Fortini

Acceleration Toolkit

Maximizing existing assets in the different stages of the business model



What you will find here

Fortini











HI, I'M COMPACT	COMPACT IS ON A ROLL	LIQUID GOLD	WALK THE WALK, TALK THE TALK	FROM WORKING HARD TO WORKING HARDER
HAS, DOES, FEELS, USP COMPETITOR LINE UP	COMPACT PERFORMANCE DASHBOARD	PROFITABILITY AND INCREMENTALITY IMPACT ILLUSTRATED	SCIENTIFIC PROOF POINTS & CLAIMS UX PROOF POINTS & CLAIMS	TEASER: COMPACT NEW FLAVOUR HOW TO USE COMPACT TO BOOST CATEGORY DRIVERS **CASE STUDIES**

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HI, I'M COMPACT

HAS, DOES, FEELS, USP COMPETITOR LINE UP



HI, I'M COMPACT

Fortini

HAS

- **2.4 kcal/ml**
- **Nutritionally Complete**
- 125 ml plastic bottle
- 5.7 g/100 ml protein
- **Low in Lactose** (<0.30 g/100 ml)
- Gluten free
- **Fibre containing (MF6 blend)**
- Available in Neutral & Strawberry & Chocolate-caramel (NEW)
- **Low volume tolerance / poor compliance**



DOES

- CATCH UP GROWTH IN JUST 4 WEEKS

FEELS

- RELIABLE
- TASTY
- REASSURING
- EASY TO DRINK



USP

- Nutritional targets achieved faster with Fortini Compact MF vs 200ml ONS MF
- 45% higher energy intake and 50% higher protein vs 200ml ONS MF in just 4 weeks
- Increased nutrient intakes from everyday foods
- Improved appetite 4-fold vs 200ml ONS MF
- Significantly higher compliance than standard paediatric ONS

COMPETITOR LINE UP

Fortini

Fortini Compact MF	Fortini Energy MF	Pediasure Compact	Nestle Resource Junior
• **2.4 kcal/ml**	• **1.5 kcal/ml**	• **2.4 kcal/ml**	• **1.5 kcal/ml**
• **Nutritionally Complete**	• **Nutritionally Complete**	• **Nutritionally Complete**	• **Nutritionally Complete**
• 125 ml plastic bottle	• 200 ml bottle	• 125 ml plastic bottle	• **200 ml bottle**
• 5.7 g/100 ml protein	• 6.4g/200 ml	• 6.7 g/100 ml protein	• 6 g/200 ml protein
• **Low in Lactose** (<0.30 g/100 ml)	• Lactose free	• Contains lactose	• Low in lactose (0.50-1g/100ml)
• Gluten free	• Gluten free	• Gluten free	• Gluten free
• **Fibre containing (MF6 blend)**	• **Fibre containing (MF6 blend)**	• Low in fibre (0,73g/100mL)	• Available in both fiber and non-fiber formulations
• Available in Neutral & Strawberry & Chocolate-caramel (NEW)	• Available in Neutral, Vanilla, Chocolate, Strawberry & Banana	• Available in vanilla, Strawberry & Banana	• Available in Vanilla & Chocolate
• **Low volume tolerance / poor compliance**			





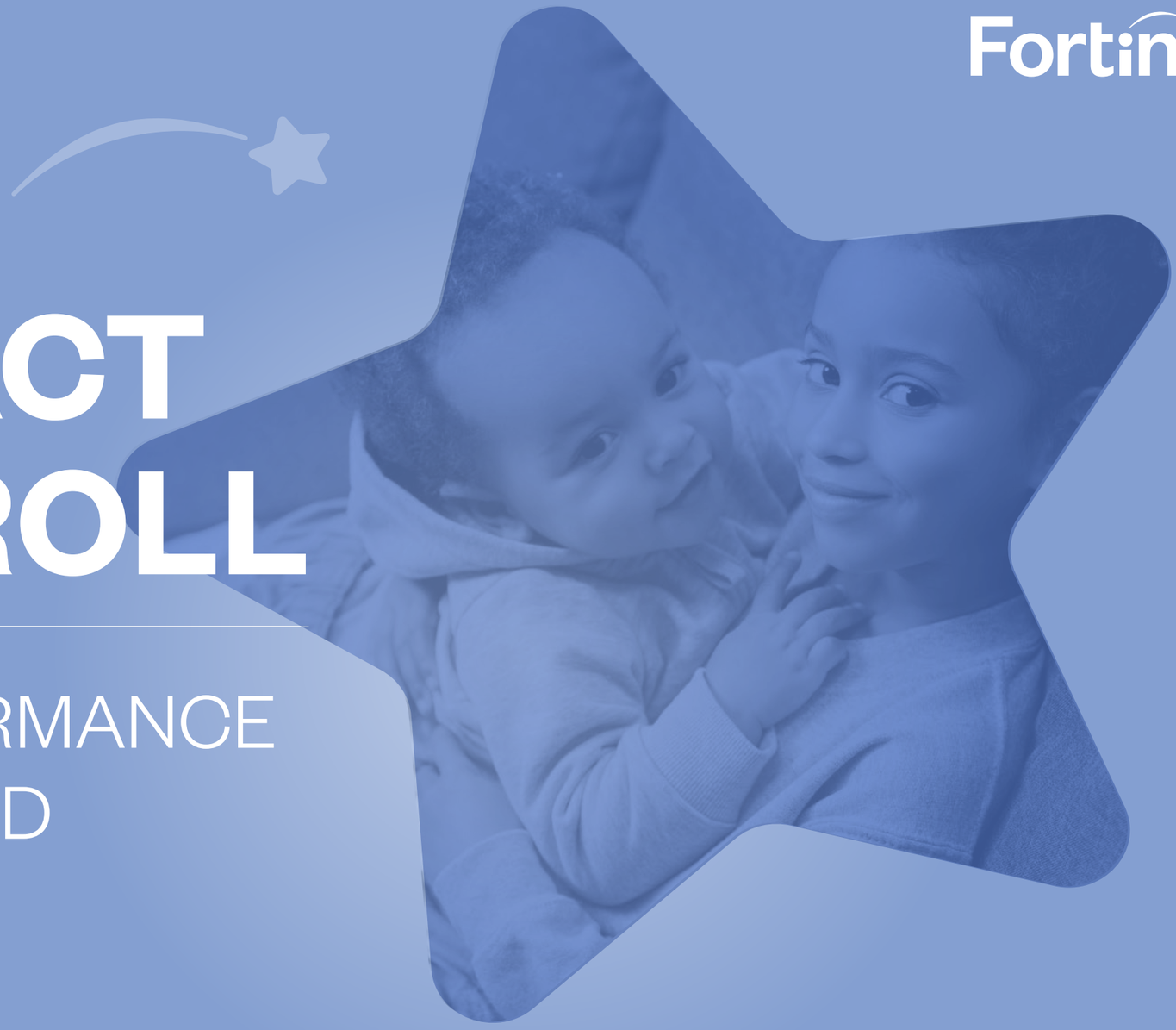




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COMPACT IS ON A ROLL

COMPACT PERFORMANCE DASHBOARD



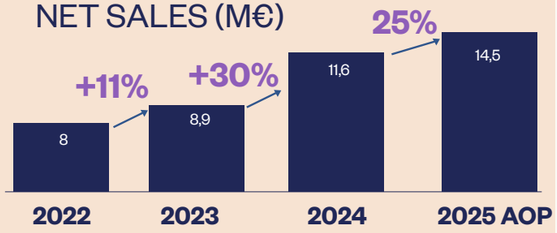
COMPACT IS ON A ROLL

Fortini

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COMPACT PERFORMANCE

NET SALES (M€)



VOLUME GROWTH (%)

2023	2024	2025
+7%	33,5%	N/A Black box

VOLUME SPLIT BY FLAVOUR



VALUE GROWTH

Total Oral: 39,4%
Core: 41,6%
Compact: 30,5%

16 BU's (not including export/distributor business)

CO 2024: 74,3%
76,4%

GEO FOOTPRINT:

GRIT
NETHERLANDS
SEA
UK-IRL
NORBAL
DACH

FRANCE
CHINA
CEE
BELGIUM
ARGENTINA

Source: volume forecast Q2 / 2024

NEXT BIG LAUNCHES:

TURKEY & US

Fortini



LIQUID GOLD

PROFITABILITY AND INCREMENTALITY IMPACT ILLUSTRATED

PROFITABILITY AND INCREMENTALITY IMPACT EXPLAINED

Compact was first launched in 2017 and is now available in 16 markets excluding export.

Of which 4 markets out of top 8 biggest ONS markets have Compact in their portfolio.

Compact represents on average **over 23% of total ONS** in markets where it is established with a **positive impact on CO mix** of over 3%.

There is **no cannibalisation** visible on Standard ONS with consistent strong growth from both ranges alongside each other – meaning Compact is showing incrementality.

Total ONS Val RF6	% Global ONS RF6	Total Compact Val RF6	% CBU ONS RF6	Vol Growth Compact RF 6	Vol Growth Standard ONS RF6	CO of ONS mix 2023 (including Compact)	CO of ONS mix 2023 (excluding Compact)
45,3	38,9%	10,5	23,2%	24,3%	23,6%	66,1%	62,9%



(data 2024 RF6 & FY 2023)

Fortini

WALK THE WALK, TALK THE TALK

SCIENTIFIC PROOF POINTS & CLAIMS

UX PROOF POINTS & CLAIMS



Scientific proof points



SCIENCE IS ALWAYS OUR FOUNDATION:
A study by Hubbard et al., 2020

Fortini

Growth & Tolerance

- Significant **weight (p=0,007) & height (p<0,001) growth demonstrated** in just 28 days
- Catch up growth achieved in just 28 days
- Height z-score significantly increased vs standard ONS group in just 28 days (p = 0.006)
- Fortini/NutriniDrink Compact ONS was **well tolerated** across a number of complex conditions*

Nutitional intake & Appetite

- Achieved 45% higher mean total energy vs standard ONS in just 4 weeks
- Supported **higher nutritional intake** from diet alone than standard ONS
- **Improved protein intake** from ONS & from diet/everyday foods in just 4 weeks
- Protein targets achieved faster with Fortini/Nutrinidrink Compact vs standard ONS
- 4 times **greater appetite** vs standard ONS

Compliance & Acceptability

- With Fortini/NutriniDrink Compact **37% more patients were compliant** vs standard ONS
- Fortini/NutriniDrink Compact had a good acceptability rating (>60% for taste & thickness)



*Primary diagnosis: respiratory (n = 11), genetic (n = 7), central nervous system (n = 7), gastro-intestinal(n = 5), cardiac (n = 4), neurodevelopmental (n = 4),prematurity (n = 3), intrauterine growth retardation (n = 2), developmental delay (n = 1), and autoimmune (n = 1) conditions.

Leading to our core scientific claims

Fortini

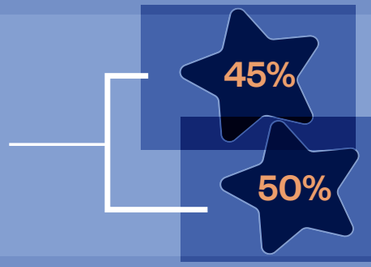
Catch-up **GROWTH** in just 4 weeks[7]



+0.28kg over 4 weeks, (p=0.007)[1]
Associated increase in z-score of +0.07 (p=0.08)[1]

+0.87cm over 4 weeks, (p<0,001)[1]
Associated increase in z-score of +0.10 (p=0.006)

Improved **NUTRITIONAL INTAKE** from ONS and from everyday food in just 4 weeks[7]



higher mean total energy vs standard ONS

higher mean total protein vs standard ONS

4X greater **APPETITE** over time versus standard ONS[7]

48% vs **12%**

Higher **PATIENT COMPLIANCE*** vs standard ONS[7]

81% vs **59%**



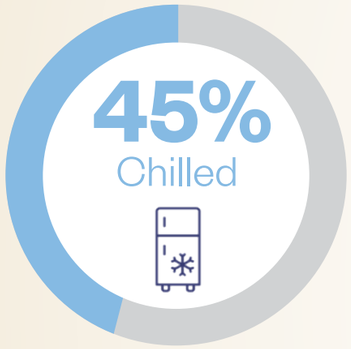
User Experience proof points



Storage behaviour varies by market. In some instances, storage method tended to have a positive impact upon child liking scores

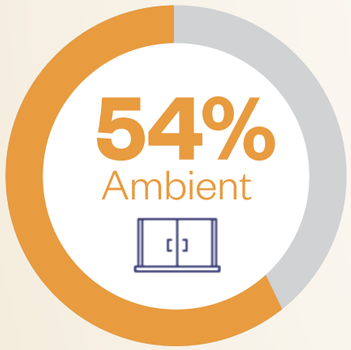
STORAGE BEHAVIOUR

Storage behaviour is polarizing



59%

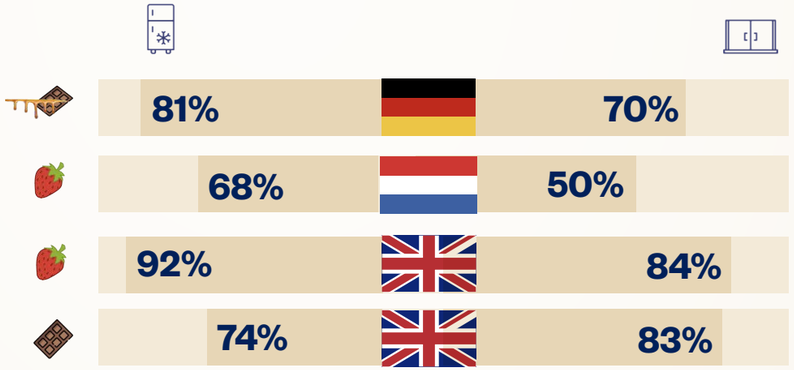
As per the average



64%

Storage impact - Fortini

- Children's Overall Liking of Fortini C MF Choco-Caramel in DE and Fortini C MF Strawberry (NL & UK) appeared more positive when stored chilled.
- Whereas, in NL and UK there may be an ambient storage effect on children's liking of Fortini MF Chocolate.
- However, there were no statistical differences to validate that this was a causation effect.





94% agree that Fortini packs are Easy to Store

No impact vs. the competition as performance was on par

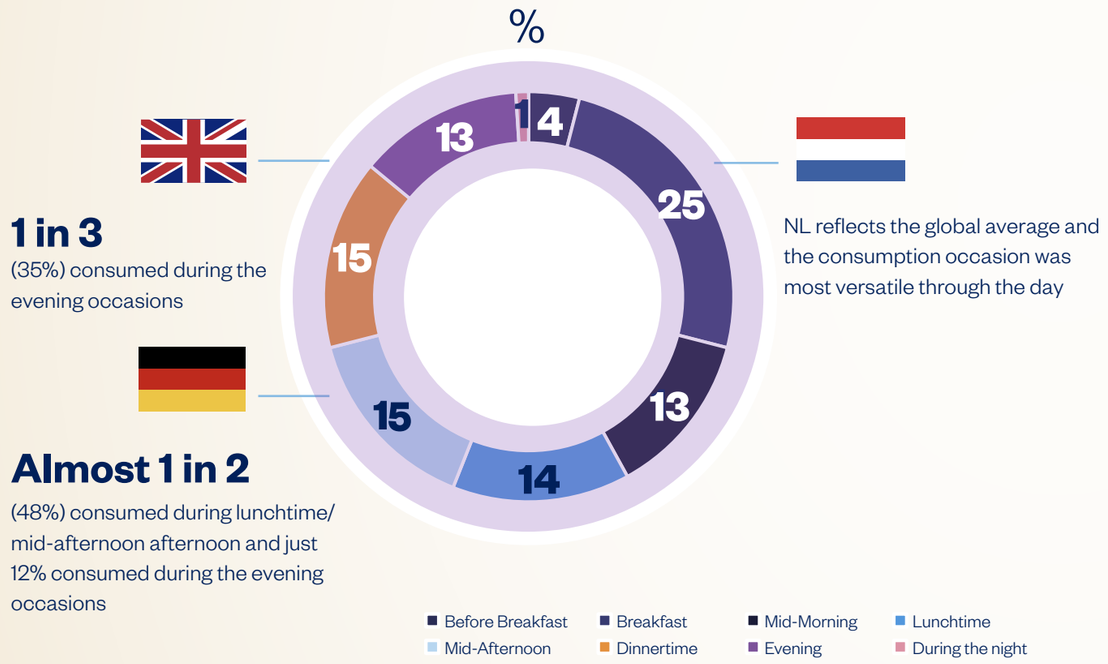


4 in 10 consumed during the morning occasion. Child liking was more positive for Fortini C MF choco-caramel when consumed in the morning vs. evening

Fortini C MF Consumption Occasion Behaviours

Over 4 in 10 (42%) consumed during the morning occasions, consistent across markets

Occasion impact

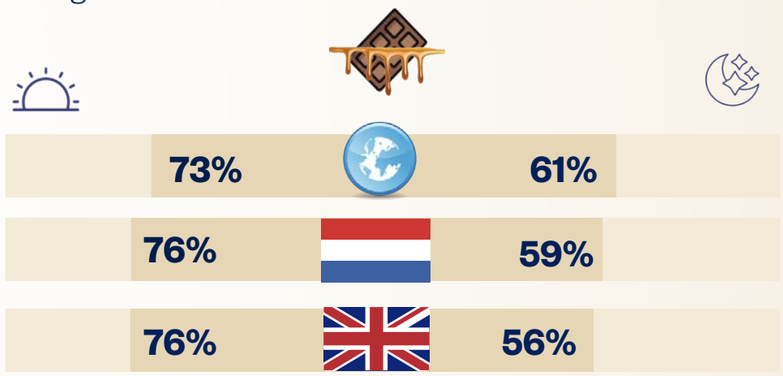


1 in 3
(35%) consumed during the evening occasions

Almost 1 in 2
(48%) consumed during lunchtime/ mid-afternoon afternoon and just 12% consumed during the evening occasions

NL reflects the global average and the consumption occasion was most versatile through the day

• Child liking of Fortini C MF Choco-Caramel tended to be more positive when consumed in the morning but scores were not significant.



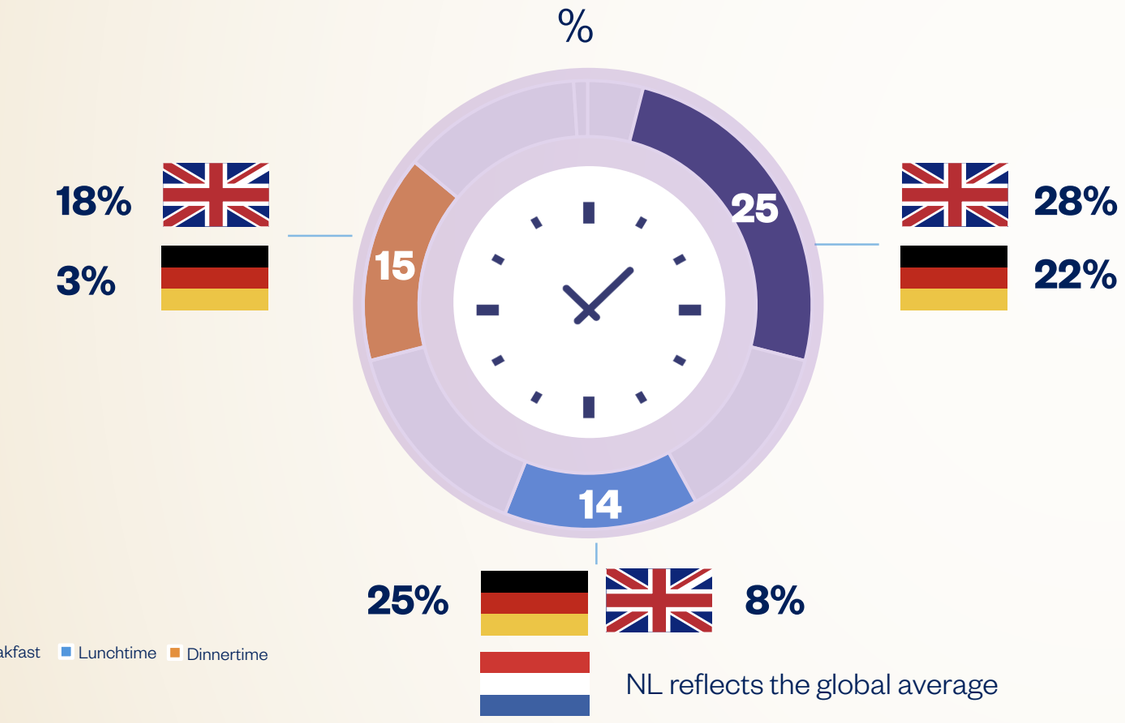
Child Liking of Nestlé and Paediasure Chocolate in DE & NL was more positive when consumed in the evening than the morning

Over 1 in 2 consumed during a main meal occasion, driven by breakfast. There was no evidence of a particular flavour suiting a particular occasion

Fortini C MF Consumption Occasion Behaviours

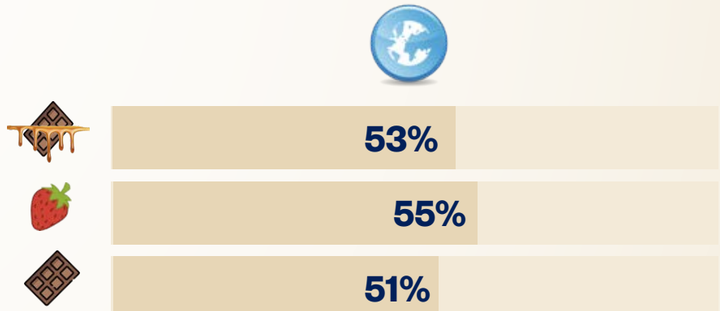
Driven by breakfast, Over 1 in 2 (54%) consumed during a main mealtime

Parents may opt for consistent moments regardless of flavour



- There was no evidence of a particular flavour suiting dayparts (morning, afternoon, evening) or specific meal occasions.
- A hypothesis may be that parents tend to go for moments that are within existing routines. Perhaps linking certain benefits to that moment e.g. energy before school or giving the child the best opportunity to consume as much as possible through the day.

Consumed at a main meal occasion



1 in 3 decanted the product and this behaviour tended to positively impact children's overall liking of Fortini C MF choco-caramel

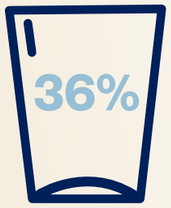
Fortini C MF Method of consumption Behaviours

Over 1 in 2 drank directly from the bottle



Drank from the bottle

- 53% drank directly — 65%
- 11% used a straw — 5%



Decanted

- 12% Baby bottle
- 11% Glass
- 7% Cup/ mug
- 6% Sippy cup

Method of consumption impact

- There tended to be a more positive impact on Child Liking when decanting Fortini C MF Choco-Caramel (however, scores were not significant due to the lower base sizes).



Overall Liking (Child)

65%		79%
46%		83%
58%		71%

91% claimed that Fortini packs are **Easy to Hold (by the child)**

125ml size is winning in DE vs. Nestlé and NL + UK vs. Paediasure. Fortini MF Chocolate (200ml) also wins in UK vs. Paediasure bottle

87% agree that their child can easily drink from the Fortini pack directly

Just 3 in 10 consumed the full bottle, impacted by flavour & market. However, The correlation between child liking and consumption volume was not strong enough to validate that if a child likes the product, they will consume more of it

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Fortini C MF Volume consumption Behaviours – 3 day average

Almost ¾ consumed ¾ or more of the bottle		2/3 consumed ¾ or more of the bottle	Consumed ¾ or more .... (scores are not significantly different)
Volume Consumption was similar for Fortini MF Chocolate (200ml)			
N=230		N=144	
80% Consumed ¾ or more	31%	27%	74% Consumed ¾ or more
	43% ¾ of the bottle	40%	58%
	14% Half the bottle	19%	
	11% A quarter bottle or less	14%	



Consumed **MORE** than the competition...

80% vs. 69%



Consumed **LESS** than the competition...

58% vs. 66%



69% vs. 75%



6 in 10 consumed during one occasion and 3 in 4 of these children consumed ¾ or more

Fortini C MF consumption moments

DE had the highest volume consumption (80% consumed ¾ or more) of Fortini C MF Choco-Caramel and 4 in 10 DE children consumed across two occasions.





%

71% 47%

40%

62
31
6
1

Consumed during one occasion

Across 2 occasions

Across 3 occasions

Across 4 occasions

62
25
9
5



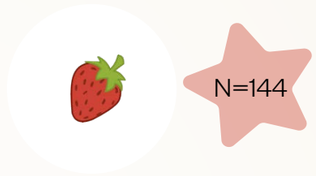
vs. 35% Paediasure

Communication about the product style of Fortini C MF strawberry may set different expectations for different parents (split between Milkshake & yogurt style)

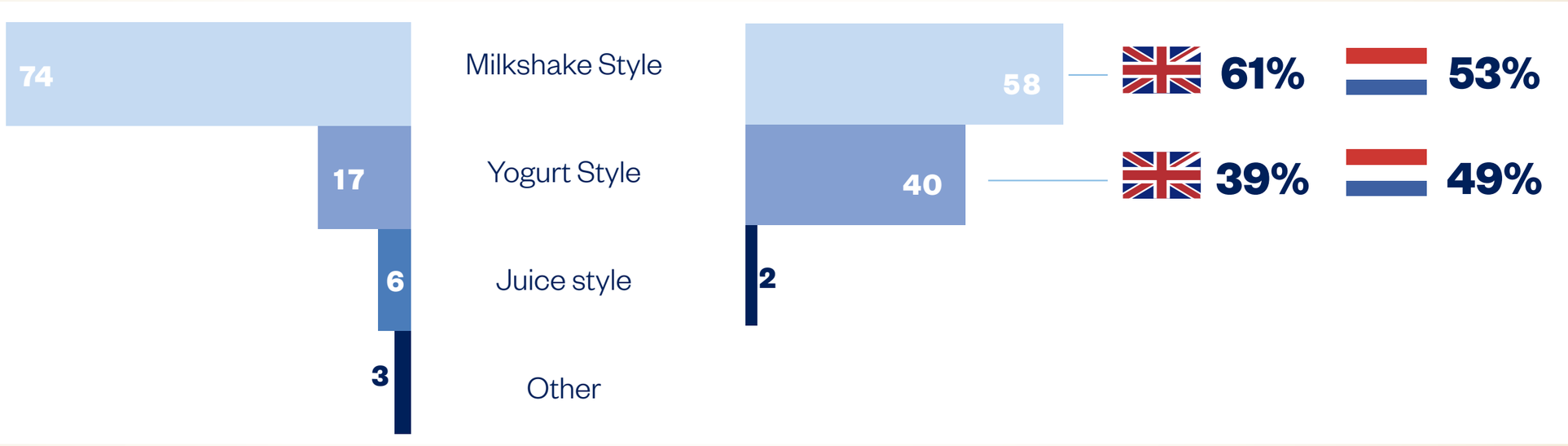
Product STYLE description BY PARENTS



%



Fortini MF Chocolate (200ml) performed similarly with 74% describing as Milkshake style



Competitor products received similar descriptions based on flavour



Fortini C MF's key product benefits help to support adherence and compliance, facilitating consumption through ease of drinking and size (volume)

Through our MaX Diff, we know that Easy to drink is claimed to be the #2 most important attribute to ONS experience (behind taste / flavour). "size that fits my child's appetite" ranks as #6 most important but still above average importance.



Easy to drink

• This category must-have is the #1 product benefit delivered across markets.



Size (volume) fits my child's appetite

• Whilst this product benefit does not feature within the pyramid it is the #2 product benefit delivered across markets.



Supports volume consumption

• Performance is driven by NL & UK and this product benefit features as a pyramid differentiator.



Whilst markets are aligned on the top performing benefits, the 3rd best performing product benefit in DE (Fortini C MF Choco-Caramel) was "a recognizable flavour" – which delivers against the current pyramid KPI differentiator



Drivers of Fortini C MF retrial are dominated by child liking, Enjoyment and a willingness to consume

Fortini C MF Retrial drivers- post sensory exercise

Total
LIKELY 65%
N=243

- **Taste / Flavour** was the #1 driver of retrial, delivering against what's claimed to be most important to children's ONS experience. Taste/ flavour plays a critical role in enhancing the ONS consumption experience through enjoyment and willingness to consume
- **Ease of consumption** was underpinned by Fortini C MF's smooth and pleasant milkshake style texture/ consistency
- **Size & Convenience** of the smaller pack both in terms of practicality to take on-the-go, ease of opening but also the right size to fit appetites

"He wanted more and liked this taste. It was easy to drink for him"

"My child consumed nearly all of each drink and said she enjoyed the taste. She asked me to give her the drink, whereas with her regular product, I have to ask her to drink it"

"The drink has a pleasant taste and a subtle sweetness"

"Smooth easy texture. Creamy, not sickly and not thick"

"My child enjoys taking it and is enthusiastic about the texture"

"It is easy to drink with a good taste"

"The packaging is very appealing, the bottle is a good size. My child is able to consume everything in one go. It's easy to open and hold"

"I like the size of the bottle and the cap. I can easily give it to my daughter to take to kindergarten"

"The packaging is easy. Bottle is easy to open/close "



SUBSTANTIATED Fortini mf compact strawberry CLAIMS

Fortini

BENEFIT	CLAIM*
Tasty product for child	Fortini Compact Strawberry is **the best liked** Compact Strawberry ONS, according to kids in UK Fortini Compact Strawberry is **liked** by 76% of the kids! 78% of parents believe this is a **tasty** product for their child
Supports volume consumption	90% of parents agree this product supports their child to consume their **prescribed volume** of ONS
Happy to use for longer period	83% of parents would be **happy to give** this ONS to their child for a **longer period of time**
Ease of drinking	92% of parents agree this product is **easy to drink**
Bottle is convenient	91% of parents agree the packaging is **convenient** for daily use
Appealing taste	Has an appealing **taste** for kids, according to parents (7.1 / 10)
Appealing texture	Has an appealing **texture** for kids, according to parents (7.6 / 10)



Aggregated data from:

*Risk assessment & CVM to be completed by global & local team before implementation of claims. Source: Home Usage Test with N=144 parents & children using ONS, UK and NL, 2023

N= 60 (NL) N=83 (UK)

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FROM WORKING HARD TO WORKING HARDER

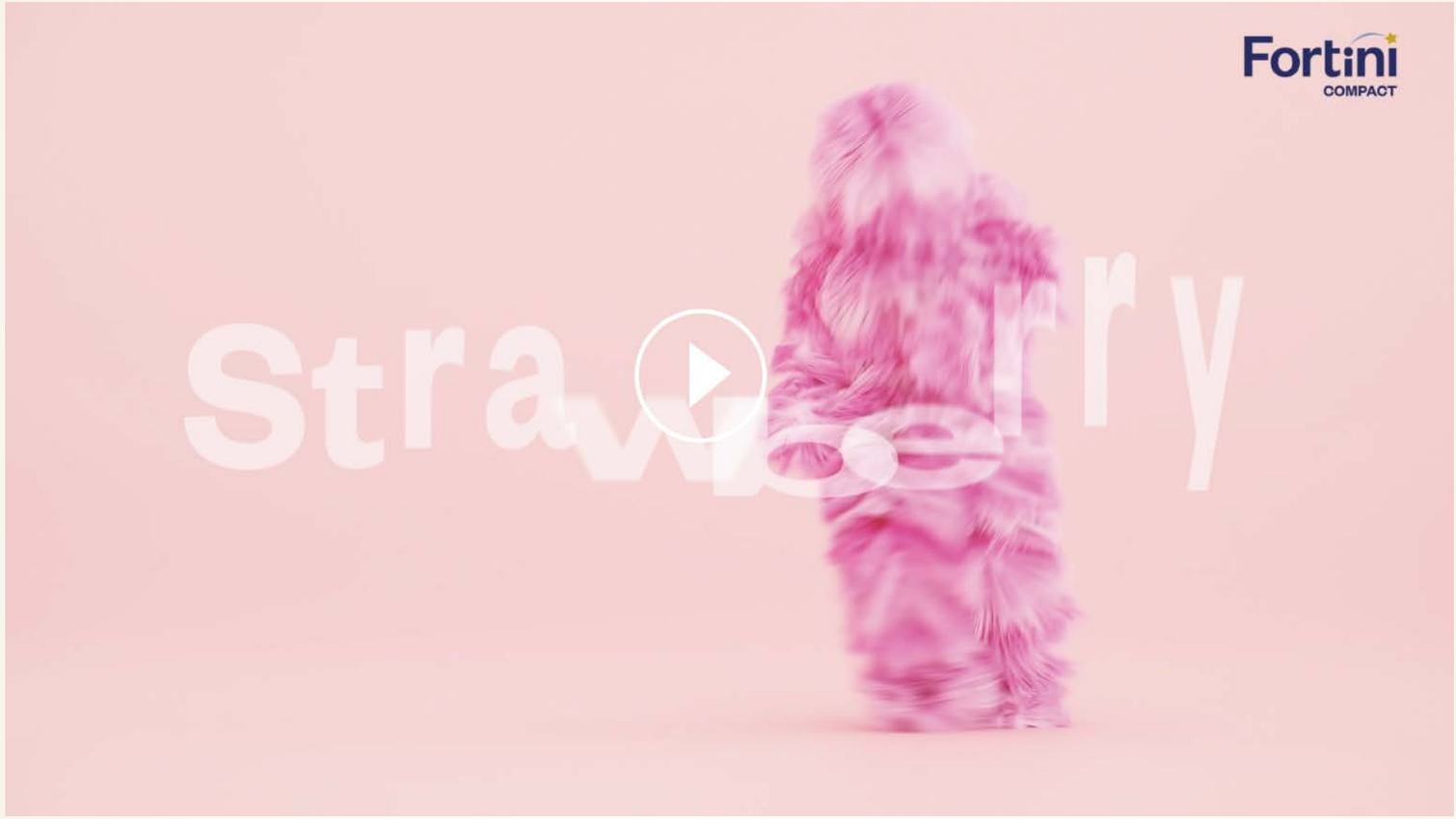


TEASER: COMPACT NEW FLAVOUR

HOW TO USE COMPACT TO BOOST CATEGORY DRIVERS

CASE STUDIES

Teaser: New flavour COMING IN 2025





BUSINESS MODEL REFRESH: A GUIDING FRAMEWORK TO BUILD A WINNING GROWTH BUSINESS

Fortini

CATEGORY BUILDING BLOCKS	1 LEAD POINT OF INITIATION Awareness, Screening & Diagnosis	2 MAXIMIZE ACCESS Market Access and Key Channels	3 COMPLETE STANDARD PORTFOLIO Secure BOFC & Win in Hospitals	4 EXPAND ADHERENCE PORTFOLIO Drive Loyalty & Win Out of Hospitals
DRIVERS	KOL & Scientific Guideline Shaping	Tender & Contract Coverage	Complete Diverse Portfolio including Hero SKUs	UX Superiority, Variety and Formats
	Engagement with Gov't, HCPs, medical societies & patient interest groups	Payer Value Propositions	TA Coverage	Engagement with primary care givers and patient groups
	TA Expansion	Homecare, Share of Shelf, Visibility, Pharma Recommendation	Year-round HCP lead MCE campaigns	Services beyond product
CAPABILITIES	• Evidence Generation & HCP Education • Key Stakeholder Management • Diagnosis Support Tools • TA Strategy	• Account and Tender Management • Solidify fundamental capabilities & fit for future solutions teams - HCEM 2.0 & proficient HCP FF • Market Access	• Treatment Support Tools (trackers) • Science Based Value Propositions • Evidence generation in DBRCTs and RWE studies • MCE Digital Development and Delivery	• UX Capabilities • Brand Activation • Parent support tools (trackers) • Media Strategy
KPIs	• Awareness Programs (# of Reach) • Screening Programs (# of Diagnosed) • # Increase in Screening & Diagnosis • #of HCP attending conference / education sessions -NPS	• Reimbursement Scope & Price • #of Hospital Tender wins • # Superior evidence Hero SKUs / guideline shaping: TAs • # increase in penetration	• Range Availability (plan alignment) • # Hero SKUs launched • Incremental NS from Inno/Reno • % Share of Voice – MCE Investment • % Availability Pharmacy & Hospitals	• Range Availability (plan alignment) • # Hero SKUs launched • Incremental NS from Inno/Reno • % Share of Voice – Media Investment • % Availability Pharmacy & Homecare

PREREQUISITE: SECURE SUPPLY

FUNDAMENTALS: BRAND AND VI



COMPACT IS A HERO ASSET THAT CAN IMPACT ALL CATEGORY DRIVERS

Fortini

CATEGORY BUILDING BLOCKS	1 LEAD POINT OF INITIATION Awareness, Screening & Diagnosis	2 MAXIMIZE ACCESS Market Access and Key Channels	3 COMPLETE STANDARD PORTFOLIO Secure BOFC & Win in Hospitals	4 EXPAND ADHERENCE PORTFOLIO Drive Loyalty & Win Out of Hospitals
DRIVERS	KOL & Scientific Guideline Shaping	Tender & Contract Coverage	Complete Diverse Portfolio including Hero SKUs	UX Superiority, Variety and Formats
	Engagement with Gov't, HCPs, medical societies & patient interest groups	Payer Value Propositions	TA Coverage	Engagement with primary care givers and patient groups
	TA Expansion	Homecare, Share of Shelf, Visibility, Pharma Recommendation	Year-round HCP lead MCE campaigns	Services beyond product
CASE EXAMPLES	**USING COMPACT TO CONQUER CF (DACH)**	**RECRUIT NEW USERS THROUGH PHARMA CHANNEL (NORDICS)**	**LAUNCH COMPACT (FRANCE)**	**COMPACT CHOCO CARAMEL LAUNCH (ITALY)**
	USING COMPACT TO ENTER ADHD (NORDICS)		**SECURE DISCHARGE WITH COMPACT (NL)** Discharge Campaign - Activation Toolkit	**COMPACT PATIENT REWARD SCHEME (UK)**
	LAUNCHING COMPACT TO CAPTURE CF AND ANOREXIA (ITALY)		**USING COMPACT AS A HERO IN FORTINI CAMPAIGN (UK)** Superiority Campaign Complete(d) - Activation Toolkit	



USING COMPACT TO CONQUER CYSTIC FIBROSIS (DACH)



SUPER MINIS OF NUTRINIDRINK FOR INCREASED ENERGY-CONSUMPTION & BETTER COMPLIANCE

Fortini

NEW:
Chocolate-Caramel



Launch of all 3 flavours

WE WANT TO STORM THE HCP WORLD

Fortini

Drive Awareness for the importance of nutritional intervention in CF & Make NutriniDrink Compact the 1st Choice

Targeting - Muko-Centers build a network

Targeting -Home-Care: Include Compact in discussion

JAN 2021



Integrate in Congresses, e.g: DACH GPGE / Nutridays

KPI CH 2021:
Min. 10% Volume Share of NutriniDrink

PRE-LAUNCH

LAUNCH

AWARENESS

CONSIDERATION

TRIAL

selective HCPs & Home Care Partners

START F2F COMMUNICATION

Important touch point:
CF ambulances

MATERIALS CYSTIC FIBROSIS

Fortini







Sample box





HCP Detail Aid

Launch new flavour

MATERIALS CYSTIC FIBROSIS











Versand Ende März an alle Muko-Ambulanzen

MEASURES TO CREATE AWARENESS FOR MALNUTRITION & THE IMPORTANCE OF MEDICAL NUTRITION FOR CF-PATIENTS

Fortini

MUKOVISZIDOSE ev

&

NUTRICIA MUKO Akademie

Sales Excellence



Muko Academie



PR & Print



Online





Geotargeting

Mailings



USING COMPACT TO ENTER ADHD (NORDICS)



MEASURES TO CREATE AWARENESS FOR MALNUTRITION & THE IMPORTANCE OF MEDICAL NUTRITION FOR CF-PATIENTS

Fortini

Clinical observations on the use of Oral Nutritional Supplements in children with documented weight and appetite loss due to ADHD medication

A Ottenblad[1], H Frid[2]

1) Nutricia, Danone AB, Sweden · 2) Child and Adolescent Psychiatry, Region Västmanland, Sweden

Objectives

- Appetite suppression is a common side effect of medication in ADHD. It may cause weight loss, undernutrition and growth delays, and ultimately force children to stop medical treatment.[1-4]
- Oral Nutritional Supplements* (ONS) can be used to support catch-up growth in children with undernutrition.
- The aim was to explore healthcare professionals' clinical observations of ONS use in children with ADHD with documented weight loss/ faltering growth due to ADHD medication.

Conclusion

- Within 1 month after ONS initiation, 60% of children reported 'Weight gain/stabilization'.
- The observed effects on weight and appetite highlight the potential of complementary ONS treatment in children with weight loss due to ADHD medication.
- Next steps would be to explore multimodal treatment strategies combining nutrition and drug treatment to improve overall outcomes in children with ADHD.

Methods

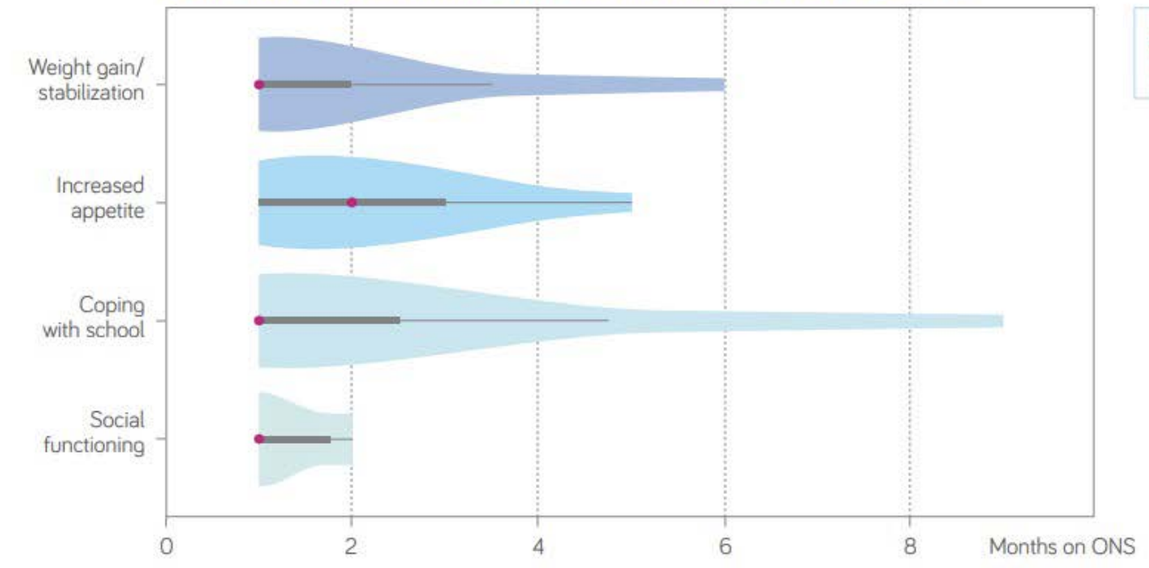
- Swedish dietitians in outpatient clinics were surveyed: at ONS initiation and after 1-3 follow-ups depending on local clinical practice.
- The survey included background data, observed effects, and reasons for discontinuation.
- ONS prescriptions were tailored by dietitians (n=5) in addition to dietary counselling, in 35 children aged 6–17 y.
- The majority (82%) of subjects had been receiving ADHD medication for >12 months when referred to a dietitian; the remaining 12% for 3–12 months.

MEASURES TO CREATE AWARENESS FOR MALNUTRITION & THE IMPORTANCE OF MEDICAL NUTRITION FOR CF-PATIENTS

Fortini

Results

Violin plots of distribution of first observation of outcome variable



- 'Weight gain/stabilization' was reported (median time [range]) in 22 children after 1 [1–6] month, and 'Increased appetite' in 16 children after 2 [1–5] months ONS use.
- 'Coping with school' and 'Social functioning' improved in 13 and 6 children after 1 [1–9] and 1 [1–2] months ONS use, respectively.
- In 48% of children, multiple positive effects of ONS use were reported at ≥1 timepoints.
- Reasons for discontinuation at first follow-up [1–5 months] were (combinations of) 'Did not like' (n=8), 'Forgot to consume' (n=1), 'Causes unrelated to ONS use' (n=4).

MEASURES TO CREATE AWARENESS FOR MALNUTRITION & THE IMPORTANCE OF MEDICAL NUTRITION FOR CF-PATIENTS



LAUNCHING COMPACT TO CAPTURE CYSTIC FIBROSIS AND ANOREXIA (ITALY)



FORTINI COMPACT RANGE - our flagship SKUs

Available flavours:
Strawberry, **Neutral and Choco**

VERSATILE



VERY STRONG ACTIVATION PLAN

THE MOST DISTINCTIVE SKUs

First and only compact pediatric ONS in the Italian market --> competitive distinctiveness and possibility to have unique tender lots

FORTINI COMPACT activation: TA approach with dedicated plan

Key focus on 2 therapeutic areas



ANOREXIA

DEMAND GENERATION

MEDICAL EDUCATION

EVIDENCE GENERATION

PARTNERSHIPS WITH PATIENT ASSOCIATIONS



CYSTIC FIBROSIS

FORTINI COMPACT activation: CYSTIC FIBROSIS





MEDICAL EDUCATION

Nutricia-led hospital meetings on ONS use in CF and Fortini Compact clinical data

Participation at key national congresses on CF

INTERNAL EDUCATION

Internal education program for ped hospital advisors to deep dive into the clinical aspects of the TA









CYSTIC FIBROSIS

DEMAND GENERATION

Dedicated **leaflet and infographics** on key clinical studies to increase product awareness and efficacy in the TA







PARTNERSHIPS WITH PATIENT ASSOCIATIONS

Build **Nutritional Guidelines for CF patients and families** to

- Increase awareness on the benefits of nutrition in CF patients
- Enhance compliance to dietary treatments
- Involve families in the nutritional education to let them feel active part of their children's therapies

LIFC
Lega Italiana
Fibrosi Cistica

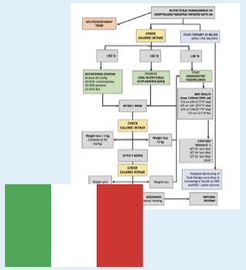
FORTINI COMPACT activation: ANOREXIA

PARTNERSHIPS WITH PATIENT ASSOCIATIONS

Partnership with association of patients and caregivers to support projects aiming to increase awareness on feeding disorders among school-aged children and teens

EVIDENCE GENERATION

Real world clinical data generation in collaboration with **Dr Diamanti from Ospedale Pediatrico B. Gesù** (Rome) showing that **ONS use, when associated with tube feeding, significantly reduce the length of hospital stay**





> J Pediatr Gastroenterol Nutr. 2022 Feb 10. doi: 10.1097/MPG.0000000000003410. Online ahead of print.

Five-year Inpatient Management of Teenagers with Anorexia Nervosa: Focus on Nutritional Issues

Chiara Maria Trovato [1], Teresa Capriati, Giulia Bolasco, Carmen Campana, Valentina Papa, Bianca Mazzoli, Valeria Zanna, Maria Rosaria Marchili, Maria Sole Basso, Giuseppe Maggiore, Antonella Diamanti



ANOREXIA

DEMAND GENERATION

Dedicated **leaflet and infographics** on key clinical studies to increase product awareness and efficacy in the TA



MEDICAL EDUCATION

- **Nutricia-led hospital meetings** on ONS use in anorexia and Fortini Compact clinical data
- **Regional Nutriped monosponsor events led by KOLs** for hospital and community peds **to encourage networking** and identify/treat patients timely and adequately

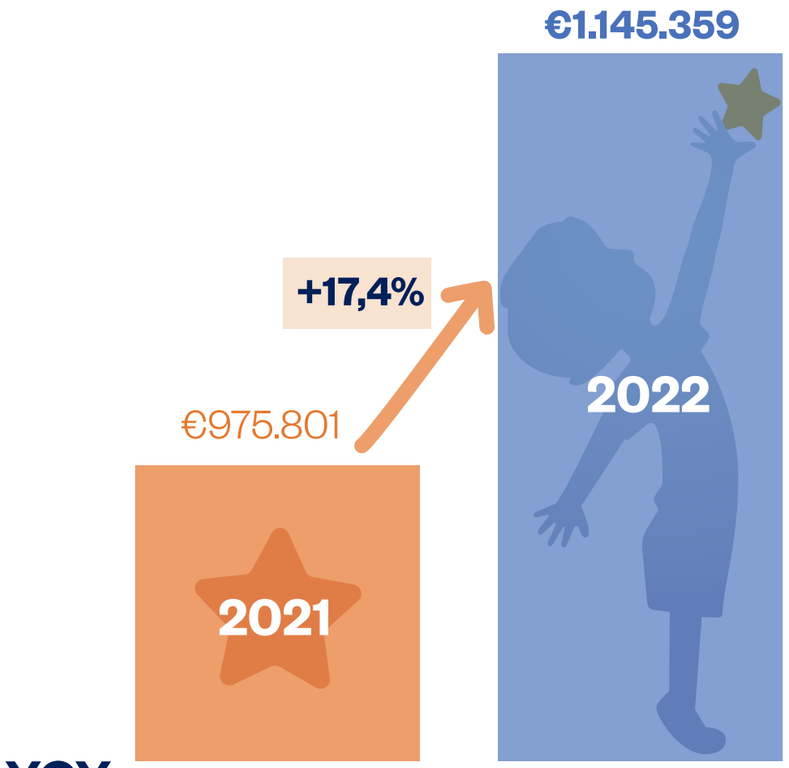




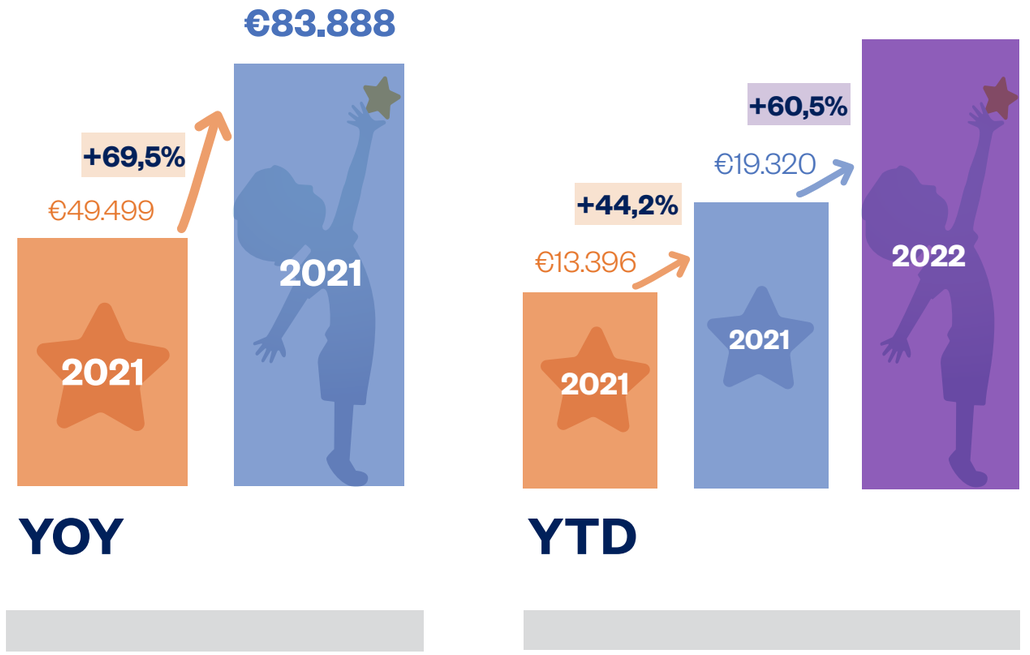


From activation to GREAT results

RANGE FORTINI



FORTINI COMPACT



RECRUIT NEW USERS THROUGH PHARMA CHANNEL (NORDICS)



BRIDGING THE GAP TO PARENTS IN THE COMMUNITY

Recruit NEW USERS earlier in the patient journey











ACCELERATE FORTINI PENETRATION BY RECRUITING NEW USERS EARLIER IN THE PATIENT JOURNEY

Fortini

FORTINI MARKET LEADER

~70% MS, NS +22% YTD

5.6 MEUR
7 Countries
>55% NS





Route to market, RX driven:







CHILDREN	HCP	PHARMACIES
Age 1-10 with DRM or Growth concerns	**Referral to Dieticians** for ONS prescription and reimbursement	**RX purchase** of Fortini reimbursed



ACCELERATE FORTINI PENETRATION BY RECRUITING NEW USERS EARLIER IN THE PATIENT JOURNEY

Fortini

Route to market, RX driven:

! Gap identified: Bottle neck in the patient journey long lead time to meet dietician, lack of recourses









CHILDREN	HCP	PHARMACIES
Age 1-10 with DRM or Growth concerns	**Referral to Dieticians** for ONS prescription and reimbursement	**RX purchase** of Fortini reimbursed

Opportunity Discovered:

Parents in need of a solution today!

1. Our solution → Drive Fortini **OTC/SELF PAID** in pharma channel

2. Be relevant **EARLIER** in the patient journey

3. And Fortini as the **FPOE** to ONS category



DTC FORTINI AWARENESS CAMPAIGN

Fortini



POTENTIAL USER

ONS Awareness DTC
Eating and growth concerns, ADHD appetite loss, Autism, ARFID

FORTINI ONS AWARENESS

D2C MEDIA

THE 1st FORTINI AWARENESS CAMPAIGN DTC IN NORDICS

Campaign purpose: Fortini Awareness
CTA: Read more
LP CTA: Visit Pharma

"SOMETIMES YOUR CHILD MAY NEED A LITTLE BIT MORE"

New Media chosen:
Online Family Forum with Key Words Targeted Ads
Lower regulatory risk

Key words:
Faltering growth
ADHD
Competitor Brands



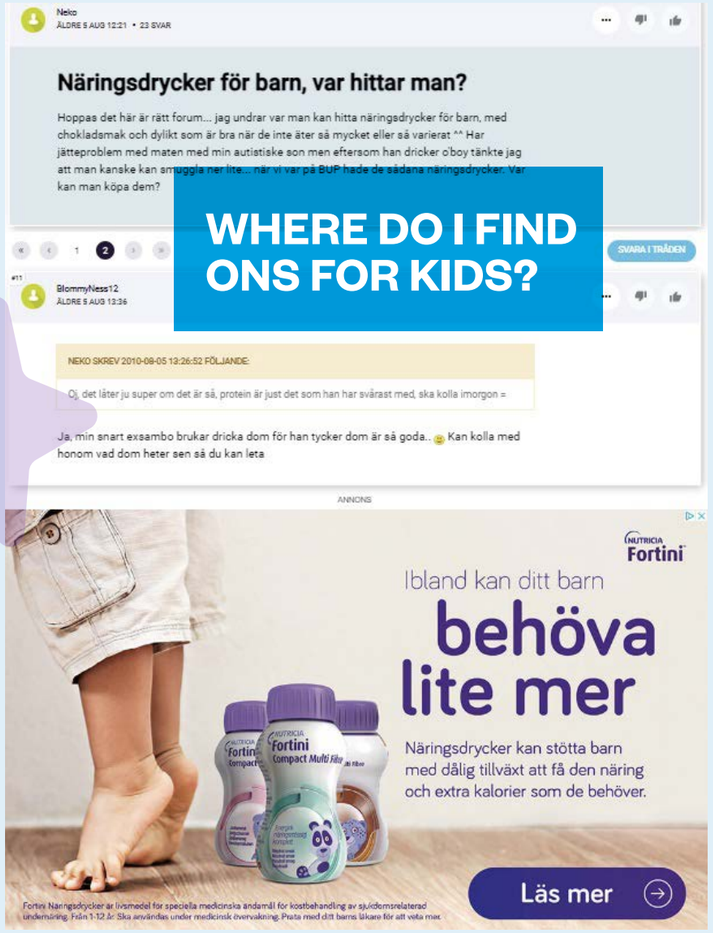
DTC FORTINI AWARENESS CAMPAIGN



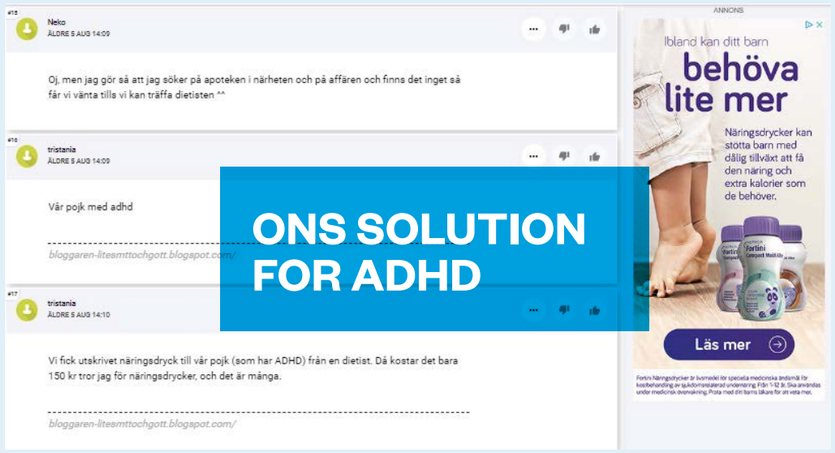


DTC FORTINI AWARENESS CAMPAIGN

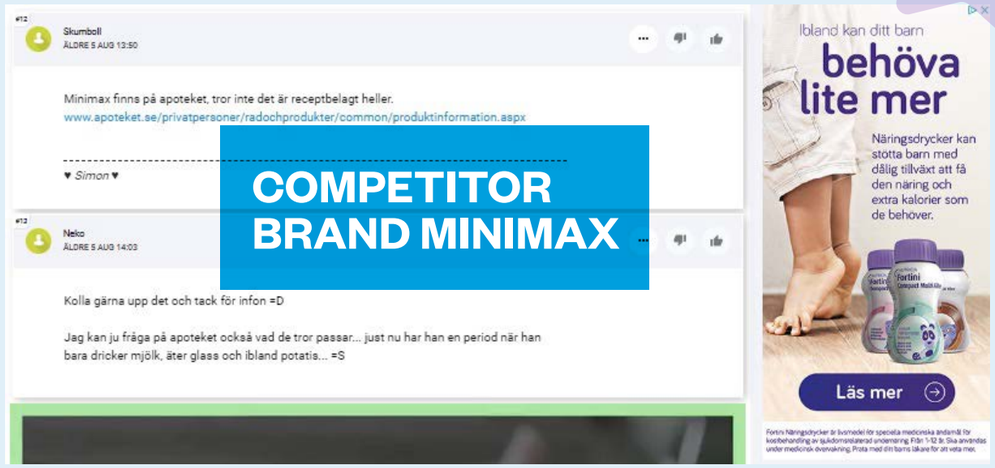
Fortini



WHERE DO I FIND ONS FOR KIDS?



ONS SOLUTION FOR ADHD



COMPETITOR BRAND MINIMAX

ACCELERATE FORTINI PENETRATION BY RECRUITING NEW USERS EARLIER IN THE PATIENT JOURNEY

Fortini

Revised Patient Journey



CHILDREN

Age 1-10
with DRM or
Growth concerns

GOAL & WHAT:

HOW:



POTENTIAL USER

ONS Awareness DTC
Eating and growth concerns, ADHD appetite loss, Autism, ARFID

FORTINI ONS AWARENESS

D2C MEDIA



PHARMACIES

OTC purchase
of Fortini Self paid

BOFC, SUPPORT 1st CATEGORY ENTRY

PHARMA STARTERPACK



HCP

Referral to Dieticians
for ONS prescription and reimbursement



PHARMACIES

RX purchase
of Fortini reimbursed



SUPPORT 1st FORTINI ENTRY WITH PHARMA STARTERPACK



PHARMACIES

OTC purchase
of Fortini Self paid

BOFC, SUPPORT 1st CATEGORY ENTRY

PHARMA STARTERPACK

FORTINI COMPACT PHARMA STARTERPACK

Only available in Pharma, physical in-store and in E-commerce

Purpose of launch:

- Support **Fortini acceptance in FPOE**
- Drive Fortini Compact as **brand hero**
- **Accelerate** NS and speed MS growth to Compact





LAUNCH COMPACT (FRANCE)



NUTRINIDRINK RANGE RX & LAUNCH

Extend ONS peads range with unique offer for children > 1 year







BUSINESS CHALLENGE:

Grow penetration of ONS paeds category beyond 1 yr old as no reimbursement.
Self-paid solutions are rarely used in French market.

CONSUMER INSIGHT:

There is no reimbursed solution for malnourished babies after > 1 year old adapted to their nutritional needs (Infatrini = 0 to 1 yo // Fortimel = not suitable for young children) & some parents cannot afford self-paid solutions or are reluctant as in French system most "needed" things are reimbursed so perception of self-paid is not positive.

INITIATIVE:

- √ Market access strategy to obtain reimbursement for NutriniDrink range under brand name (vs generic line ⇔ protects us from an easy roll out in our market by competition)
- √ Relaunch NutriniDrink MF with reimbursement (1-3 yo) & launch NutriniDrink Compact MF with reimbursement (3-10 yo)
- √ Impactful **"The ally to bounce back"** 360° campaign to maximize share of voice :
  - Sales force communication (Hospital, Community, Pharmacy) incl tools to facilitate Rx
  - Congress booths
  - MCE campain targetting Community HCP

KEY LEARNINGS:

- Market access strategy & cross-collaboration are key to unlock new growth spaces for our categories

- To maximize launch impact it is key to lock each key HCPs from hospital specialists & dieticians, to paediatricians & GPs in community and Pharmacist

- Importance of compliance helping tools (cooking workshops, recipe books, educative funny booklets for children…)

BUSINESS RESULTS (precise period)

NS : 650k€ YTD May 24 (+260% vs LY)

(NS RF6 24 = 1,2M€ , vs FY 23 = 657k€)

MS Infatrini + NutriniDrink : 96,1% YTD May 24 (+2,8 PTS vs LY)

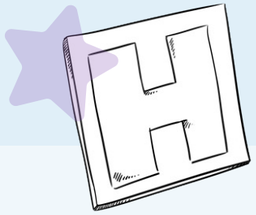
POINT OF CONTACT: Teodora DELOVA
CROSS-FUNCTIONAL TEAM: SN FRANCE

CATEGORY GROW THE CORE - GROWTH cat
BRAND: NUTRINIDRINK / FORTINI

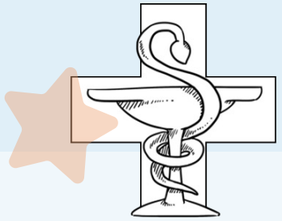
LAUNCH PLAN : ZOOM IN INTERNAL ACTIONS

(our sales forces)

Fortini







	HOSPITAL & HOMECARE SF	COMMUNITY SF	PHARMA SF
		MED TRAINING (4th Sept) ➔Malnutrition diag criterias ➔HAS official reco for nutritionnal care ➔Nutricia ONS range overview (w/ ND Compact) & focus on formulas	**MED TRAINING** (23th oct) ➔Business overview of Pead ONS ➔Malnutrition ABC ➔Zoom in ONS formulas ➔Timeline overview of ONS range (w/ ND compact launch)
C3 2023	**MED TRAINING & C1 OBJ PRE-LAUNCH** (10th Jan) ➔Focus on ND Compact & Hubbard study ➔C1 cycle objectives ➔ND Compact campaign tools presentation	**PRE LAUNCH C1** (8th Jan) **Preparatory work : replay of the 4th Sept** ➔Refresh on malnut/ONS knowledge ➔C1 objectives & key messages ➔ Campaign tools + zoom new ones	**PRE LAUNCH C1 & MED TRAINING REFRESH** (29th Jan) ➔Med training/refresh on malnut/ONS ➔ Zoom new tools
C1 2024	**SF VISIT TRAINING/ SEMINAR** (31th Jan) ➔3 cases	**SF VISIT TRAINING/ SEMINAR** (31th Jan) ➔1 case + live Q&A	

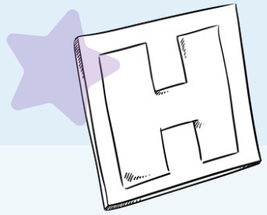




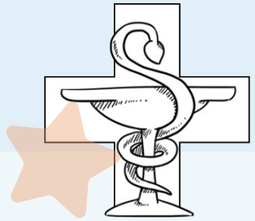
LAUNCH PLAN : ZOOM IN EXTERNAL ACTIONS

(HCPs)

Fortini







	HOSPITAL & HOMECARE	COMMUNITY SF	PHARMA
SF PRIORITIES	**Prio C1 2024 + sprint 10- 31/01**	**P2 on peadiatrician & GPs**	**Prio on Jan & feb**
SF CAMPAIGN TOOLS	➔Eadv FDV peads ➔Dosage sheet ➔Remitted to GFHGNP interest CNO ped ➔Brochure observance ➔Kakémono ND ➔Client announcement mail ➔Onco Imagine For Margo recipe booklet ➔Basics docs update	➔Eadv FDV MILK ➔Dosage sheet ➔Brochure observance ➔Basic docs MAJ	➔Eadv FDV PHARMA ➔Dosage sheet ➔Brochure observance ➔Docs range Fortimel & CNO ped
ADDITIONNAL COM'	➔Emailing via KAM Hop & HC ➔Congress	➔MCE PLAN // Target community GPs June 2023 => March 24 Obj : awareness on malnut. management & ONS range w/ inno ➔ Congress	➔Openhealth emailing : 15K pharma KPIs : 37% open rate (vs 30-35% benchmark)

LAUNCH PLAN : ZOOM IN NEW SF ND TOOLS



Hosp E-detail aid



Community E-detail aid



Pharma E-detail aid



GFHGNP booklet



Roll Up





ND compact Leaflet



Compliance Leaflet



Emailing



ND prescription pad

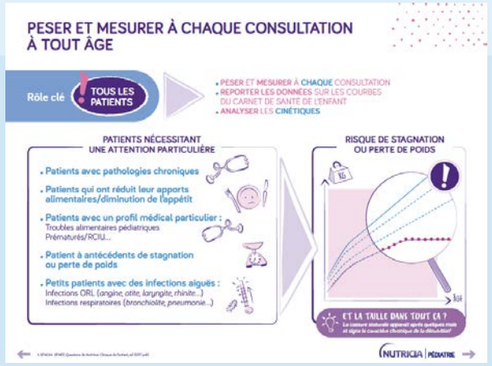


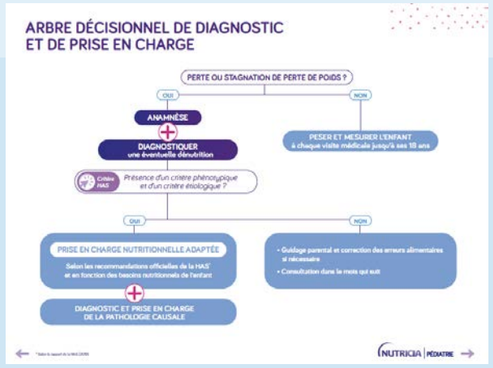
Incl. in ONS adult tools (pharma & hospital)

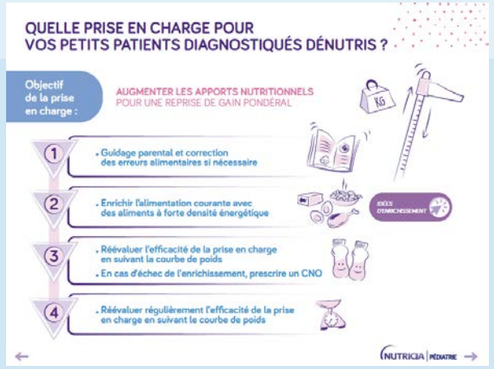
FOCUS E-DETAIL AID

(Community version)









+ HAS criterias for malnutrition diag
+ enrichment advices
+ 1st presciption chronology/info



+ zoom on each ONS features & benefits

MALNUTRITION & NUTRITIONAL CARE AWARENESS

PRODUCT CONVICTION

NUTRICIA IS COMMITTED TO YOUR SIDE TO THE LITTLE MALNOURISHED PATIENTS WITH THE ONLY COMPLETE RANGE OF PEDIATRIC NOCS* FROM 0 TO 10 YEARS OLD

Fortini



COMPACT CHOCO CARAMEL LAUNCH (ITALY)



THERE IS AN OPPORTUNITY IN CAPTURING PATIENTS AT DISCHARGE

Fortini

Insights

- 6% of the children admitted have a screening result of "malnourished"
- 3000 children on average per year need nutritional care after discharge
- Only 20% of the children leave the hospital with a full discharge plan

Relevance

Missed #patients (potential 2400 children per year) in category

Loss of adherence

Job to be done

Prolong the nutritional care per patient in faltering growth category after discharge.



1. Kruizenga H., Keeken S.van, Weijs P., et al. Undernutrition screening survey in 564,063 patients: patients with a positive undernutrition screening score stay in hospital 1.4 d longer. Am J Clin Nutr 2016; 103(4): 1026-1032.
2. Stuurgroep Ondervoeding. (2020, 7 december). Factsheet 8.1.1.screening op ondervoeding bij in de kliniek opgenomen kinderen 2019. Geraadpleegd op 10 augustus 2021, van https://www.stuurgroepondervoeding.nl/wp-content/uploads/2020/12/Factsheet-8.1.1.-screening-op-ondervoeding-bij-in-de-kliniekopgenomen-kinderen-2019_def.pdf
3. J. Human

HOSPITAL JOURNEY SIP

Fortini



Admission

Screening (<24h)

Nutritional care needed? (Anthropometry, STRONGkids) → NO → Exit category

YES

Dietery treatment (in hospital)

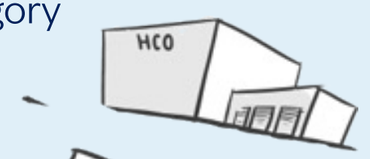
Discharge → Prescription
Generic 30%
Multibranded 31%
Singlebranded 39%
→ Taste box with 2 weeks supply

80% of patients leaves the hospital without a complete nutritional plan





1st line dietician ← **Follow up** → Ward







Repeat prescription

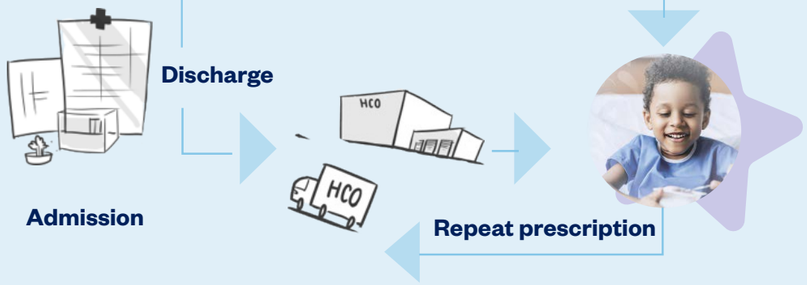
Box with 4 weeks supply

#1 Choice of patient (taste driven)
#2 Stock availability

PROLONG THE NUTRITIONAL CARE PER PATIENT IN FALTERING GROWTH CATEGORY AFTER DISCHARGE

Fortini

Growth pillar #1
Capture full patiënt treatment journey



Capture patients at discharge

Increase # patients at HCO	Increase value per patient	Increase MS of NutriniDrink
↗	↗	↗

2023

1. Equip the HCP & patient with the right information & tools





MET DE JUISTE VOEDINGSZORG naar huis

2024

2. Sharpen tools & validate nutritional care after discharge



NUTRICAD

Erasmus MC

2025

3. Expand nutritional care after discharge

- ”Discharge” platform creation
- Adherence tools (incorporate HCO)
- NutriCAD study acceleration & tool creation


MET DE JUISTE
VOEDINGSZORG
naar huis

HCP FUNNEL ACTIVATION DISCHARGE

Fortini







Detail aid



Landingspage



Toolkit



MET DE JUISTE VOEDINGSZORG naar huis

Symposium: Voeding bij (zieke) kinderen; het roer moet om

Smaakservice



AWARENESS | CONSIDERATION | ACTION | ADVOCACY



Leave Behind



Infographic & prescription



Decision tree



Workshops



Emma de Olifant voorleesboekje





Meten en wegen flyer





Voedingsadvies Flyer







Knutselflyer



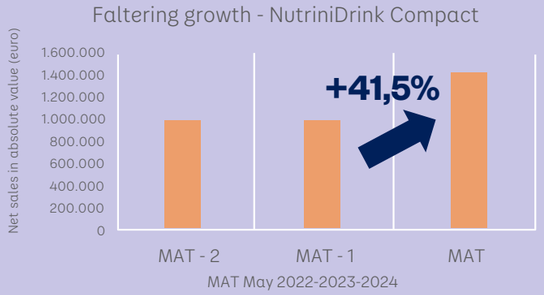
Belangrijke telefoonnumers en websites

Drinkkalender & stickervellen

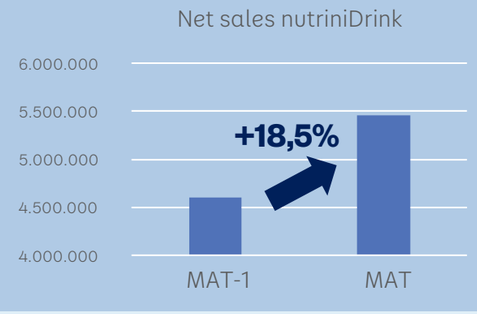
Groeimeter

RESULTS YTD (P5 ’24)

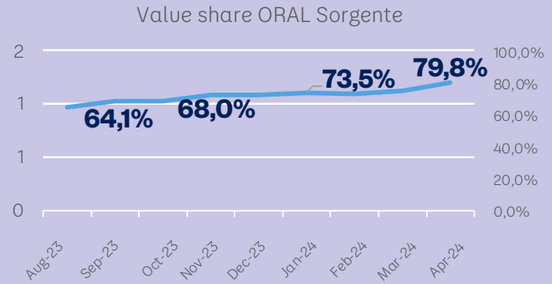
ND Compact **net sales +41,5%** vs MAT-1 (**+35,3%** volume growth) vs YTD-1 (P4)



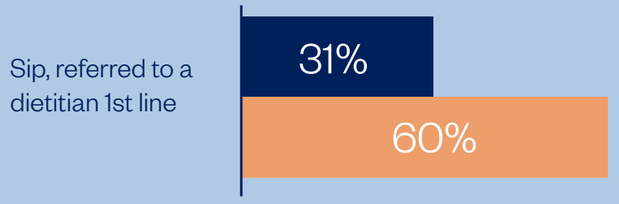
Spin off total NutriniDrink range **+18,5%** NS growth (vs MAT-1)



Value MS: full NND range from **68,3%** (sept’23) to **79,2%** (april’24)*



2 times more patient are being referred to the 1st line dietician after discharge** (NPO research)



700 toolkits distributed



* Sorgente data **NPO research 2023

MATERIALS DISCHARGE CAMPAIGN

Fortini

Toolkit



DRI flyer & nutritional advice



Adherence calendar



Information about measuring your child at home



Reading booklet



Measuring lint

Other



Inforgraphic & prescription



Digital Sales Aid



Workshop



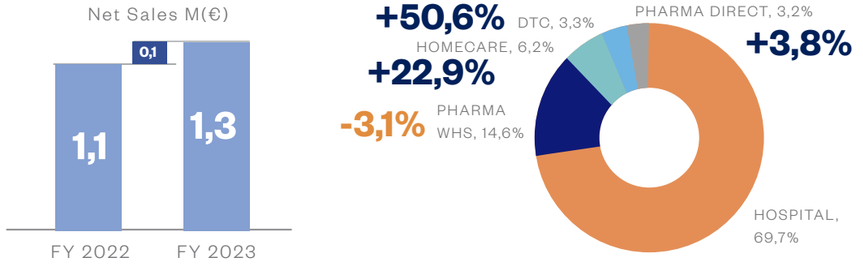
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COMPACT CHOCO CARAMEL LAUNCHT (ITALY)



BUSINESS PERFORMANCE FY 2023 vs PY

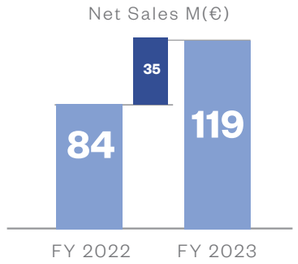
TOT FORTINI SELL-IN

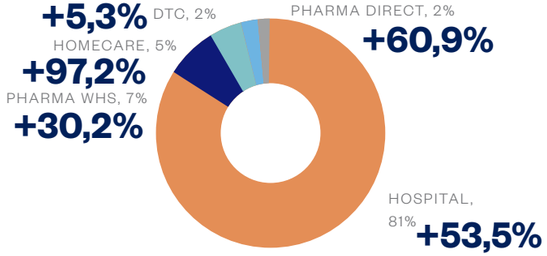


- **First Priority in Hospital** (Nutritionists and Paediatricians)
- **Positioning in different TAs**



FORTINI COMPACT SELL-IN



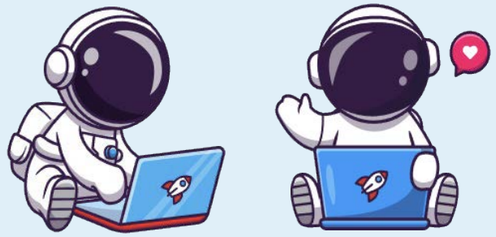


- **Focus on the compact range to push the category**
- **Exploit its uniqueness in and out of Hospital tenders**
- **Positioning in specific TAs**



LIFC Lega Italiana Fibrosi Cistica

Animenta



FORTINI COMPACT CHOCO CARAMEL LAUNCH

PUSH COMPACT RANGE:



Be UNIQUE in the FSMP market with format and best taste

75% CO%

Most profitable SKU

54%

of Fortini MF Net sales

Choco as preferred taste for Fortini MF



Promote therapeutic adherence (taste and format)



Meeting HCPs' and patients' needs



Halo effect on the entire Fortini range



PRE-LAUNCH LAUNCH

PRE-LAUNCH

PUSH COMPACT RANGE ON DIFFERENT TAs





heet Fortini for Tas:
Eating disorders, Cystic Fibrosis

HYPERTARGETING CAMPAIGN on Linkedin



Awareness Reach 18.5K
Consideration Reach 6.7K
Action Reach 7.0K

RAAM AND HOSPITAL ADVISOR TRAINING





LAUNCH

FIRST PRIORITY IN HOSPITAL (NUTRITIONISTS AND PEDIATRICIANS)



FOLDER



SHEET



DEM



CONGRESS SAIL





GIF





SAMPLE HOLDER WHIT DISCOUNT VOUCHER



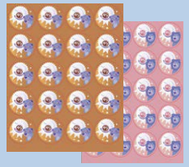
SAMPLE

31 GEN LAUNCH

SELECTED COMMUNITY PEDIATRICIANS



FOLDER



BRAVERY STICKERS FOR PEDIATRICIANS



SAMPLE HOLDER WHIT DISCOUNT VOUCHER

PHARMA ACTIVATION



FOLDER

E-COMMERCE ACTIVATION



ADV

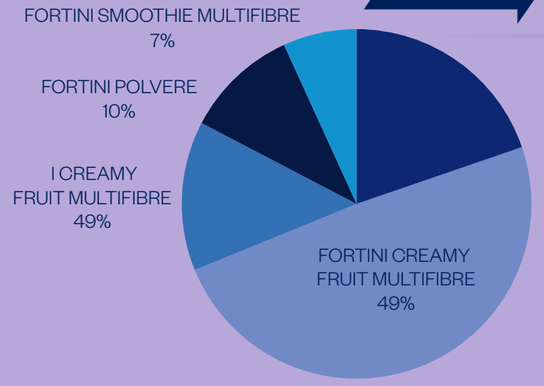
FORTINI: DTC ACTIVATION

Fortini

Sell Out FY:
33.K€
+62% vs LY



FORTINI COMPACT MULTIFIBRE 20%



Sell Out FY:
6.K€
+71% vs LY

DTC ACTIVATION: FOCUS ON CHOCOLATE



SOCIAL & PMAX



DTC BOOST



AMAZON DSP

CTR: 0,39%

IMPs: 5M

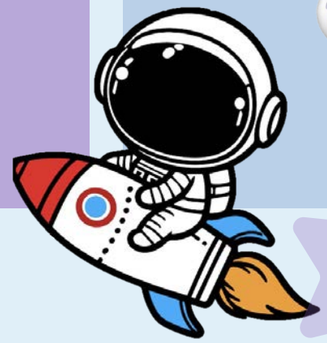


OR: 22%

CRM



BEST SELLER IN APRIL!



PRE-LAUNCH LAUNCH

Fortini

KPI HCP HOSPITAL FORTINI YTD

Call. Equivalent
+25,9%
YTD vs PY

Sample distributed
+61,6%
YTD vs PY



TOT FORTINI SELL-IN YTD

NS Value Tot Fortini 379K €
+32% vs PY

HOSPITAL	PHARMA WHS	DTC
238K €	55K €	27K €
+17% vs PY	**+26%** vs PY	**+360%** vs PY

FORTINI COMPACT SELL-IN YTD

NS Value Compact 48.9K €
+77,2%
vs PY



COMPACT PATIENT REWARD SCHEME (UK)



PATIENT CASE STUDIES



FORTINI SUPPORT MATERIALS FOR BOTH HCPs AND PATIENTS

UK providing a wide range of materials to both HCPs and patients in multiple channels:

- Fortini Starter Pack
- Recipes book
- Patient case studies book
- Reward scheme



READY TO USE

Link to access toolkit

USING COMPACT AS A HERO IN FORTINI CAMPAIGN (UK)



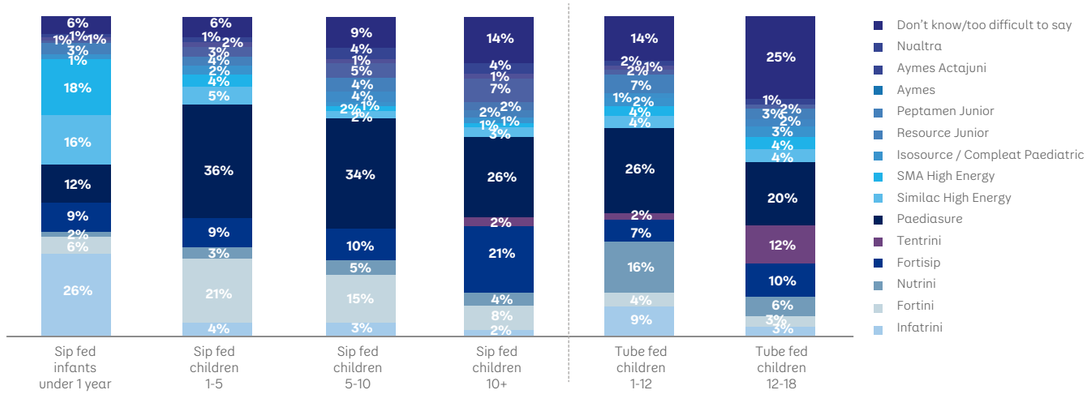
FORTINI UK CONTEXT IN 2023

Fortini

Fortini brand association falling behind key category drivers, with biggest gap in palatability, undermining potential to become BOFC

- Complete nutritional
- Improve quality of life
- Clinical efficacy
- High palatability

1st choice brand - **TOTAL**

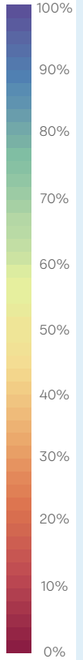


Base: Prescribe/recommend more than 1 brand n=253.
Source: Q4a=f. Which product would typically be your first choice and which your second choice in the following patient types?

Prompted brand associations **TOTAL**

Xxx=Top 5 driver

	Fortini n=228	Paediasure n=238
I am familiar with the product	68%	81%
It's available on my patient's region/area	59%	73%
Proven to be clinically effective	56%	68%
Provides complete nutrition in tolerable volume for patients to grow	56%	68%
Improves the quality of life of my paediatric patients	53%	65%
Provides age, nutritional need, health condition adapted nutritional solutions	50%	63%
Has a wide range of flavors that my patients like	50%	60%
Available on the formulary	47%	62%
Based on the scientific research	46%	53%
High palatability	45%	62%
Included in guidelines	44%	51%
Provides a wide range of different formats to support compliance	43%	42%
It's the product covered by my hospital contract	39%	45%
Support overall appetite of my patients	39%	46%
Supports immune system development, as well as weight and height gain	36%	42%
Supports increase in nutritional intake from everyday food	35%	43%
Supports brain & cognitive development, as well as weight and height gain	34%	42%
Product is good for treatment of specific Conditions / TAs	32%	39%
Packaging makes product more attractive / tasty	31%	39%
Recommended by a colleague	25%	39%
Request by parent.carer	21%	33%
Low cost	11%	22%
Availability of Plant Based options	7%	13%



Base: Aware of brand (see chart). Max 6 brands shown priority given to Fortini, Nutrini, Paediasure.
Source: Q7. Which of the following medical nutrition brands/ products, if any, do you associators in faltering growth?

IT WAS TIME TO ELEVATE FORTINI WITH HIGH IMPACT CREATIVE

Fortini

Fortini
campaign
2022-2023







Paediasure
campaign
2023





THE INSIGHTS GUIDING OUR COMMUNICATION STRATEGIC APPROACH

Fortini

INSIGHT

HCPs want a product that will provide complete nutrition so that their patients can grow.

Challenge is to ensure compliance supported by good tasting products



JTBD

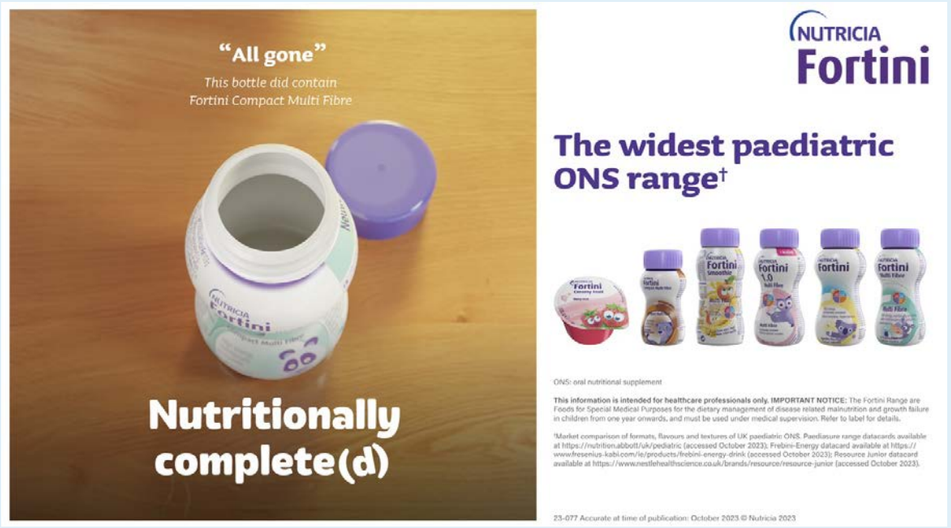
Get HCPs to choose Fortini as their BOFC by strengthening brand association as

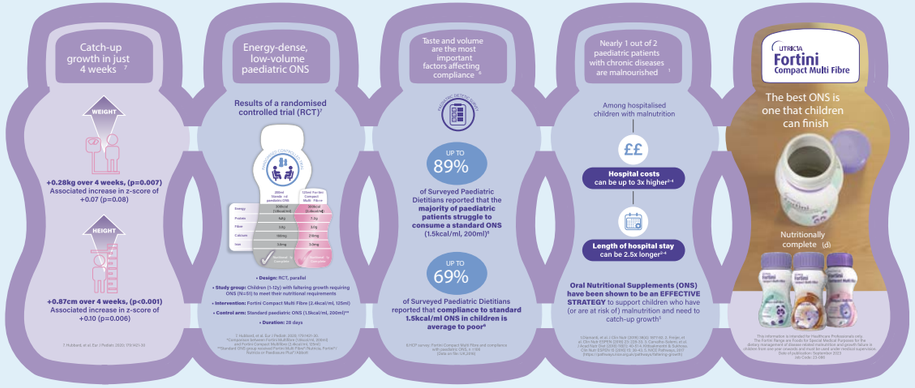
The paediatric ONS that patients will enjoy whilst providing a complete nutritional solution.

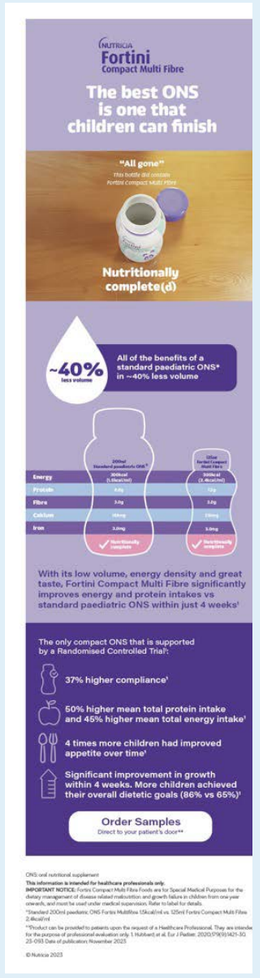

"All gone"
This bottle did contain
Fortini Compact Multi Fibre
Nutritionally complete(d)
The best ONS is one that children can finish
With its low volume, energy density and great taste, Fortini Compact Multi Fibre significantly improves energy and protein intakes vs standard ONS within just 4 weeks.1
Order a free sample direct to your patient's home*
NUTRICIA Fortini
ONS: oral nutritional supplement
This information is intended for healthcare professionals only. IMPORTANT NOTICE: The Fortini Range are Foods for Special Medical Purposes for the dietary management of disease related malnutrition and growth failure in children from one year onwards, and must be used under medical supervision. Refer to label for details.
*Product can be provided to patients upon the request of a Healthcare Professional. They are intended for the purpose of professional evaluation only.
1. Hubbard, et al. Eur J Pediatr. 2020;179(9):1421-30.
23-079 Date of publication: October 2023 © Nutricia 2023


"All gone"
This pot did contain
Fortini Creamy Fruit
Nutritionally complete(d)
With the widest range† of ONS formats, flavours and textures, Fortini helps children facing nutritional setbacks get back on track within 28 days.1,2
Order a free sample direct to your patient's home*
NUTRICIA Fortini
ONS: oral nutritional supplement
This information is intended for healthcare professionals only. IMPORTANT NOTICE: The Fortini Range are Foods for Special Medical Purposes for the dietary management of disease related malnutrition and growth failure in children from one year onwards, and must be used under medical supervision. Refer to label for details.
†Market comparison of formats, flavours and textures of UK paediatric ONS datacards (accessed October 2023). *Product can be provided to patients upon the request of a Healthcare Professional. They are intended for the purpose of professional evaluation only.
1. Devaera, et al. Pediatr Gastroenterol Hepatol Nutr. 2018;21(4):315-20. 2. Hubbard, et al. Eur J Pediatr. 2020;179(9):1421-30.
23-078 Date of publication: October 2023 © Nutricia 2023

MULTI CHANNEL EXECUTION

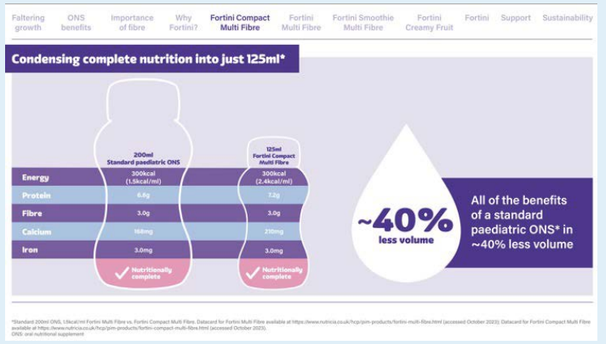












EXECUTION & RESULTS OF FORTINI NEW CAMPAIGN

Fortini



- **Impact**:
does it stand out, get attention?

- **Emotion**:
does it evoke the right feeling?
will it change the behaviour?



EXECUTION
Elevated our creative focusing on four drivers

- **Insightfulness**:
is the insight central to the story?

- **Brand fame**:
will it elevate the brand fame, authority?

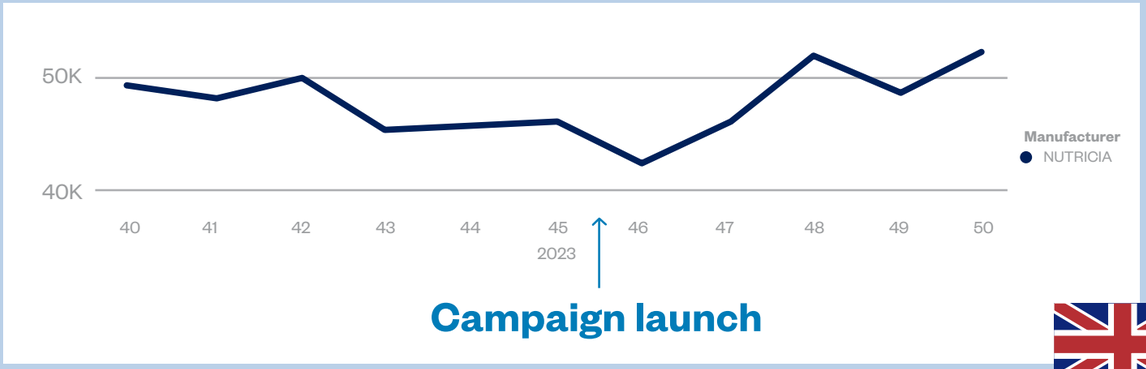


RESULTS

- Net Sales: +2.1% volume growth (Nov 2023 – Feb 2024)

- Paid Media Nov – Dec:
  - FCMF creative: 47,616 impressions, 0.15% CTR Nov – Dec
  - Fortini Range creative: 173,720 impressions, 0.09% CTR (average industry 0.05%)

- Positive feedback from Sales team on eDetailer (storytelling, an overview of FG, why choose Fortini as 1st choice), the prescribing guide being used across all HCPs



KEY LEARNINGS

Fortini



- **Don’t assume! Use data and insights to guide your creative**
- **Build relationship with your agency**
- **Say familiar things in unfamiliar ways:** Nutritionally complete(d)
- **Use the 4 defining drivers of creativity to assess your campaign**

  - Is it impactful?
  - Is it insightful?
  - Is it emotional?
  - It will help me on Brand Fame?