Fortini

Short-term mitigation plan versus Nestlé Compleat Paediatric



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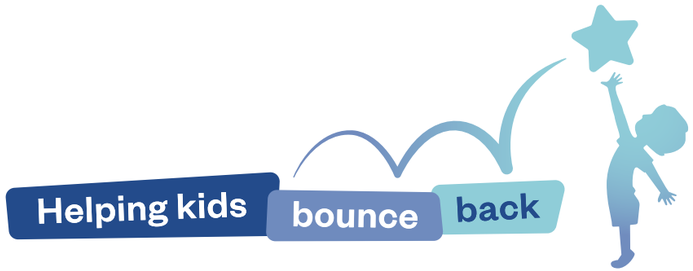
Helping kids bounce back

AIM of the document

It's time to act now and mitigate the impact of Nestlé Compleat Paediatric in Europe at the short-term to further stop bleeding, while working on a long-term portfolio & innovation strategy.

This document describes the various elements of the short-term mitigation plan, focussing on new activation assets, but also highlighting the rich activation content that already has been created. Besides the WHAT, its essential to also take into account HOW to best connect with HCPs. HCP engagement plays a pivotal role in boosting category and brand awareness and driving product demand. As we are playing in hyper-competitive markets, its therefore key to shift our focus toward value and e˜ectiveness of every engagement we deliver.

The document starts with a short summary of Nestlé Compleat Paediatric, followed by the mitigation plan. Then an overview of the assets to support the plan will follow including the HCP engagement plan. At the end of the document, a future outlook will be provided.



Content

Fortini



1

Compleat Paediatric vs Nutrini

Nestlé Compleat Paediatric in a nutshell and comparison versus Nutrini



2

How do we play ?

Short-term mitigation plan

Jobs-to-be-done

Activation assets



3

How do we win sustainably?

Future outlook

Helping kids bounce back

Fortini



1

Compleat Paediatric vs Nutrini

Nestlé Compleat Paediatric in a nutshell and comparison versus Nutrini

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NESTLÉ COMPLEAT PAEDIATRIC – SUMMARY OVERVIEW

Fortini

PRODUCT RANGE AND PRESENCE



One tube formulation
1.2 kcal
250 and 500 ml
Smartflex bottle
Age: 1+



Available in 13 EU markets & Turkey



ONS expected to launch end of 2025

BENEFIT, TARGET GROUP AND EVIDENCE



BENEFIT

Mild tolerance/GI symptom reflief as main entry point and benefit. Linked to the addition of real food ingredients.

TARGET GROUP

All tube patients 1+ with mild GI tolerance challenges with focus on neurological patients.

Strategy – one size fits all.

EVIDENCE

Various studies showing:

- Short-term GI symptom relief.
- Improved QoL and health care costs (based on US real-world data).

Limited data on growth & long-term benefits.

OVERALL COMMUNICATION STORY

Simple & consistent messaging



Usage of naturality cues



Real and recognisable ingredients



Story on familiar food that bonds, creating sense of togetherness and normalcy linked to better QoL for the whole family



Inspiration by nature | Wholesome choice

Products developed with experts like dieticians, chefs and HCPs



Real patient stories

ACTIVATION ACROSS TARGET GROUPS

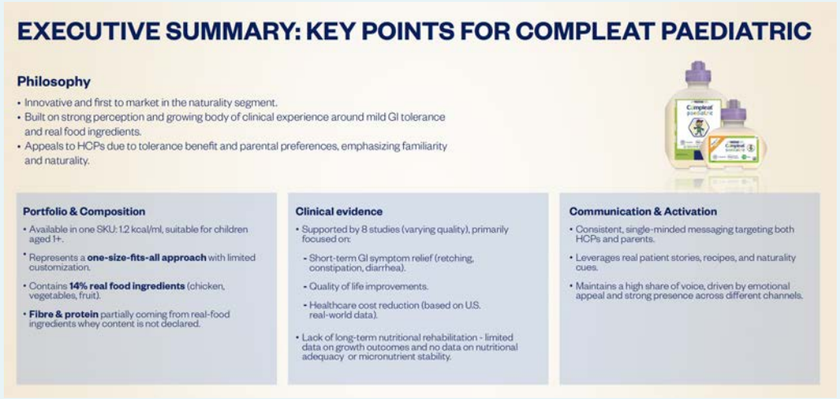




- Many HCP activities - education (conferences, events, materials, promotion and evidence sharing etc.).
- Promotion of Compleat Paediatric in blenderized diets.
- Focus on bolusfeeding, ENFit compatible SimpLink® connection for 250 ml variant.
- Compleat Paediatric has its own consumer website containing real patient stories, blogs and recipes.

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NESTLÉ COMPLEAT PAEDIATRIC – SUMMARY OVERVIEW



EXECUTIVE SUMMARY: KEY POINTS FOR COMPLEAT PAEDIATRIC

Philosophy

- Innovative and first to market in the naturality segment.
- Built on strong perception and growing body of clinical experience around mild GI tolerance and real food ingredients.
- Appeals to HCPs due to tolerance benefit and parental preferences, emphasizing familiarity and naturality.

Portfolio & Composition

- Available in one SKU: 1.2 kcal/ml, suitable for children aged 1+.
- Represents a **one-size-fits-all approach** with limited customization.
- Contains **14% real food ingredients** (chicken, vegetables, fruit).
- **Fibre & protein** partially coming from real-food ingredients whey content is not declared.

Clinical evidence

- Supported by 8 studies (varying quality), primarily focused on:
  - Short-term GI symptom relief (retching, constipation, diarrhea).
  - Quality of life improvements.
  - Healthcare cost reduction (based on U.S. real-world data).
- Lack of long-term nutritional rehabilitation - limited data on growth outcomes and no data on nutritional adequacy or micronutrient stability.

Communication & Activation

- Consistent, single-minded messaging targeting both HCPs and parents.
- Leverages real patient stories, recipes, and naturality cues.
- Maintains a high share of voice, driven by emotional appeal and strong presence across different channels.

In conclusion, **Compleat Paediatric provides an emotionally resonant solution** for tube-fed children with **mild GI tolerance issues**, emphasizing **real food ingredients** and caregiver appeal. However, its clinical evidence base is **variable in quality and primarily mainly focused on short-term symptom relief**.



EXECUTIVE SUMMARY: NUTRINI'S RANGE SUPERIORITY IN PAEDIATRIC TUBE FEEDING

Philosophy

- Strong leadership and established credibility among HCPs.
- Built on its heritage of more than 30 years of clinical experience.
- Offering complete care with nutritional solutions, medical devices and services.
- Rooted in science and suitable for a wide range of clinical conditions.

Portfolio & Composition

- **Tailored nutrition: Age- and energy-specific** formulations, aligned with **ESPGHAN guidelines.**
- **Unique ingredients & clinical precision:**
  - **Fibre quantity: With or w/o fibre.**
  - **Fibre quality: Unique MF6 fibre blend** closely resembling fibre intake of a healthy/varied diet and proven benefits on bowel health.
  - **Protein quality: Whey dominant** for better tolerance.
  - **Fat quality: With DHA** supporting cognitive development during critical growth phases.

Clinical evidence

- **Evidence strength:** 4 studies with prospective, crossover, and retrospective designs— with data up to 12 months usage
- **Growth outcomes:** Proven catch-up growth, improved BMI, and body composition over 6–12 months.
- **GI tolerance:** Evidence for reduced constipation, improved stool consistency, and decreased laxative use.
- **Nutritional rehabilitation:** Focus on long-term recovery, not just symptom relief.
- **Micronutrient safety:** Proven long-term micronutrient stability and safety across multiple studies.

Communication & Activation

- HCP-focused activation, with evidence-based messaging.
- High credibility among HCPs with long history.

In contrast, **Nutrini** is grounded in science with a **strong credibility** built over 30+ years of clinical heritage. It o˜ers a **wide, tailored and comprehensive range of solutions supported** by robust, peer-reviewed data demonstrating good tolerance, catch-up growth, and **long-term nutritional health outcomes**—making it suitable for a **wide range of clinical needs**.

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2

How do we play?

Tolerance, Naturality and HCP engagement

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HOW DO WE PLAY?

Short-term mitigation plan

Fortini

The short-term mitigation plan focusses on **3 key objectives**:

- **Grow the core**
- **Maximise naturality**
- **Increase HCP engagement**

Pending on the local situation and product availability, a tailored set of assets can be activated. To be successful, its key for all markets to increase our share of voice among HCPs and fully leverage the story with every HCP engagement touchpoint.

In the following slides the key jobs to be done and supporting assets will be provided for ‘Grow the core’ and ‘Maximise Naturality’. The HCP engagement plan is the enabler to successfully play the game to continue to protect and drive our DRM leadership in Europe.





SHORT-TERM MITIGATION PLAN – KEY-JOBS-TO-BE-DONE

Fortini

1 Grow the core

Reinforce the scientific and clinical credibility of our tubes core range with proven tolerance and highlight its natural ingredients. Within this scope, highlight our hero range Peptisorb.



2 Maximise naturality

Drive the naturality discussion by optimally leveraging how we play on the scale of naturality with the various opportunities we already have.



3 Increase HCP engagement

Activate impactful HCP engagement to boost category and brand awareness and drive product demand.



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HOW DO WE PLAY – GROW THE CORE

Fortini

1 Grow the core



2 Maximise naturality



3 Increase HCP engagement

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GROW THE CORE - NUTRINI OFFERS COMPLETE CARE

Fortini

We have many unique assets we o˜er for both the HCPs and the tube fed paediatric patients (and their families).



1 PORTFOLIO

- 30 years heritage
- Covering wide age range: infants, children, teenagers
- Covering every nutritional need: low/ high energy, with and without fibers, GI complaints

2 EVIDENCE

- Unique composition
- Strong scientific research and clinical evidence (esp. on tolerance)

3 PACKAGING

- Unique Optri bottle with recognizable visual cues
- Medical devices complementary

4 SERVICES

- Beyond product o˜er: (indirect) Homecare service
- Careline
- Education materials (HCPs/patients)
- DNC / Academy

GROW THE CORE - TOLERANCE IS KEY FOR TUBE FEEDING

Fortini

NUTRICIA Nutrini



1 PORTFOLIO

- 30 years heritage
- Covering wide age range: infants, children, teenagers
- Covering every nutritional need: low/ high energy, with and without fibers, GI complaints

2 EVIDENCE

- Unique composition
- Strong scientific research and clinical evidence (esp. on tolerance)

There is a lot we can share about our Nutrini business, but **the campaign** focus will be around **tolerance**.

3 PACKAGING

- Unique Optri bottle with recognizable visual cues
- Medical devices complementary

4 SERVICES

- Beyond product o˜er: (indirect) Homecare service
- Careline
- Education materials (HCPs/patients)
- DNC / Academy

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GROW THE CORE - TUBE ACTIVATION CAMPAIGN STRATEGY

Fortini

Business objective

Continue to protect undisputable DRM leadership in our EU tube business in line with the category growth and protect current MS by preventing further loss from Nestlé Compleat



Marketing objectives

- Reinforcing scientific and clinical credibility of the current o˜ering
- Positioning Nutricia as the most trusted and tailored DRM brand
- Increasing HCP engagement to drive branded product prescriptions

Communication objective

Enhance Nutrini's presence and recognition among pediatric healthcare professionals in hospitals and home care settings by highlighting, its long-standing heritage and proven tolerance incl long-term health outcomes

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OUR ASSETS TO PLAY – GROW THE CORE (1)

Fortini

1

Grow the core

As part of a new HCP activation campaign various assets will be developed for on- and o ˛ ine activation linked to tolerance.

On top we have our hero tolerance range Peptisorb, for which many assets are available and can be reactivated again.

NEW

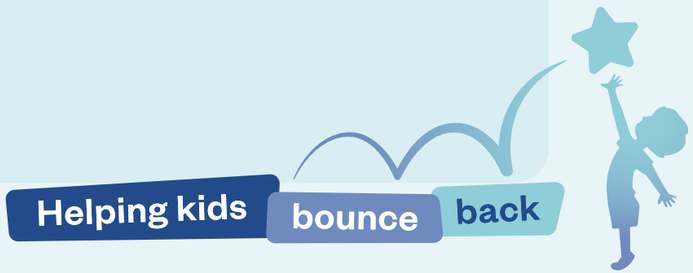
REVAMP

2

Maximise naturality

3

Increase HCP engagement



OUR ASSETS TO PLAY – GROW THE CORE (2)

Fortini

1 Grow the core

HCP activation campaign

- Communication Idea - ***Nov***
- USPs and sales pitch - ***Nov***
- Key visuals - ***Dec***
- Detail aid - ***Dec***
- Patient/(HCP) Videos - ***Dec***

Peptisorb (our hero SKU) assets

NEW

REVAMP

2 Maximise naturality

3 Increase HCP engagement

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SHORT-TERM MITIGATION PLAN - MAXIMIZE NATURALITY

Fortini

1

Grow the core



2

Maximise naturality



3

Increase HCP engagement

Helping kids bounce back

MAXIMISE NATURALITY (1)

Business objective

Continue to protect and grow undisputable DRM leadership and expand MS through our naturality and neutral o˜erings

Marketing objectives

- Strengthening Nutricia as the DRM brand playing the naturality movement
- Drive HCP engagement and branded product prescriptions of our naturality and neutral o˜erings for multiple usage



Communication objective

Enhance Fortini's presence and recognition among pediatric healthcare professionals and empower parents and caregivers by promoting our existing range of real food derived product solutions and the usage of our neutral o˜erings in normal meals and blenderized diets

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MAXIMISE NATURALITY (2)

Fortini

Promote

- Our existing naturality o˜erings, containing real fruit ingredients
  - **Fortini Smoothie – with 15% real fruit ingredients**
  - **Fortini Creamy – with 5% real fruit ingredients**
  - **Fortini +MIX – with 30% real food ingredients (of which 14% real F&V ingredients)**



- Fortini neutral ONS and powder to be easily mixed into normal diets / recipes and enriching home-made blenderized diets ensuring nutritionally complete meals



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OUR ASSETS TO PLAY – MAXIMISE NATURALITY (1)

Fortini

1

Grow the core

As part of a new HCP activation campaign various assets will be developed for on- and o¸ine activation linked to tolerance and naturality.

NEW

On top we have our hero tolerance range Peptisorb, for which many assets are available and can be reactivated again.

REVAMP

2

Maximise naturality

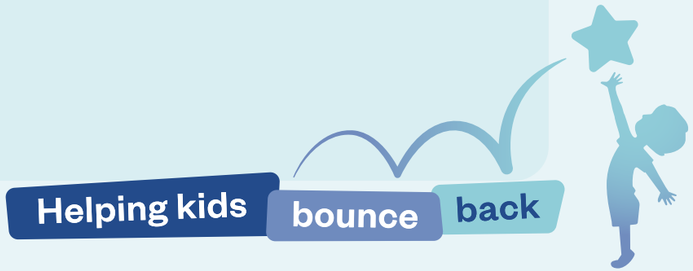
We can play and maximise the naturality game in many ways by leveraging and promoting the products and assets we already have and new ones to come.

NEW

REVAMP

3

Increase HCP engagement



OUR ASSETS TO PLAY – MAXIMISE NATURALITY (2)

Fortini

1

Grow the core

HCP activation campaign

- Communication Idea - ***Nov***
- USPs and sales pitch - ***Nov***
- Key visuals - ***Dec***
- Detail aid - ***Dec***
- Patient/(HCP) Videos - ***Dec***

NEW

Peptisorb (our hero SKU) assets

REVAMP

2

Maximise naturality

Activation

- Smoothie & Creamy playbook
- Fortini +MIX launch toolkit
- Recipe booklet (Fortini neutral, powder and liquid) - ***Dec***
- Best practice Fortini powder NL - ***Dec***

REVAMP

NEW

3

Increase HCP engagement

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SHORT-TERM MITIGATION PLAN - INCREASE HCP ENGAGEMENT

Fortini

1

Grow the core



2

Maximise naturality



3

Increase HCP engagement



NEW

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HCP ENGAGEMENT PLAYS A PIVOTAL ROLE IN BOOSTING CATEGORY AND BRAND AWARENESS AND DRIVING PRODUCT DEMAND

Fortini



DEMAND GENERATION

Non - HCP Driven

HCP Driven

HCPs' impact on demand*

EUROPE

~ 64% - 87%

*Peads Specialties

TENDERS, ETC.

HCP ENGAGEMENT

HCP ENGAGEMENT OBJECTIVES:

1. **Enhance understanding of our product's benefits** to help HCPs provide the best care to patients

   ✓ **DRIVE BOFC**

   ✓ **CATEGORY PENETRATION**

2. **Influence HCPs to consider and prioritize** the promoted product when making treatment decisions

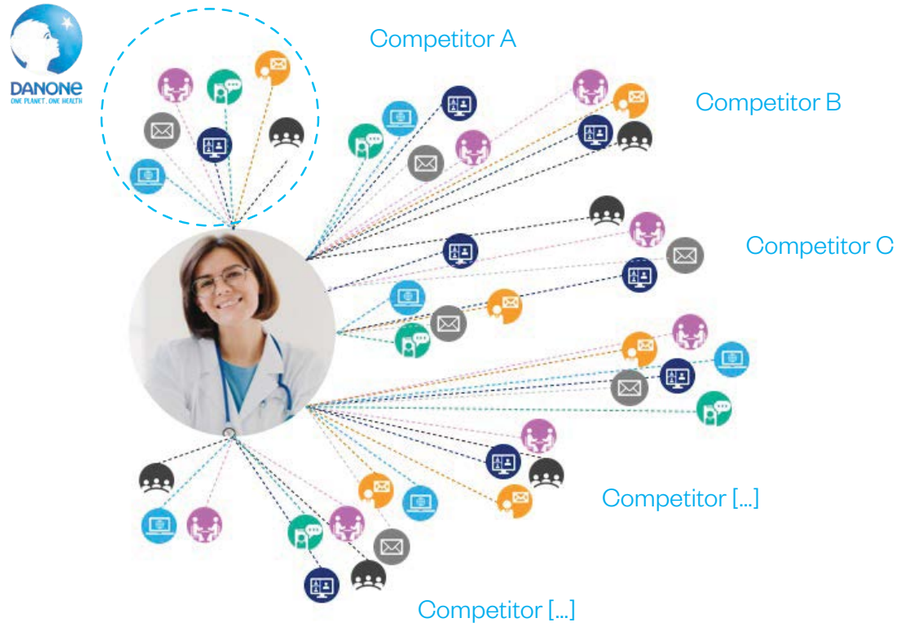
   ✓ **PRODUCT ADOPTION**

3. **Engage continuously HCPs with the right messages, right channels, at the right moment**

   ✓ **FUEL PRESCRIPTION GROWTH**

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WE PLAY IN HYPER-COMPETITIVE AND HYPER-CROWDED MARKETS...



HCPs

- Exposed to hundreds of messages from the industry each month (approx. 100-130 promo engagements)
- Prioritizing patient time
- Unequal/restricted access to them

Companies

- More products will be competing over HCPs' finite amount of time
- Budgetary pressure (Increased need to right-size FF and resources)
- Decreased time in front of HCPs

TO WIN WE NEED TO PUT GREATER FOCUS ON:

+ REACH **+ FREQUENCY** **+ IMPACT**

ENABLING A MULTICHANNEL JOURNEY FOR HCPS, BEYOND REP F2F

Fortini

GROWTH CATEGORY JOURNEYS ARE DOMINATED BY REP OFFLINE TOUCHPOINTS, BUT DIGITAL CHANNELS CAN PROVIDE STRONG POTENTIAL TO INCREASE THE EFFECTIVENESS OF FACE-TO-FACE THROUGH COMPLEMENTARY TOUCHPOINTS.



KEY BENEFITS

- INCREASED NUMBER OF **HCPs REACHED**
- INCREASED NUMBER OF **INTERACTION TOUCHPOINTS**
- HIGHER **EFFECTIVENESS** AND BRAND AWARENESS

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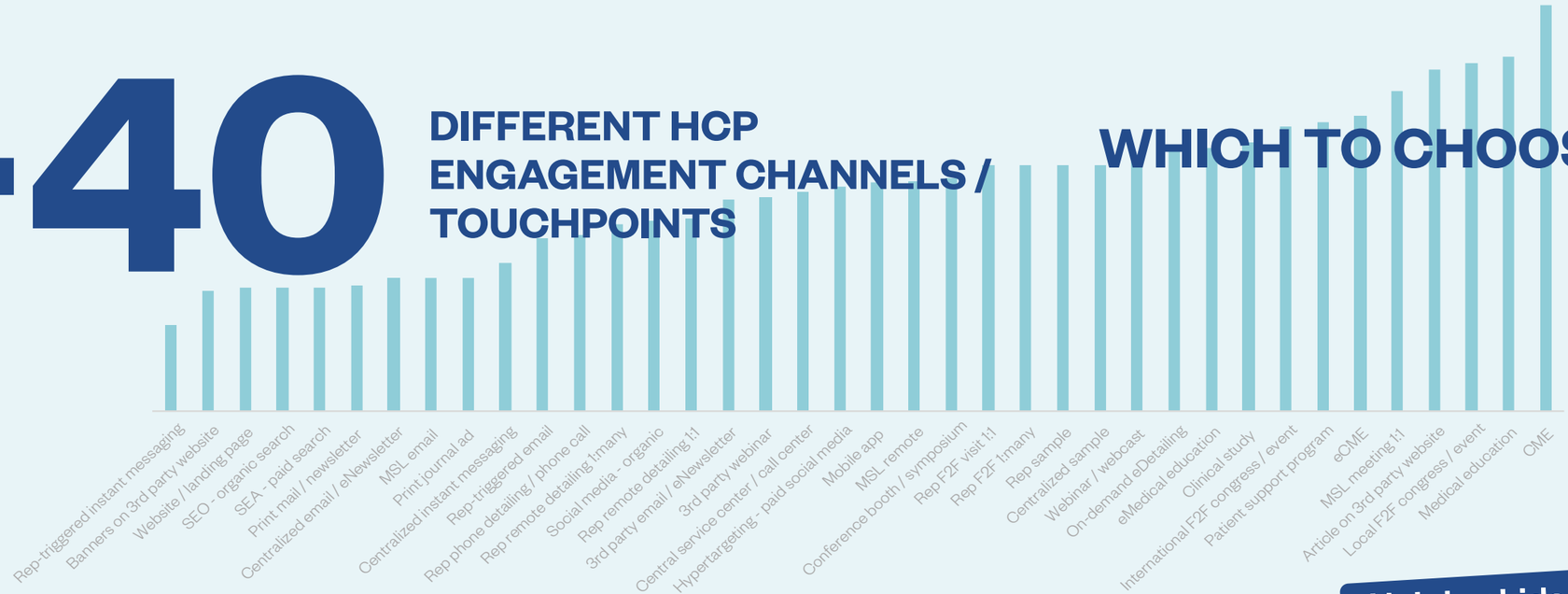
AN IMPACTFUL HCP JOURNEY CONNECTS MCE CHANNELS WITH THE HIGHEST REACH AND THE HIGHEST IMPACT

Fortini

(UN) AWARENESS	CONSIDERATION	ACTION	ADVOCACY
1. Sparking a thought & Trigger to connect	2. Establish credibility of evidence	3. Educate HCPs on the unique, evidence-based benefits	4. Encourage HCPs to share experience with peers

+40 DIFFERENT HCP ENGAGEMENT CHANNELS / TOUCHPOINTS

WHICH TO CHOOSE?



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SELECTION OF MCE CHANNELS MUST BE BASED ON YOUR BUSINESS OBJECTIVE

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BUILD AWARENESS



Drive awareness of a new product, communicate key ‘Reasons To Be’ to gain TOM awareness

DRIVE PENETRATION



Create authority & trust with strong focus on science and superiority to influence HCP recommendation

ESTABLISH & SUSTAIN

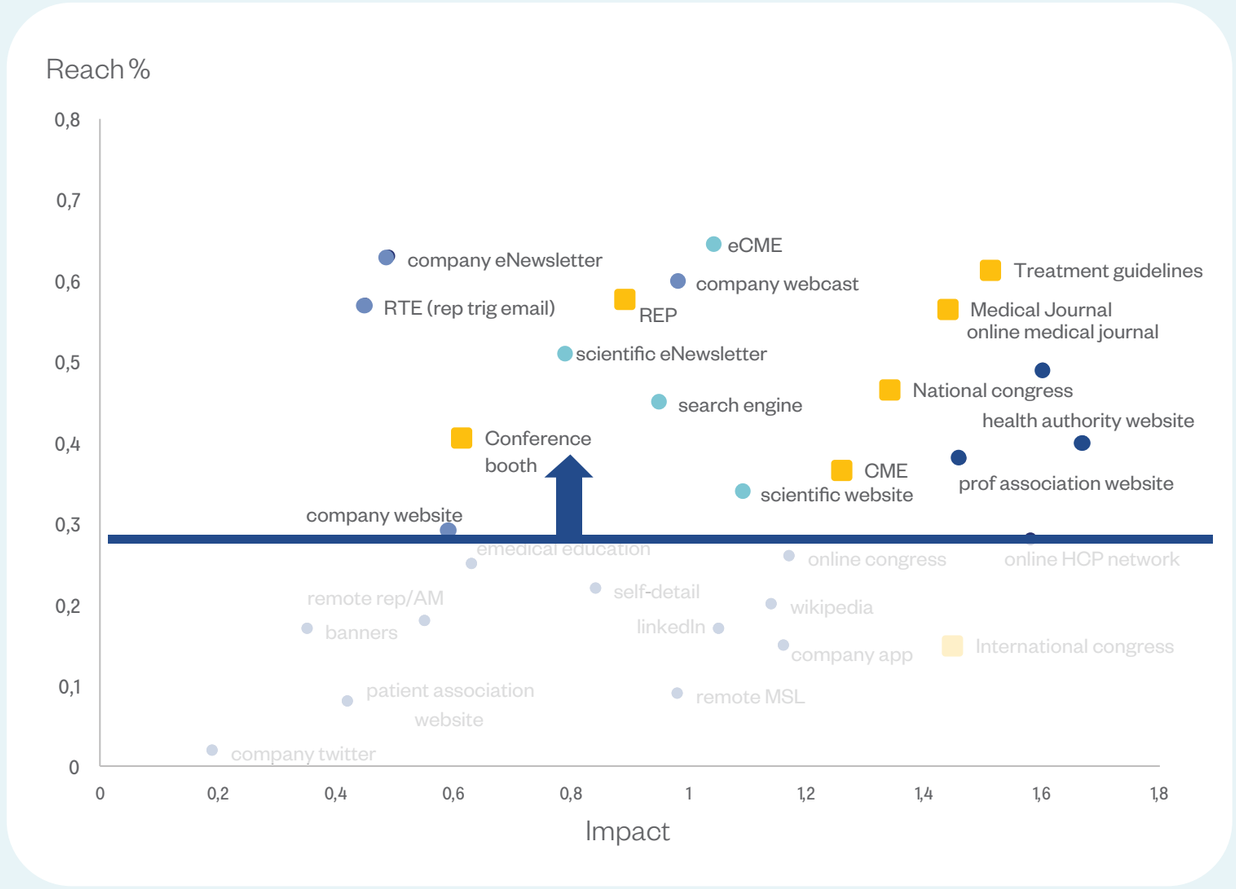


Build meaningful relationships that ensure long-term usage and recurring lifetime value

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BUILD AWARENESS
REACH AND FREQUENCY

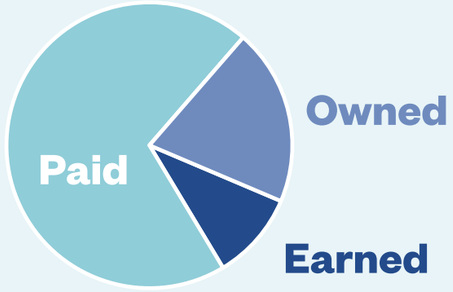
Fortini



Source: Across health navigators. Global average HCP channels Reach and Impact, Paeds, Midwives and GPs

Offline channels

Channel mix



Paid

- ✓ eCME / CME
- ✓ Scientific newsletter
- ✓ Scientific website
- ✓ Search engine (SEO, SEA)
- ✓ Medical Journal
- ✓ National Congresses & Conference booth

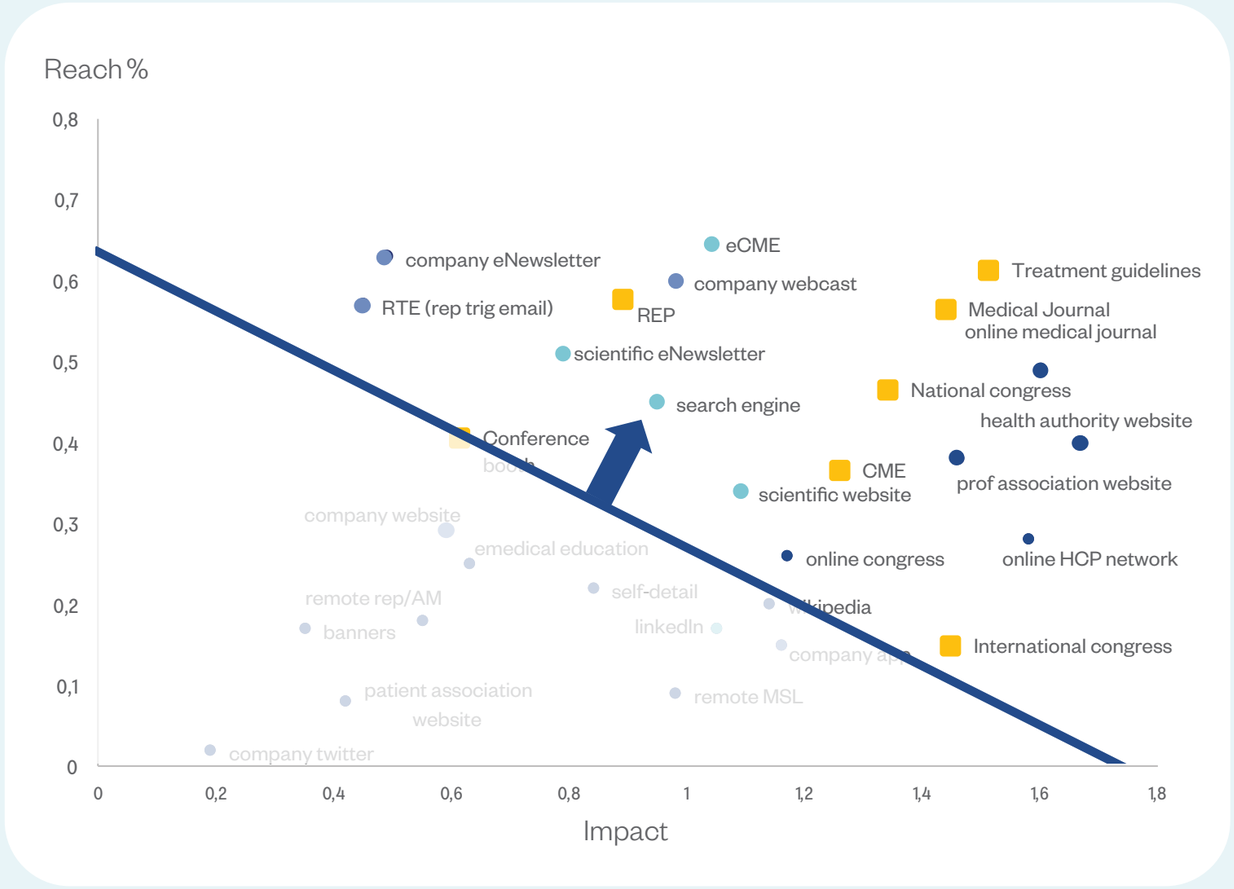
Owned

- ✓ REP
- ✓ RTE (Rep triggered email)
- ✓ Company (central) newsletter
- ✓ Company website / webcast

Earned

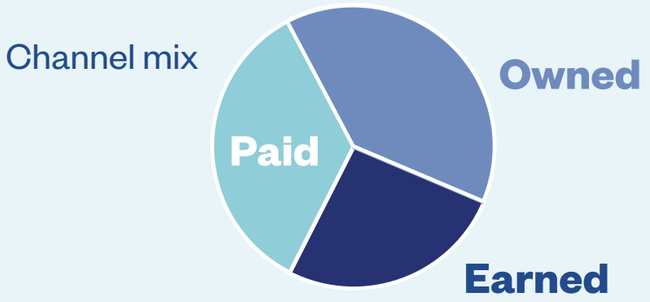
- ✓ Online Medical Journal
- ✓ HC Authority website
- ✓ Professional association website

DRIVING PENETRATRION REACH AND IMPACT



Source: Across health navigators. Global average HCP channels Reach and Impact, Paeds, Midwives and GPs

Offline channels



Paid

- ✓ eCME / CME
- ✓ Scientific newsletter
- ✓ Scientific website
- ✓ Search engine (SEO, SEA)
- ✓ Medical Journal
- ✓ Congresses (International / National)

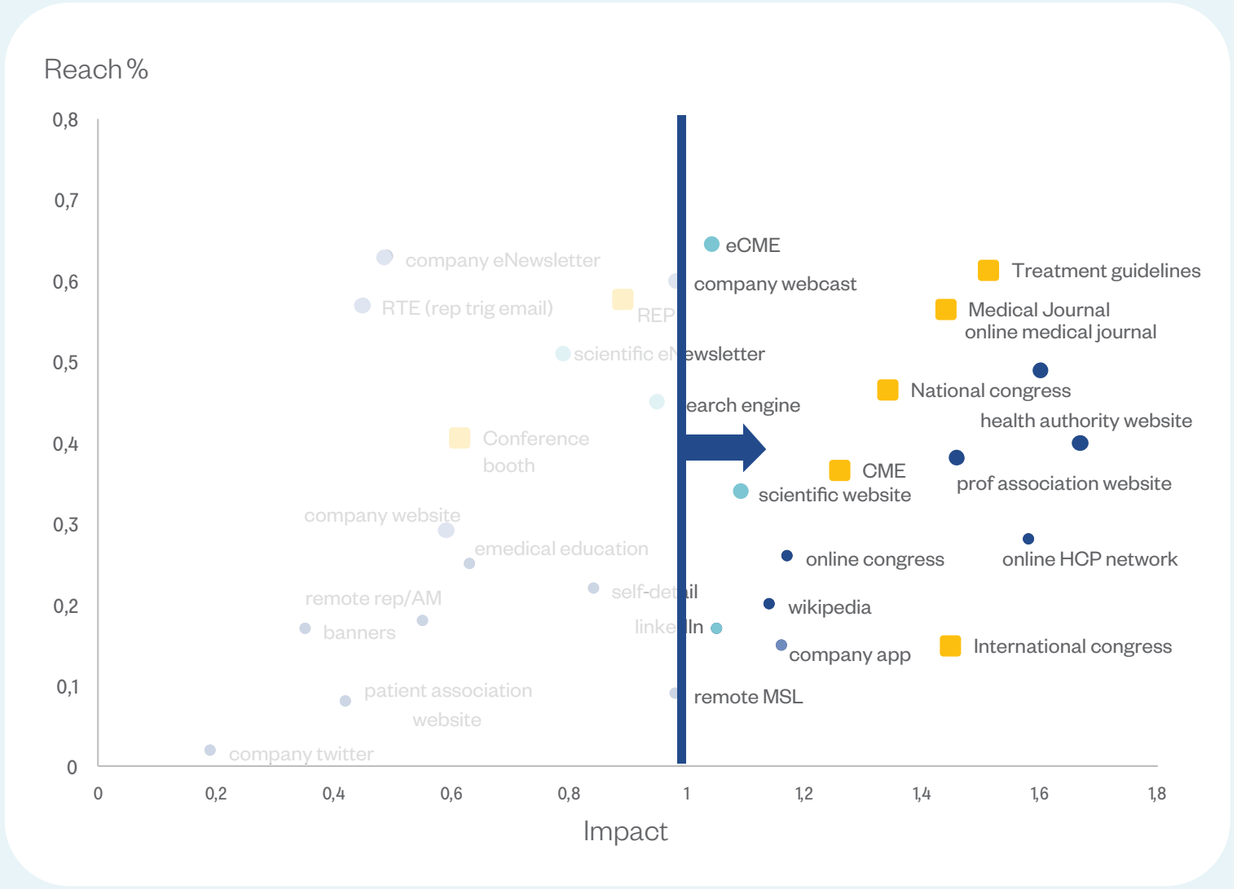
Owned

- ✓ REP
- ✓ RTE (Rep triggered email)
- ✓ Company (central) newsletter
- ✓ Company website / webcast

Earned

- ✓ Online Medical Journal
- ✓ HC Authority website
- ✓ Professional association website
- ✓ Online HCP network
- ✓ Online congress

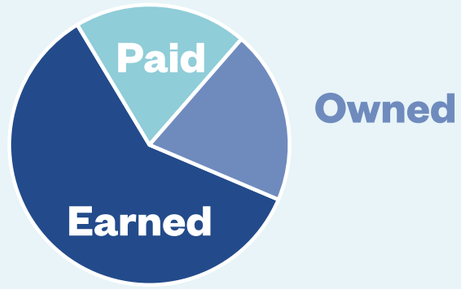
ESTABLISH & SUSTAIN CONTINUOUS IMPACT



Source: Across health navigators. Global average HCP channels Reach and Impact, Paeds, Midwives and GPs

Offline channels

Channel mix



Paid

- ✓ eCME / CME
- ✓Scientific website
- ✓ Search engine (SEO, SEA)
- ✓ LinkedIn
- ✓ Medical Journal & Scientific events
- ✓ Treatment Guidelines

Owned

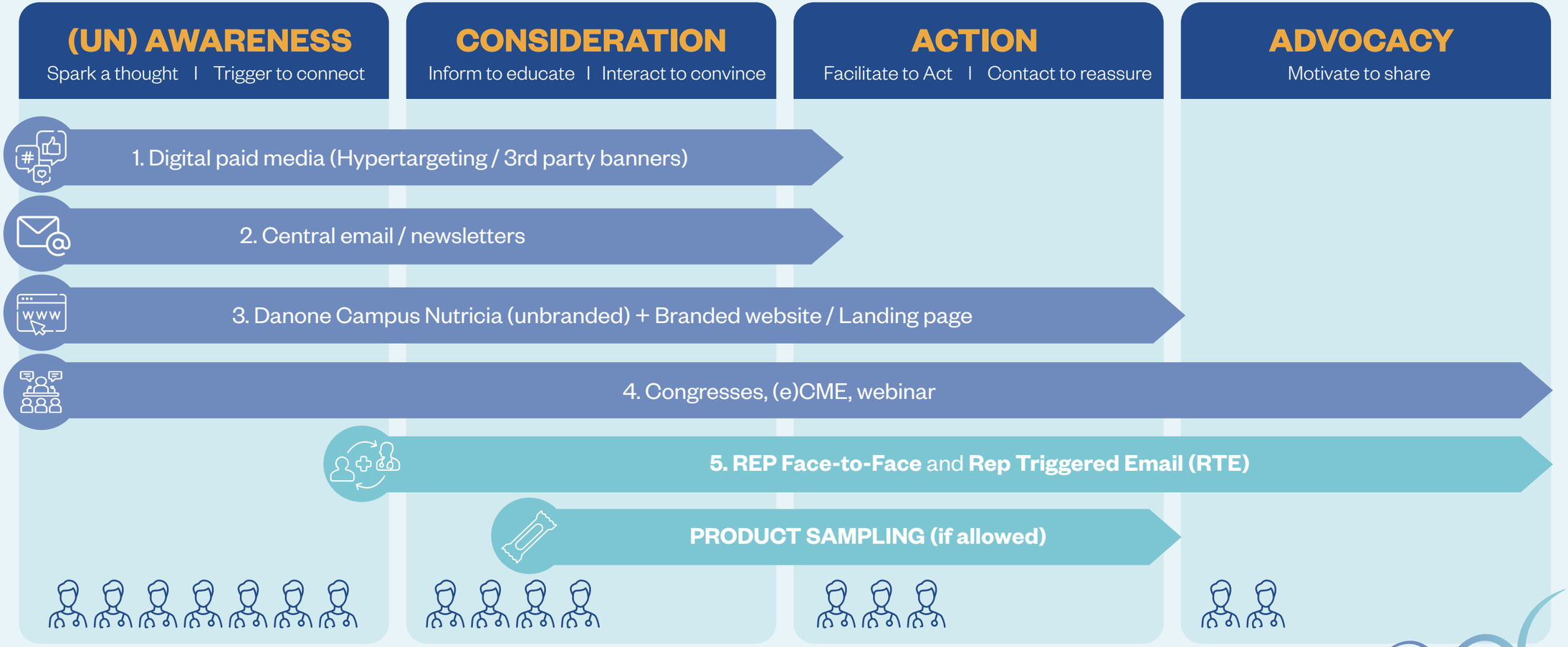
- ✓ Company website / webcast
- ✓ Company App

Earned

- ✓ Online Medical Journal
- ✓ HC Authority website
- ✓ Professional association website
- ✓ Online HCP network
- ✓ Online congress

THESE ARE THE TOP-PERFORMING CHANNELS FOR MCE HCP ACTIVATION, ENABLING MORE HCP REACH AND MORE FREQUENCY

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DIGITAL PAID MEDIA CAMPAIGN: SUFFICIENCY GUIDELINES

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Strategy isn't tied to a set budget.

When planning your digital activation, work with your media agency **to plan the best approach for your market.**

To maximise impact, prioritise key platforms with suÿcient budg et per audience before expanding.

A focused approach drives better results and eÿcienc y.

1

Allocate suÿcient budget per platform to meet business objectives before expanding to additional opportunities

2

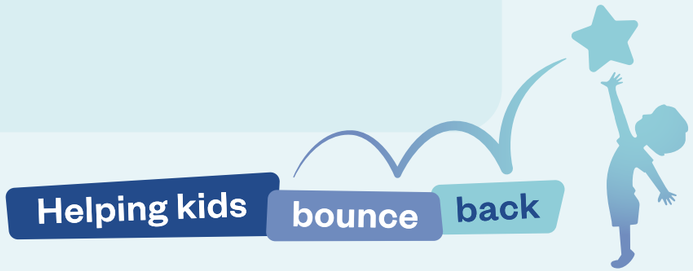
With limited budgets, opt for shorter flights or fewer platforms to maintain e˜ectiveness

3

Budget planning considers audience availability to optimize distribution

4

Cross-channel alignment ensures strategic and tactical consistency



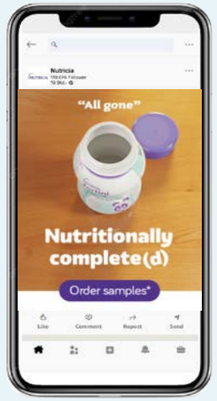
EXAMPLARY 2-MONTH HCP ACTIVATION: HIGH-FREQUENCY ~5-9 TOUCHPOINTS

Fortini

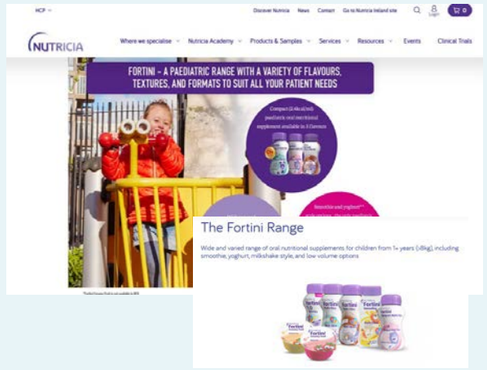
FROM CURIOSITY → CREDIBILITY → PERSONAL REINFORCEMENT → SCIENTIFIC VALIDATION → PRESCRIPTION CONFIDENCE

(Illustrative, not final assets)

(UN) AWARENESS — **MONTH 1 - Beginning** — **M1 - Mid** — **M1 - End** — **M2 - Beginning** — **M2 - End** — **CONVERSION**



We sparked curiosity & grabbed HCP attention on Fortini ONS through **Digital Paid media – driving them to the HCP website or o˝ering the opportunity to request a sample.**



On the HCP **Website**, we deepened engagement by **providing credible, on demand scientific and product content**, strengthening awareness and interest.



HCP and Rep meet F2F. Rep reinforces messages in person, addressing questions directly and o˝ering samples to **build confidence in prescribing or recommending us** over other brands. Rep delivers a leave behind and sends email with local event invitation.



We amplified credibility through peer-to-peer scientific exchange at the congress, followed by personalized digital outreach (email) to sustain engagement.



Follow-up Rep visit. **We secure conversion by revisiting the HCP with tailored support**, closing the loop with stronger brand preference and recommendation. Right moment to deliver a sample with follow up.

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3

How do we win sustainably?

Future outlook

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OUR PLAN IS TO MITIGATE NESTLE IMPACT SHORT-TERM, WHILE WORKING ON LONG-TERM PORTFOLIO & INNOVATION STRATEGIES

Fortini

for faltering growth

SHORT-TERM — OCT

1. Extensive competitive analysis
2. Short-term Nestlé mitigation plan



SHORT-TERM — NOV

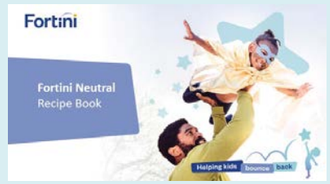
1. Activation assets (communication idea, USPs, sales pitch)



MID-TERM — DEC

1. (Digital) activation assets (key visuals, detail aid, videos)
2. Recipe booklet





MID-LONG-TERM — 2026+

1. Core tubes strategy
2. Naturality strategy
3. Portfolio strategy & innovation pipeline



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