Salt Smart Americas
Antigua meeting

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Protect the well-being of our planet

the call for well-being enables us to focus on four areas that are important to our business and our world ... and where we can make positive change.
Our Global Commitments For Mindful Snacking

Specifically, by 2020 our goals are to:

- Grow our **better choice** products to 25% of our revenue
- Reduce **sodium and saturated fat** by 10%
- Increase **whole grains** by 25%
- Expand our **portion control options** (200 calories or less) by 25%
- Place **calorie labeling** front of pack on all relevant products globally by the end of 2016.

Baseline: 2012
What have we already achieved for sodium (2012-2014)?

• Globally: Achieved 2% reduction on sodium across our entire global portfolio and making continue progress.

• In Latin America:

  Mondelez Sodium Reduction 2012-2014 in Latin America:
  Biscuits: 8,8%
  Cheese: 6,1%
Progressive Goals: There is not a single technical solution for reducing sodium: Research and Development area is key to find the right one for each product category

**Common sodium replacement approaches (for biscuits)**

- **Reduce sodium gradually** (consumers adapt to less sodium over time)
- **Partial replacement with potassium**
- **Replacement with new technologies:**

<table>
<thead>
<tr>
<th>What to replace</th>
<th>Key new technologies</th>
<th>How it works</th>
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| Topping salt    | Different morphology salt  
Salt with modified density, shape, size etc. | Maximize surface area to increase bioavailability of salt & hence enhance saltiness perception |
| Dough/ topping salt | Alternate salt/proprietary blends  
Mineral salt blends, potassium chloride plus flavor masker etc. | Use proprietary technology to create blends that enhance saltiness while reduce bitterness/off notes |
|                 | Flavor/taste enhancers  
Yeast extract, natural flavor enhancer etc. | Use ingredients with salt/flavor enhancer property to boost saltiness or flavors |
|                 | Combination approach  
Combination of the above | Combine the benefits of the above approaches |
| Leavening       | Alternate leavening agents  
Blends of leavening agents (potassium, calcium, sodium etc.) | Reduce sodium by blending alternate agents together |
Argentina: Impact Calculation by end 2013

Being aware of effort impact encourages companies to carry on

Distribution of salt consumption:
- Use of table salt: 39.7%
- Bread: 25.1%
- Processed Food: 35.2%

Estimation based on changes in sodium content, % compliance and % participation

Source: Ministerio de Salud Argentina
Brazil: Impact Calculation by end 2013

• Sodium Reduction in 839 products: up to 10%
• 7652 tons of Sodium taken away from products committed in the Voluntary Agreement


Source: Portal da Saúde: 05/12/2015
Thank you!