FrieslandCampina's Ingredients portfolio plays a key role in enabling more tailored nutrition solutions. Through high-quality, science-backed ingredients, FrieslandCampina supports the development of products tailored to support health and quality of life at vital life stages. In 2025, we estimate we reached over 60 million adults through products containing our specialised ingredients.



In 2025, we estimate we reached over 60 million adults through products containing our specialised ingredients.

Active and performance nutrition

For active adults, convenience and enjoyment are key to sustaining healthy habits. Our broad range of protein and prebiotic ingredients can be used to formulate everyday active lifestyle products – from ready to drink beverages to snacks and shakes – that deliver taste, texture and nutrition.

For performance-driven adults, our FrieslandCampina Ingredients' Performance Nutrition portfolio of high-quality proteins and hydrolysates enables solutions that help athletes power their achievements and push boundaries. Everything we do in this field is backed by rigorous science, from longstanding university partnerships to game-changing studies and collaborations with leading sports organisations.

Pregnancy and lactation

Nutritional requirements increase significantly during pregnancy and lactation, with higher needs for high-quality protein, essential fatty acids, and nutrients that support immune development and gut health. Our milk derived ingredients such as lactoferrin and galacto-oligosaccharides can be used in the development of advanced maternal nutrition formulations that address the unique needs of expectant mothers during these critical periods.

Medical nutrition

For adults who are ill, experiencing frailty or recovering from medical treatment, nutrient-dense solutions that are easy to consume, digest and tolerate are essential. Our high quality dairy protein ingredients enable the development of oral nutritional supplements and medical foods designed to help maintain muscle mass, address disease-related malnutrition and support recovery. Our ingredients are grounded in robust scientific evidence and partnerships with hospitals and researchers around the world, ensuring that solutions meaningfully contribute to patient outcomes, recovery and quality of life.

Accessible and affordable

Access to nutritious food is fundamental to health, opportunity and human potential. Yet for millions of people around the world, it remains out of reach. Guided by our purpose of nourishing by nature, FrieslandCampina is committed to helping to close this gap by making high-quality, nutritious dairy products more accessible and affordable for people everywhere.

Broadening Access to Nutrition

In 2020, we launched the dedicated [Broadening Access to Nutrition \(BATN\) programme](#) which worked to increase the availability and affordability of nutritious dairy products for populations at higher risk of malnutrition, particularly lower-income households and people with specific dietary needs. The programme was aligned with the WHO's Global Action Plan and contributes directly to the United Nations Sustainable Development Goals on reducing hunger and promoting health and wellbeing.

In higher-income markets, FrieslandCampina's diverse dairy portfolio supports a wide range of consumer needs. At the same time, we recognise that affordability challenges persist for certain population groups and we continue to assess how we can improve affordability and access to nutritious food products.

In lower-income markets, the BATN business model focused on developing affordable nutrition products specifically designed for households with limited purchasing power, using small pack sizes, accessible price points, and distribution channels that reach remote and underserved communities. Products are formulated to provide essential nutrients and, where relevant, sensitively fortified to help address common micronutrient deficiencies.

Products improving access to affordable nutrition in lower- and middle-income countries

Families in lower-income countries struggle to access a healthy and nutritious diet. FrieslandCampina develops products that align with local dietary habits while providing nutrition at accessible pricing, including:



Peak Mini Pack Nigeria

True to our commitment to nourish every Nigerian, we introduced the goodness of Peak Milk in an affordable Peak Mini Pack. With the new Peak Mini Pack, everyone can enjoy a nutritious breakfast.



Frisian Flag Nutribrain Indonesia

Frisian Flag Nutribrain Indonesia is an affordable milk product offered in an accessible pack and to help improve access to nutrition in Indonesia. Delicious, nutritious, and widely available milk drink enriched with Omega 3&6 on top of 9 vitamins and 4 minerals, for children to help meet their daily nutritional requirements in Indonesia.



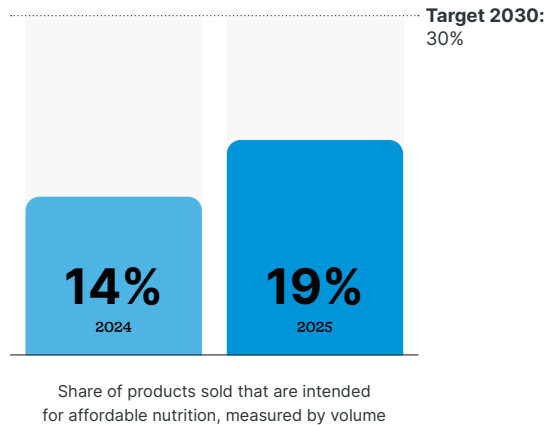
Olper's milk Pakistan

Olper's is desired by majority of Pakistani consumers but they simply cannot afford it. Our innovative solution to offer 250ml format reduces price without compromising the product quality or the experience that consumers expect from Olper's.

Progress under the BATN programme was guided and measured through clear objectives, including increasing the share of affordable nutrition products in lower-income markets, improving compliance with FrieslandCampina's Global Nutritional Standards for Affordable Nutrition, and transparently reporting on volumes of both affordable and tailored nutrition products sold. Over the course of the 5-year programme, we achieved our objective to increase the share of affordable nutrition products in our lower income markets to at least 15 percent of sold volume.

In 2025, 19 percent of our consumer sales volumes were designed to deliver affordable nutrition for population groups with low incomes in selected countries. In the coming years, we will continue working towards our 30 percent target for 2030. As of 2025, this target is fully integrated into our 2030 Global Nutrition Framework rather than managed through the standalone BATN programme.

Affordable nutrition



FCNS compliance for:

Affordable nutrition

84%

products designed explicitly to meet affordability/access criteria in selected LMICs



Did you know that...

...FrieslandCampina provides small portion packaging in countries such as the Philippines, Indonesia and Pakistan. Smaller packs make our products more affordable and accessible, allowing families to buy high quality nutrition in amounts that fit their daily budget.

Supporting food aid programmes

Further, through partnerships and targeted initiatives, we work to support vulnerable populations, strengthen local resilience and contribute to more equitable food systems. The following examples highlight how this commitment is translated into meaningful action across the globe.

Partnership with the Dutch Red Cross

In 2024, FrieslandCampina started its five-year strategic partnership with the Dutch Red Cross, aimed at providing structural support to communities facing acute and long-term humanitarian challenges.

The partnership contributes to global efforts in disaster response, prevention, and preparedness. The Stichting FrieslandCampina Donations foundation provides structural support for the Red Cross and helps people in need affected by disasters. The foundation is non-profit, but it may engage in commercial activities to finance its objectives as long as the income generated is almost entirely spent on humanitarian objectives, within a reasonable period. FrieslandCampina supports the foundation with an annual donation. In 2025, donations were allocated to the following initiatives:

- Food aid in the Netherlands
- Strengthening coastal defences and protecting ecosystems
- Disaster relief following earthquakes in Myanmar, Thailand and Cebu, the Philippines

Partnership with the Dutch Food Banks

FrieslandCampina is a long-standing partner of the Dutch Food Banks. In 2025, 1.4 million kilograms of dairy products were provided to food banks in the Netherlands. This provides people who live below the poverty line access to healthy dairy products and a balanced diet. At the same time, it is a way for FrieslandCampina to combat food waste.



Shaping a better future together

Collaborating for impact	32
University and research partnerships	32
Partnering to improve nutrition	35
2025 recognitions	36
Nourishing future generations	37



Collaborating for impact

Delivering nutrition that is appropriate across life stages, responsibly communicated, and accessible to all requires trusted partners. Advancing nutrition at scale, from research and innovation to education and access, depends on strong partnerships with academic institutions, health organisations, policymakers and other stakeholders who share our commitment to improving health outcomes.

University and research partnerships

Advancing nutrition requires robust science and credible evidence. FrieslandCampina's R&D Nutrition team collaborates with universities, hospitals and research consortia across the globe, including France, the Netherlands, Belgium, the United Kingdom, Ireland, China, Canada, Switzerland, Finland, the United States, Thailand, Malaysia, Indonesia, Vietnam, Nigeria and Côte d'Ivoire. These partnerships help generate, evaluate and translate nutrition and health insights into practical, evidence-based solutions that address real-world nutritional challenges. In 2025, these collaborations led to substantial advances in knowledge across the areas described above, with findings disseminated through peer-reviewed scientific publications (24) and presentations at international scientific conferences (38).

Examples of research initiatives

- **Clinical Research:** Together with academia and scientific societies, we design and run clinical research and human studies to investigate the safety, efficacy, and nutritional impact of dairy and ingredient solutions for defined target populations. All clinical and human intervention studies are conducted in accordance with Good Clinical Practice (GCP), applicable legal requirements, and the ethical principles of the Declaration of Helsinki. Findings from these investigations inform formulation choices and support responsible claims and communication in our markets.
- **Sustainable Diets Research:** Through seven research consortia comprising of more than 30 partners, FrieslandCampina helps advance and shape dietary guidance that supports both human health and environmental sustainability.
- **Elderly Adults Research:** Through participation in seven research consortia involving more than 10 partners, FrieslandCampina investigates the nutritional needs of older adults and explores strategies to effectively address those needs.
- **Prehabilitation Research:** In collaboration with the Radboud University Medical Center (Netherlands) and other medical centres, our hospital prehabilitation programme (focused on improving physical activity and protein intake prior to surgery) demonstrated clear improvements in outcomes reported by clinical teams. The programme was effective in reducing postoperative complications, shorter length of hospital stay and enhanced functional recovery (i.e. muscle mass and physical function).
- **Population nutrition surveys:** To ensure that our nutrition strategy responds to real world needs, FrieslandCampina supports large scale, cross sectional nutrition surveys that map dietary patterns, nutrient intakes and health relevant indicators in vulnerable populations. These studies provide the evidence base we use to target product development, pricing and pack size strategies, and community programmes where gaps are greatest, while also guiding collaboration with public authorities and NGOs.

SEANUTS: Building evidence on child nutrition in Southeast Asia

Conducted with leading academic partners - the University of Indonesia, Universiti Kebangsaan Malaysia, Mahidol University (Thailand), and Vietnam's National Institute of Nutrition (NIN) - the Southeast Asian Nutrition Surveys (SEANUTS) are among the most extensive multi-country nutrition initiatives in the region.

SEANUTS I (2010–2011) surveyed nearly 17,000 children aged six months to 12 years and established a robust baseline on children's growth, micronutrient status and dietary intakes. The follow-up survey with 14,000 children aged six months to 12 years in SEANUTS II (2019–2021) refreshed and strengthened the evidence by expanding the scope, methodology and data coverage.

The first results of SEANUTS II published in 2023 underscored the urgency of our affordability and accessibility agenda: more than 70 percent of children did not meet the estimated average requirement for calcium, and over 84 percent fell short of vitamin D requirements. Moreover, the region continues to face a triple burden of malnutrition: undernutrition, micronutrient deficiencies and rising rates of overweight and obesity, highlighting that affordability alone is not enough without relevance, product quality and targeted nutrition solutions.

Triple burden of malnutrition still present in Southeast Asia

Large-scale nutrition and health survey in Southeast Asia (SEANUTS II)

Objective:
to get an in-depth understanding of the nutritional status, dietary intake, and lifestyle behaviour in children

Conducted in:
Indonesia, Malaysia, Thailand and Vietnam

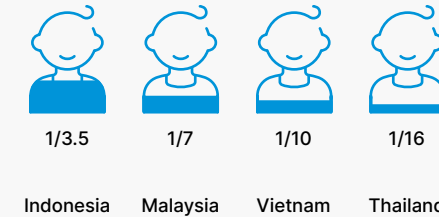
Participants:
Almost 14,000 children (6 months – 12 years old)

Study period:
2019–2021

Stunting

In children younger than five years of age

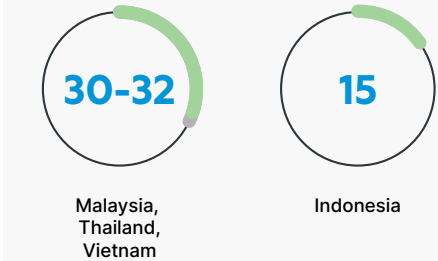
Proportion of children under 5 years with stunted growth



Overweight and obesity

In children 7–12 years old

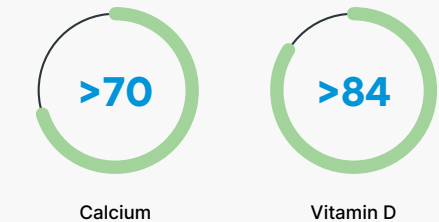
Percentage of children aged 7–12 years being overweight or obese



Calcium and vitamin D

In children aged 0.5–12 years

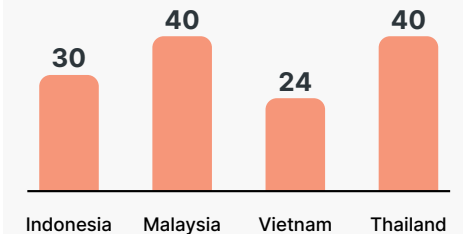
Percentage of children aged 0.5–12 years not meeting the average needs



Anaemia

In children younger than four years of age

Percentage of children under 4 having anaemia



Dairy consumption is associated with higher intakes of important nutrients

Study on the effects of dairy consumption on nutrient intake

Conducted in:

Indonesia, Malaysia, Thailand and Vietnam

Participants:

10,299 children (2–12 years old)

Children aged

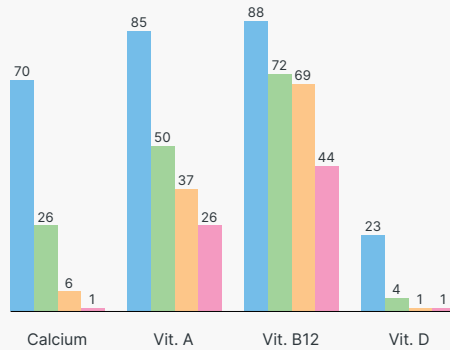
0.5–2 years were not included in this analysis

Percentage of children meeting local recommendations for calcium and vitamins per country

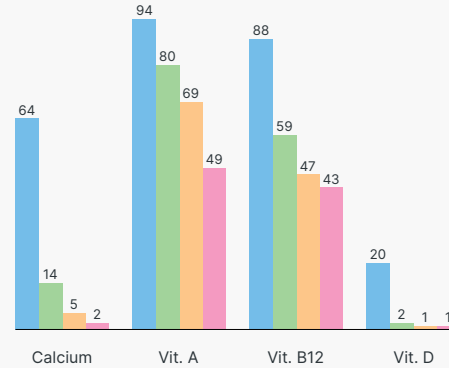
Dairy consumption

■ High ■ Middle ■ Low ■ No

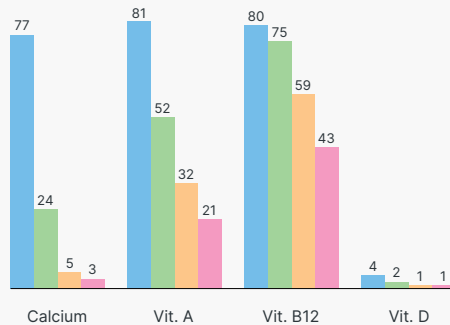
Indonesia



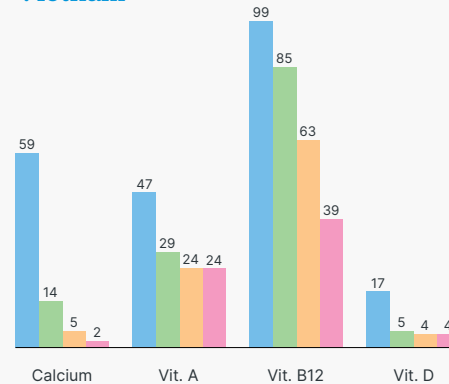
Malaysia



Thailand



Vietnam



In 2025, further analysis of the SEANUTS II data (>10,000 children of 2–12.9 yrs) revealed the relationship between dairy consumption and nutrient intake. Findings showed that children in all four countries with higher dairy consumption also had a higher intake of important nutrients, such as calcium, vitamin A, B12 and D. Find [here](#) more information about SEANUTS II.

In response, our strategy uses these insights to shape product development, pricing strategies and community programmes. By directing nutrient-dense dairy products where gaps are greatest and ensuring they remain affordable, we aim to contribute meaningfully to narrowing these nutritional deficits and supporting healthier childhood outcomes across Southeast Asia.

Insights from SEANUTS have directly influenced the development of FrieslandCampina dairy products for children in SEANUTS countries, increasing their contribution to key nutrients such as calcium and vitamin D.

AfricaNutrition: Identifying nutrient gaps in Côte d'Ivoire

The AfricaNutrition study, conducted in 2021 together with local partners in Côte d'Ivoire and published in peer-reviewed scientific journal 2025, examined the diets of more than 800 urban school-aged children and women of reproductive age. The cross-sectional survey identified critical nutrient intake gaps, particularly for calcium, riboflavin (vitamin B₂), zinc, as well as vitamin A and folate in older children and women. The findings highlight a growing 'triple burden' of malnutrition, where more than half of women were overweight or obese, alongside widespread micronutrient inadequacies in the diets of both women and children.

Insights from AfricaNutrition are guiding FrieslandCampina's efforts to develop affordable, fortified dairy products tailored to local nutritional needs. By sharing these results with public health authorities, schools and NGOs, FrieslandCampina supports evidence-based nutrition programmes that help improve diet quality and contribute to healthier communities in West Africa.



We continue to invest in backward integration and local capacity building as strategic enablers for long-term food security and nutrition outcomes. Through collaborations with national and state government institutions, we are strengthening farmer technical skills, improving animal health and milk hygiene, and building sustainable practices that increase milk volume, quality and supply into our value chain. A major milestone in this journey is our partnership with the Federal Ministry of Livestock Development to establish a Dairy Academy at Maya Farm, Oyo State. This academy, when launched in 2026, will serve as a specialised hub for dairy training covering milk hygiene, climate-smart agriculture, and animal health, empowering smallholder farmers and extension service providers to increase productivity and build sustainable livelihoods.

Our work extends beyond production to supporting nutrition education and accessibility among children and families. The foundational aim of our initiatives is to ensure a reliable supply of locally produced, high-quality milk and to contribute toward improved nutrition outcomes for children especially in underserved communities by making milk more affordable and promoting good dietary practices.

Partnering to improve nutrition

Beyond research, FrieslandCampina works on the ground with local partners to improve nutrition and promote health. By collaborating with local organisations, we help translate ambition into action and tailor solutions to local needs.

Promoting healthier choices with the Singapore Health Promotion Board

In Singapore, FrieslandCampina is strengthening nutrition accessibility through its collaboration with the Health Promotion Board (HPB) under the Eat, Drink, Shop Healthy (EDSH) initiative. Through this partnership, Dutch Lady Milk Industries Berhad supports national efforts to encourage healthier everyday choices by offering Healthier Choice Symbol-certified ready-to-drink milks, including low-fat and reduced-sugar flavoured options. During a visit to our FrieslandCampina Development Centre and Ingredients Application Centre in Singapore, HPB representatives saw firsthand how insights from SEANUTS II guide the development of

affordable, accessible dairy solutions tailored to the needs of Asian consumers. Together with HPB and other government partners, we continue to explore ways to promote balanced diets and advance nutrition literacy across all life stages.

Strengthening Nigeria's dairy value chain and advancing nutrition for children

At FrieslandCampina WAMCO Nigeria Plc, our mission "Nourishing Nigerians with quality dairy nutrition" guides our work to improve nutrition, support economic development, and build resilient communities across Nigeria. Nutrition lies at the heart of our business, and our Dairy Development initiative has been a cornerstone for decades in supporting local dairy production, making milk more accessible, and educating communities about nutrition as a foundation for healthier childhood growth. In 2025, over 55,000 school children were engaged and educated on the goodness of dairy. At least 13,000 farmers, made up of 30 percent women and youth, received trainings and interventions to scale production sustainably while enhancing income for farmers. These interventions have resulted in increased milk volume from 38 percent to about 60 percent.

2025 recognitions

Global Child Forum Benchmark Report 2025

6/1,806 ranked company

on our commitment to respecting and supporting children's rights within our operations.

10/10 **10/10**

**Governance &
Collaboration**

Workplace

The Global Child Forum Benchmark assesses how companies protect and support children's rights through corporate governance and partnerships, workplace policies and supply-chain labour practices, responsible products and marketing, and the social and environmental impacts of their operations on communities and children.



International Dairy Federation Dairy Innovation Awards 2025

FrieslandCampina's SEANUTS II Survey - a research-based campaign addressing child malnutrition and guiding product and policy development - was awarded for its innovation in marketing and communication for sustainable dairy. The dairy sector has long been committed to enhancing farming, processing, animal health, packaging, nutrition, and uplifting people and communities through milk and dairy products. The 2025 edition of the awards attracted over 130 entries from 23 countries, showcasing the dairy sector's dedication to innovation at every level of the value chain.



Nourishing future generations

The journey from nature to nutrition does not end with the contribution we are making today. It continues through the choices we are making for the future. At FrieslandCampina, everything we do is guided by our purpose nourishing by nature. Through our dairy products, we contribute to food security and food safety for millions of people around the world.

We believe that nourishing future generations means acting responsibly across the full value chain. Good nutrition is inseparable from care for people, animals and the planet. To turn this ambition into action, innovation and collaboration across our value chain are essential.

As we look ahead, our direction is clear. We remain focused on maximising our nutrition impact by improving the availability and accessibility of high-quality, nutritious foods, while strengthening communities and caring for the planet. In doing so, we aim to make a tangible difference now and for generations to come.



Colophon

Publisher

Royal FrieslandCampina N.V.
Stationsplein 4
3818 LE Amersfoort, The Netherlands
T +31 33 713 3333

Visit us

www.frieslandcampina.com/

[LinkedIn](#)

[Instagram](#)

[Facebook](#)

Design & preparation

DartDesign

Text editor

Eat Well Global
FrieslandCampina Corporate Communication & Sustainability

Edition

Nutrition Impact Report 2025

April 2026

Reference our documents and policies on our website.

Royal FrieslandCampina N.V.
Stationsplein 4
3818 LE Amersfoort, The Netherlands

www.frieslandcampina.com