

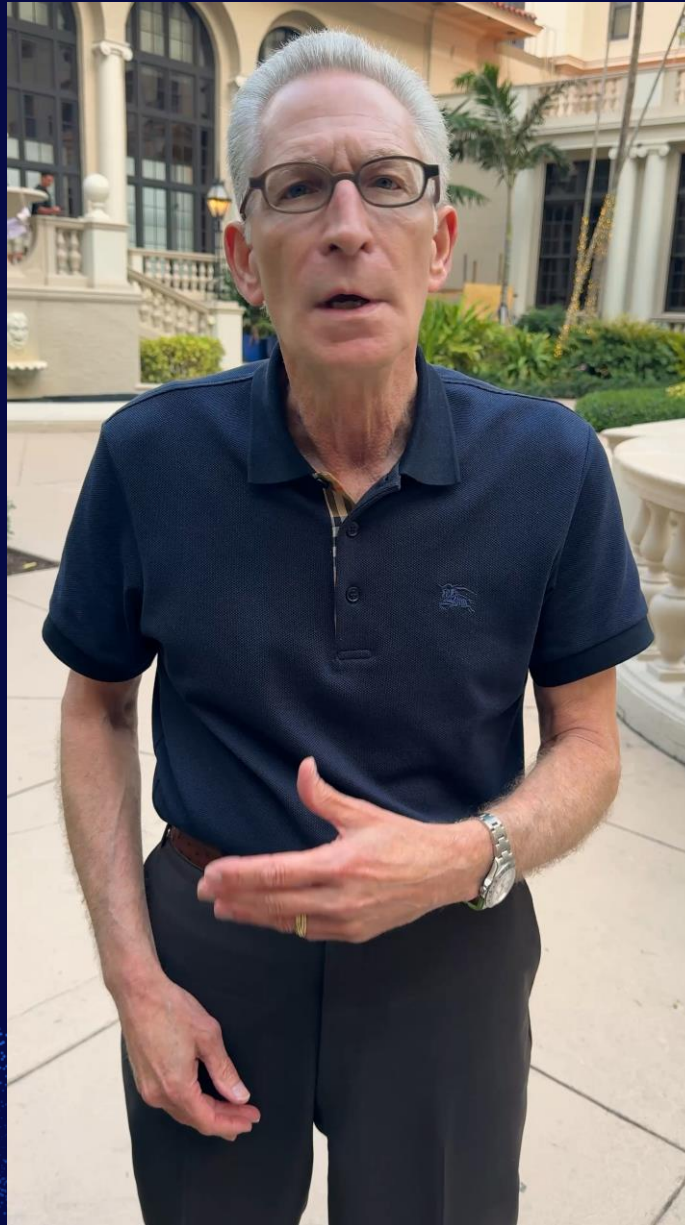
# Healthy Nation, Healthy Future

Food Policy Developments and Industry Examples

Sherry Frey  
Product Insights Industry Leader

The quest for *next*  
*Find your next growth opportunity*





# Healthy Nation, Healthy Future

Food Policy Developments and Industry Examples

Sherry Frey  
Product Insights Industry Leader

The quest for *next*  
*Find your next growth opportunity*



# About today

1

Exploration of current dynamics and state of the industry impacting consumer health and the food industry

2

Understanding of role of new technology supporting consumer health with FoodHealthCo

3

Fireside chat with industry experts on implications and opportunities for the industry

# Today's presenters:



**Sherry Frey**

Product Insights Industry Leader

**NielsenIQ**



**Sam Alexander**

CEO & Founder

 **FoodHealthco.**



**Jordan Bar Am**

Partner

**McKinsey  
& Company**

**Pivotal Moment as the CPG Ecosystem Absorbs Multiple Transformational and Foundational Shocks**  
*Cultural, Technological, Institutional, Financial, Political*



# McCormick Removing Food Dyes With RFK Jr. Targeting Additives

By [Emma Court](#)  
March 25, 2025 at 9:48 AM CDT

McCormick & Co. is working with more food and restaurant companies to reformulate products as customers move away from ingredients like dyes targeted by [Health and Human Services](#) Secretary Robert F. Kennedy Jr.

## MAHA Is About Disease Prevention, But Thus Far HHS Policies Have Been Opposite

By [Joshua P. Cohen](#), Senior Contributor. ⓘ Joshua Cohen is a Boston-based wri...  
Apr 08, 2025, 12:42pm EDT

Forbes

## IFPA presents policy solutions to MAHA Commission for a healthier America

WASHINGTON, March 31, 2025 – The International Fresh Produce Association (IFPA) BB #:378962 submitted policy recommendations to the Make America Healthy Again (MAHA) Commission, reinforcing its commitment to reducing...  
Press Release  
March 31, 2025

## RFK Jr. gives food companies ultimatum to remove artificial dyes

By [DEENA SHANKER](#) AND [BLOOMBERG](#)  
March 11, 2025 at 7:22 PM EDT

Arnold & Porter

February 21, 2025  
MAHA and Its Possible Effects on the Food Industry  
Advisory  
By [Raghyvah Pippins](#), [Howard Sklamberg](#), [Brandon W. Neuschafer](#), [Nataniel Tsai](#)

Industries  
Explainer

## What to Know About Food Dyes After Red No. 3 Was Banned

Artificial food dyes bring bright hues to candy and cereal, but critics raise questions about

## HHS and USDA Hold First Public MAHA Event, Outline Vision for Healthier America

PUBLISHED: April 4, 2025



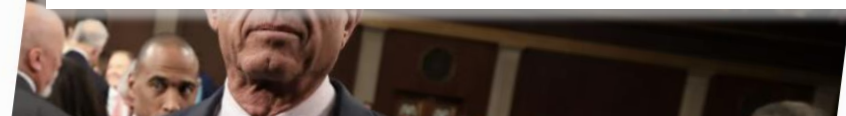
RFK Jr.'s Make America Healthy Again agenda receives an official White House endorsement in the form of a new commission as progress under the food as medicine movement will likely to continue

FoodNavigator  
USA

NEWSNATION

## What does RFK Jr.'s 'Make America Healthy Again' movement aim to do?

- 'Make America Healthy Again' promises to improve overall health of Americans
- Kennedy's HHS has consolidated divisions, axed thousands of employees
- Health experts and lawmakers express consternation over cost-cutting



## EXPLAINER Dr Casey Means: Who is Trump's pick for surgeon general with ties to RFK Jr?

Dr Casey Means, who went from physician to wellness influencer, could hold one of the top medical positions in America. Here's what you need to know.

Thursday 8 May 2025 17:04, UK

# Health is a key focus in 2025



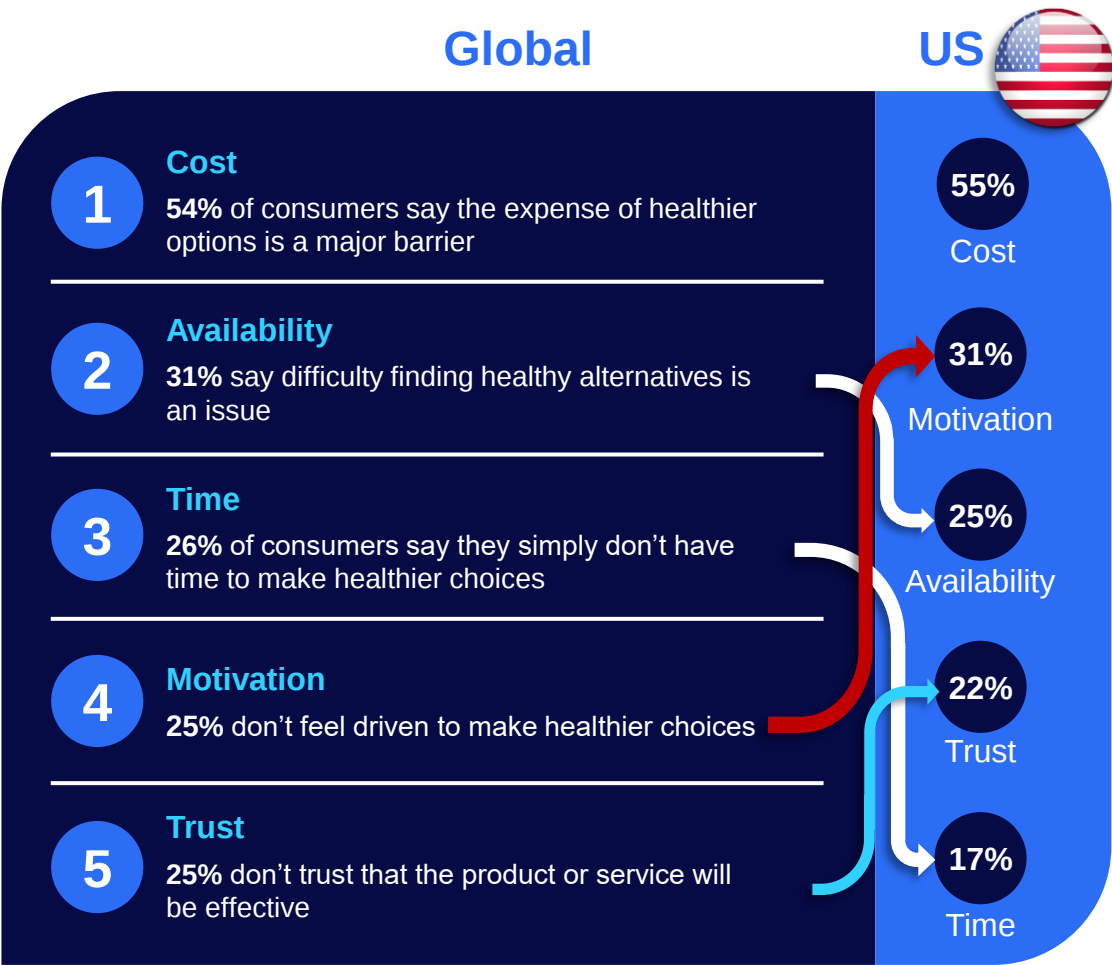
**Poor Diet:** The American diet has shifted dramatically toward ultra-processed foods (UPFs), leading to nutrient depletion, increased caloric intake, and exposure to harmful additives. Nearly 70% of children’s calories now come from UPFs, contributing to obesity, diabetes, and other chronic conditions.

**Aggregation of Environmental Chemicals**

**Lack of Physical Activity and Chronic Stress**

**Overmedicalization**

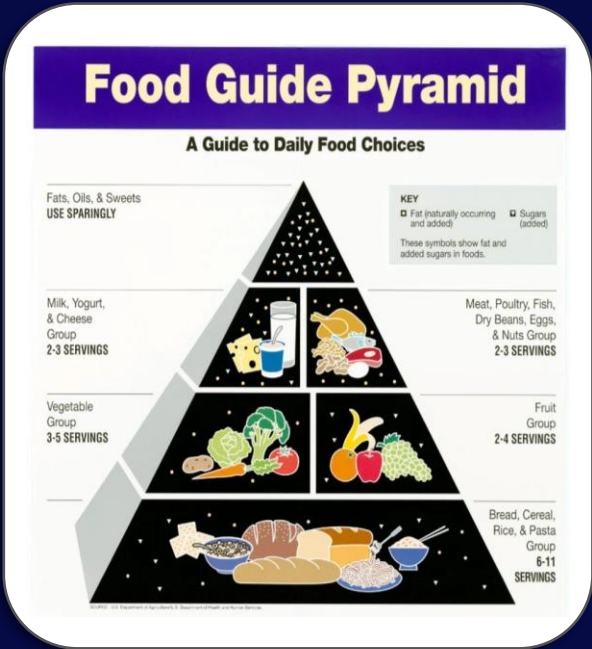
## Top barriers hindering healthier life choices



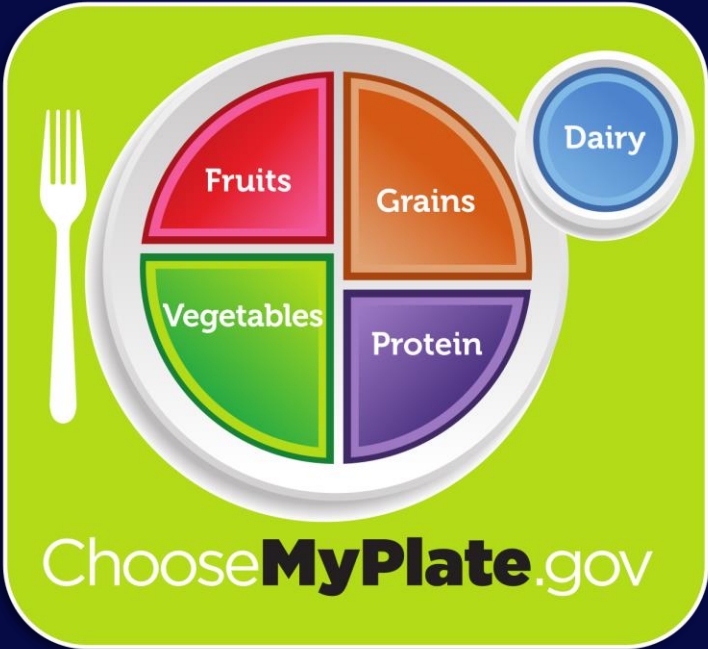
65% of US consumers (75% of global) agree that governments should regulate businesses to help them make healthier decisions

Make America Healthy Again Assessment, published May 22, 2025; NIQ Global Wellness Report 2025, US and global results (% strongly/somewhat agree)

# How might consumer healthy eating recommendations shift?



1992



2011

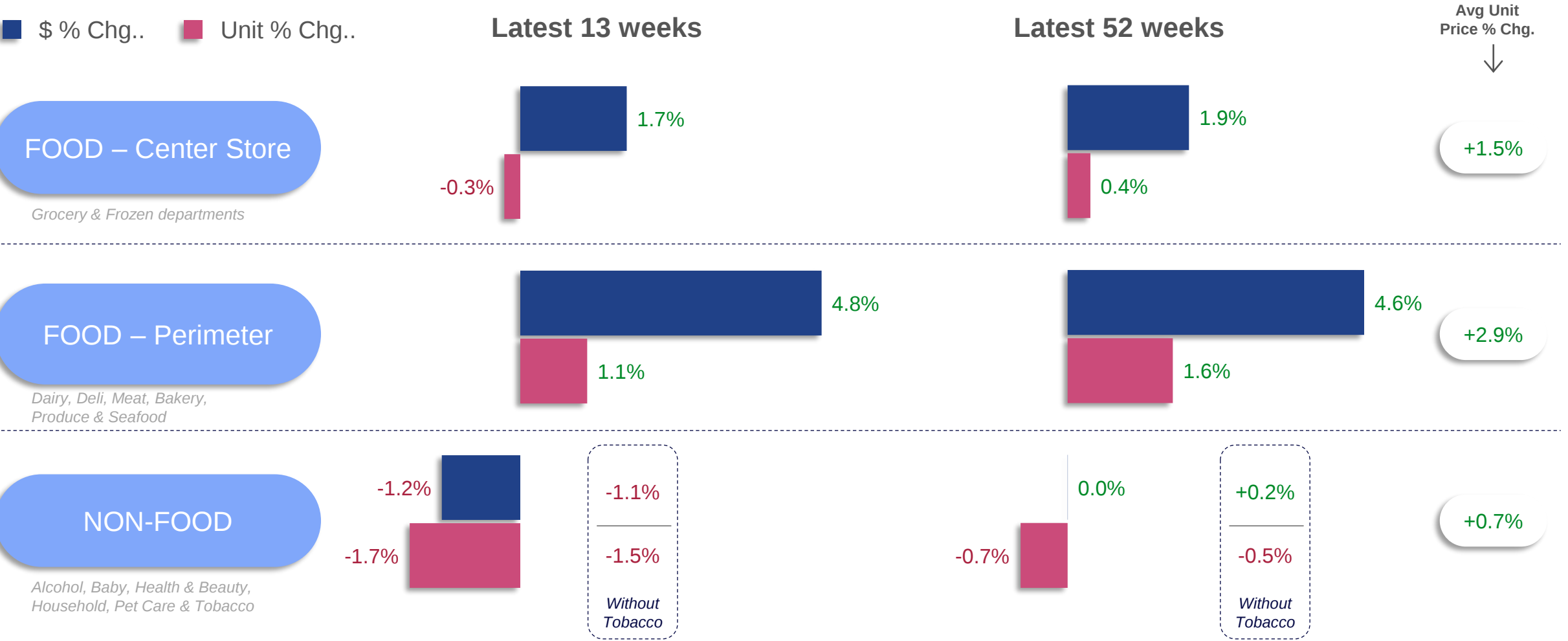


2025

?

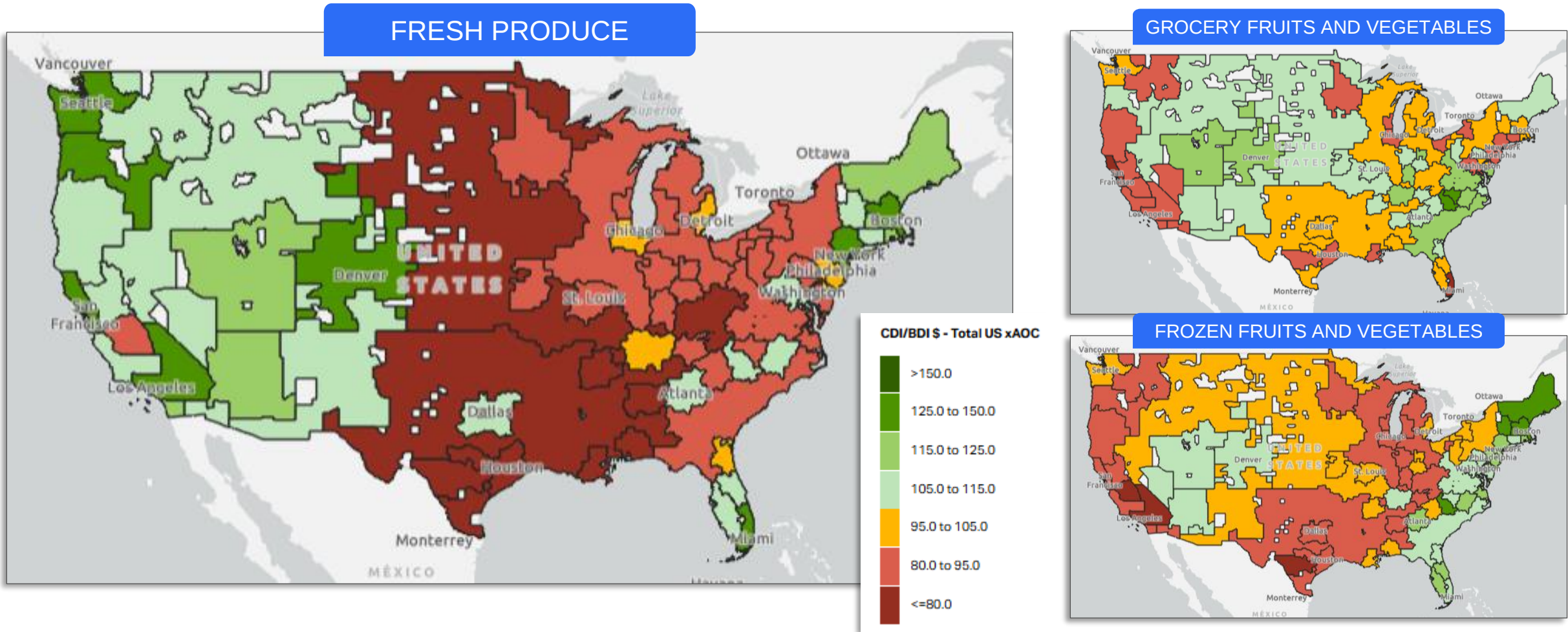
# Fresh departments growing, while center store remains challenged

## Sales growth across the store



Source: NIQ, Retail Measurement Services; Total US xAOC; Total Store (includes Tobacco); \$, Unit, and Avg Unit Price % change vs year ago; 52 week ending May 17, 2025

# Per capita purchasing across fruits and vegetables varies across the country



Source: NIQ, Retail Measurement Services – CDI/BDI Report; NIQ Product Insight; Total US xAOC – 62 Syndicated Major Markets; Total Produce department vs Grocery and Frozen Fruits & Vegetables; 52 weeks ending March 22, 2025

# Ultra-processed food sales across the country

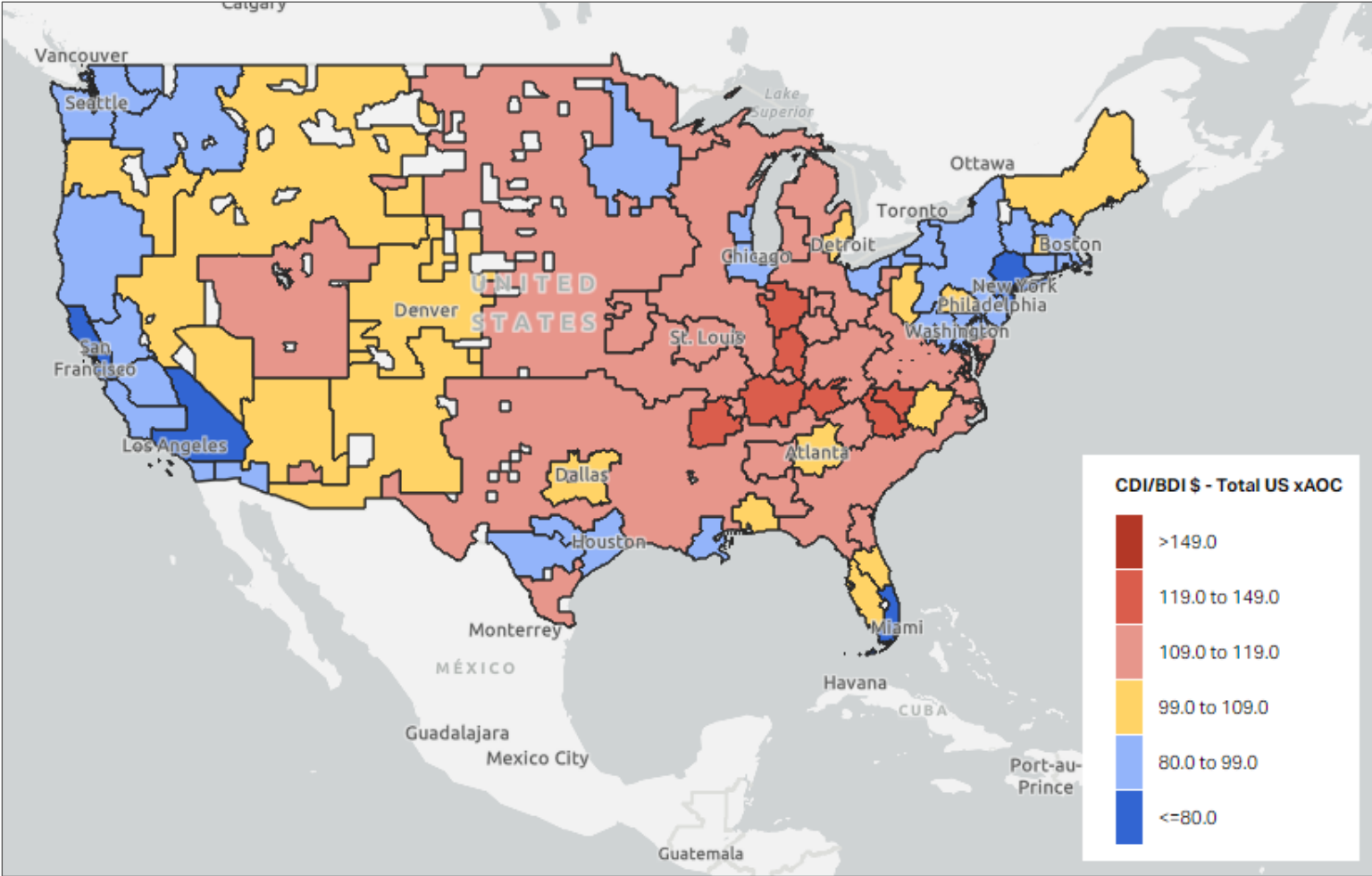
EXECUTIVE DEPARTMENT  
STATE OF CALIFORNIA

EXECUTIVE ORDER N-1-25

WHEREAS emerging scientific evidence has linked “ultra-processed foods” to increased health risks, including some cardiovascular conditions, certain cancers, diabetes, and other health problems; and

WHEREAS ultra-processed foods are generally characterized as industrial formulations of chemically modified substances extracted from foods, along with additives to enhance taste, texture, appearance, and durability, with minimal to no inclusion of whole foods, with the following among common examples that are linked to negative health outcomes: packaged snacks, chips, crackers, cookies, candy, sugary beverages, and highly processed meats like hot dogs and lunch meat; and

WHEREAS experts have estimated that more than 10,000 chemicals are currently authorized for use in the United States as food or color additives or ingredients, while just over 300 food additives are currently authorized for use in the European Union; and



Source: NIQ, Retail Measurement Services – CDI/BDI Report; NIQ Product Insight; Total US xAOC – 62 Syndicated Major Markets; Total Food & Beverage, PI Ultra-Processed Qlfd; \$ % Change vs year ago; 52 weeks ending December 28, 2024

# The challenge and confusion around processing

87% of US consumers agree that eating fewer processed foods is better for health and 75% try to limit their intake of processed foods.

## NOVA Food classification

| Unprocessed or minimally processed foods                                                                                                                                                                                             | Processed culinary ingredients                                                                                                                                                                  | Processed foods                                                                                                                                                                                                                                           | Ultra-processed foods                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Foods which did not undergo processing or underwent minimal processing techniques, such as fractioning, grinding, pasteurization and others.</p>  | <p>These are obtained from minimally processed foods and used to season, cook and create culinary dishes.</p>  | <p>These are unprocessed or minimally processed foods or culinary dishes which have been added processed culinary ingredients. They are necessarily industrialized.</p>  | <p>These are food products derived from foods or parts of foods, being added cosmetic food additives not used in culinary.</p>  |
| <p>Legumes, vegetables, fruits, starchy roots and tubers, grains, nuts, beef, eggs, chicken, milk</p>                                                                                                                                | <p>Salt, sugar, vegetable oils, butter and other fats.</p>                                                                                                                                      | <p>Bottled vegetables or meat in salt solution, fruits in syrup or candied, bread, cheeses, purees or pastes.</p>                                                                                                                                         | <p>Breast milk substitutes, infant formulas, cookies, ice cream, shakes, ready-to-eat meals, soft drinks and other sugary drinks, hamburgers, nuggets.</p>                                                         |

**NIQ NPI ULTRA-PROCESSED QLFD:** Use nutrition facts panels (NFP) and ingredient declaration:

**Products with NFPs containing one of the following:** 1.5g or more of sodium per 100g, 5 grams or more of saturated fat per 100g, 22.5g or more of sugar per 100g, or 17.5g or more of total fat per 100g.

**And**

**Products with at least three of the following:** Added Sugar, Hydrogenated Oil, Formaldehyde Releasing Preservatives, Artificial Colors, Artificial Flavors, Artificial Sweeteners, Hydrogenated Oils, Artificial Fragrances, Added Sulfites, Color Additives, or Sequestrates.

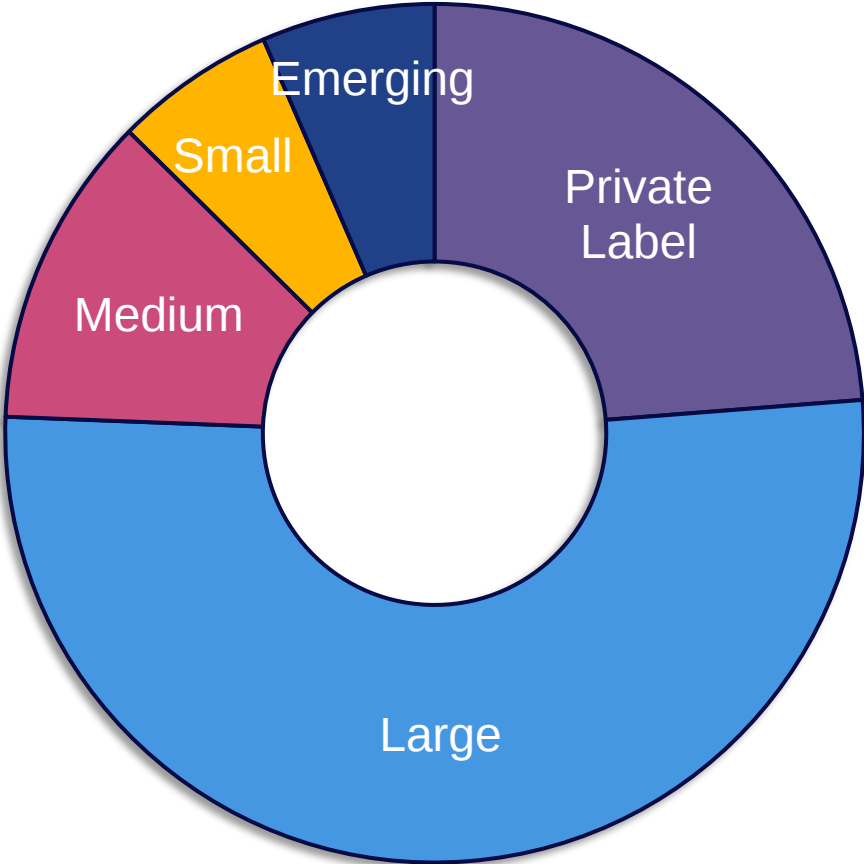
**Products eligible for this attribute cannot make organic certification claims.**



Source: NIQ Retail Measurement Services – NIQ Product Insight, powered by Label Insight; Total US xAOC; Total Food & Beverage; \$ Share, 4-year \$ CAGR; 52 weeks ending November 30, 2024  
MRI Simmons, Health and Wellness study

# Large manufacturers make up most of Food & Beverage sales

Total Food & Beverage Sales | Size of Manufacturers



Source: NIQ, Retail Measurement Services – NIQ Product Insight, powered by Label Insight; Total US xAOC; Total Food & Beverage; Total Food & Beverage \$ sales by size of manufacturer; Latest 52 weeks ending ...

# Small & Medium manufacturers growing the most in Better For™ sales

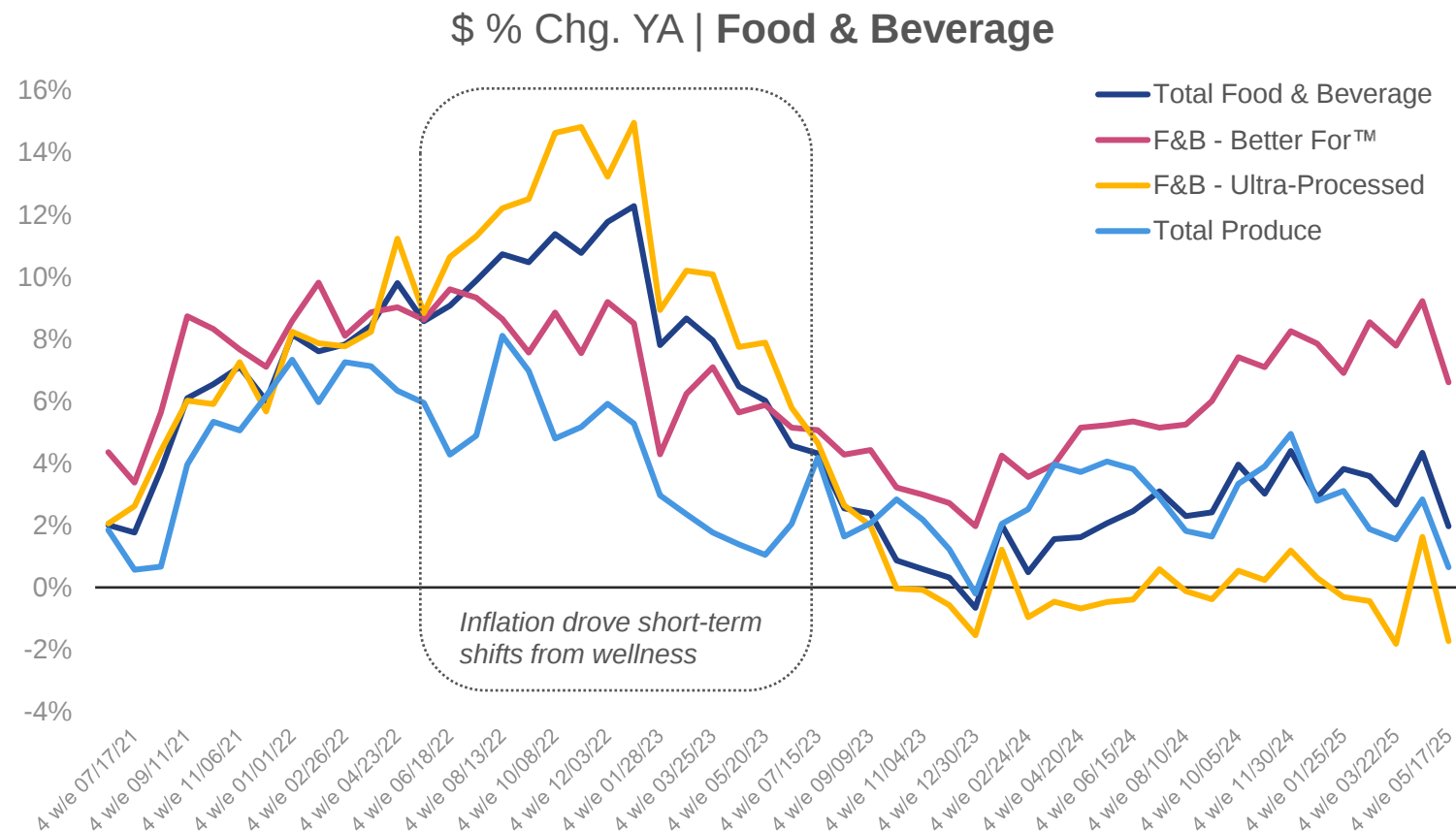
| <i>Better For</i> ™         | Share of total \$ sales | 4yr CAGR |
|-----------------------------|-------------------------|----------|
| Private Label               | 9%                      | +4.9%    |
| Large (>\$1BN)              | 7%                      | +4.0%    |
| Medium (\$200MM to <\$1BN)  | 20%                     | +10.9%   |
| Small (\$50MM to <\$200MM)  | 28%                     | +10.1%   |
| Emerging (\$10K to <\$50MM) | 25%                     | +6.6%    |

Source: NIQ RMS – NIQ Product Insight, powered by Label Insight; Total US xAOC; Total Food & Beverage; NIQ Better For Segment™; Better For™ \$ share of Food & Beverage and 4yr \$ CAGR; Latest 52 weeks ending May 17, 2025

# NIQ Better For™...



## Better For™ is a bellwether of wellness trends and consumer priorities

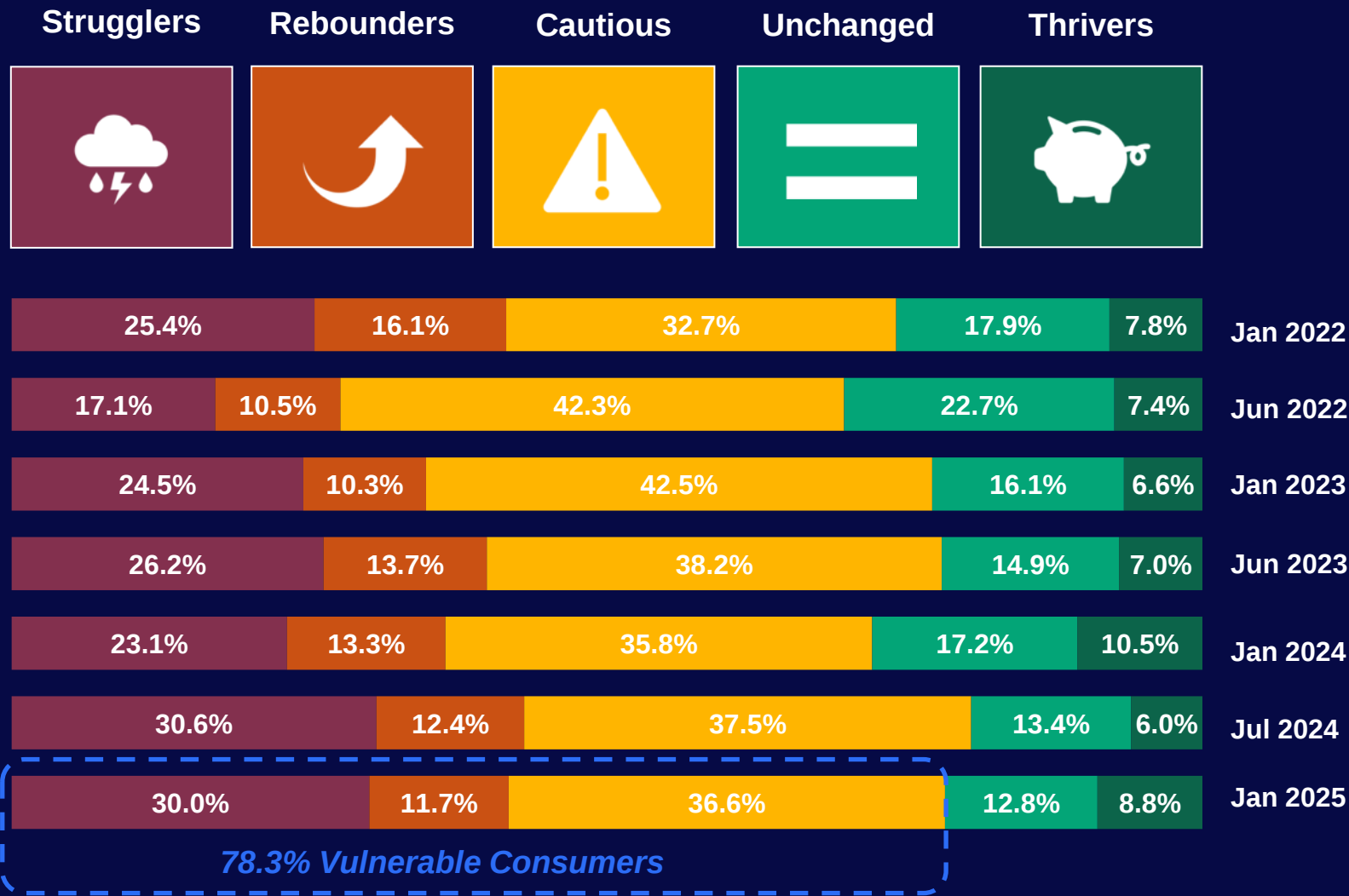


Source: NIQ, Retail Measurement Services – NIQ Product Insight; Total US xAOC; Total Food & Beverage vs Better For segment; \$ % Change vs year ago; 4-week trended through week ending May 17, 2025; NIQ Ultra-processed



Consumers feeling more challenged heading into 2025

# The Economic Divide – Tracking financial situations and responses



Source: NIQ Consumer Outlook Report, Jan 2022 to Jul 2024, US Market

# Changes in SNAP benefits could negatively impact many consumers

**90%** of SNAP benefit users are concerned about possible benefit reduction in 2025

**31%** will buy less food

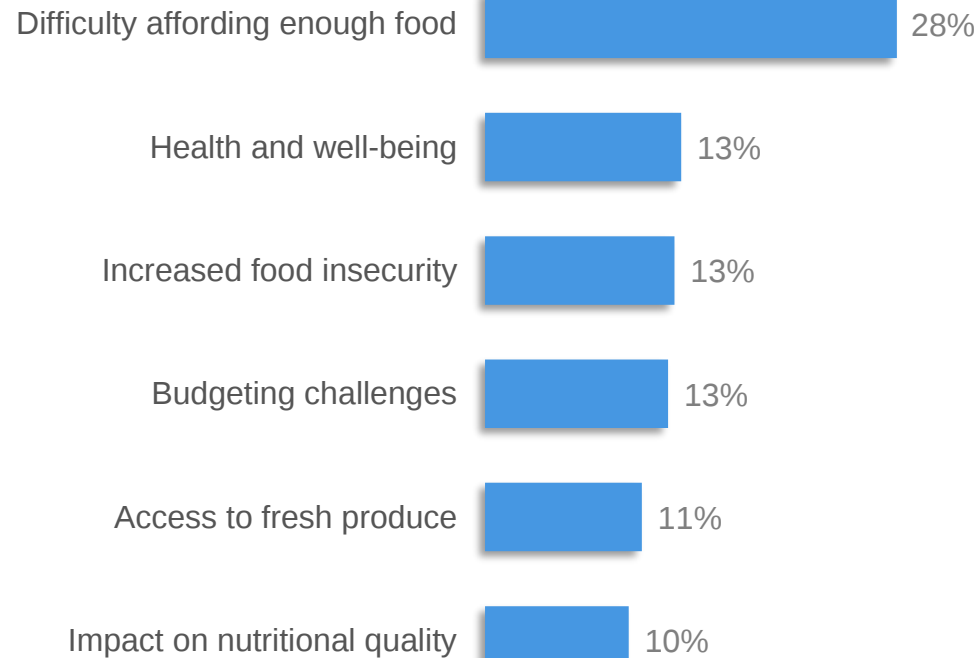
**26%** will skip meals

Post-pandemic incremental benefits, SNAP households pulled back on more than just food & beverage categories.

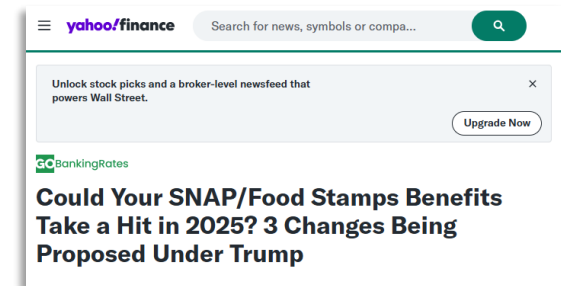
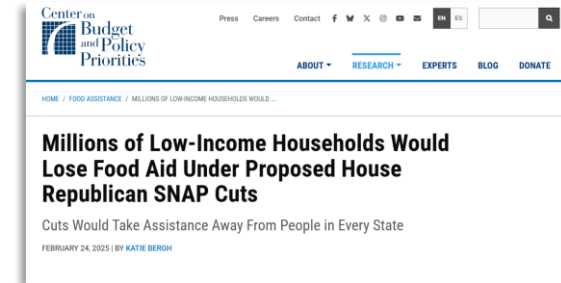
*F&B purchases for SNAP HH declined 2.4%*



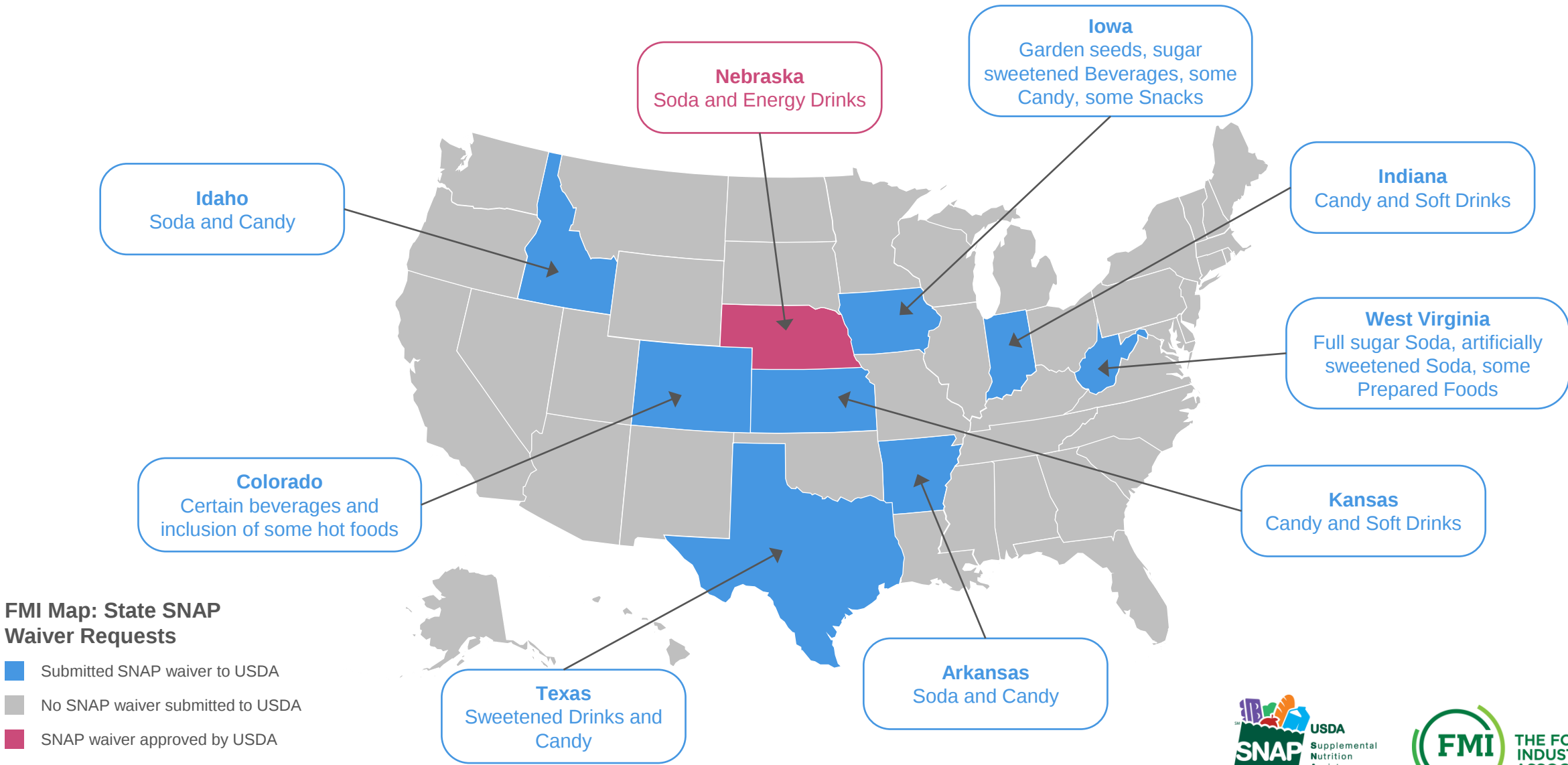
## Main Concerns About SNAP Benefit Reductions



Source: NIQ, BASES Quick Question Omnibus Survey, February 2025 n=1,003, USDA ERS 2023, Source: NIQ Homescan Panel SNAP Survey, Total Outlets 3/5/2023-7/22/2023



# State-level SNAP legislation creates challenges



FMI Map: State SNAP Waiver Requests

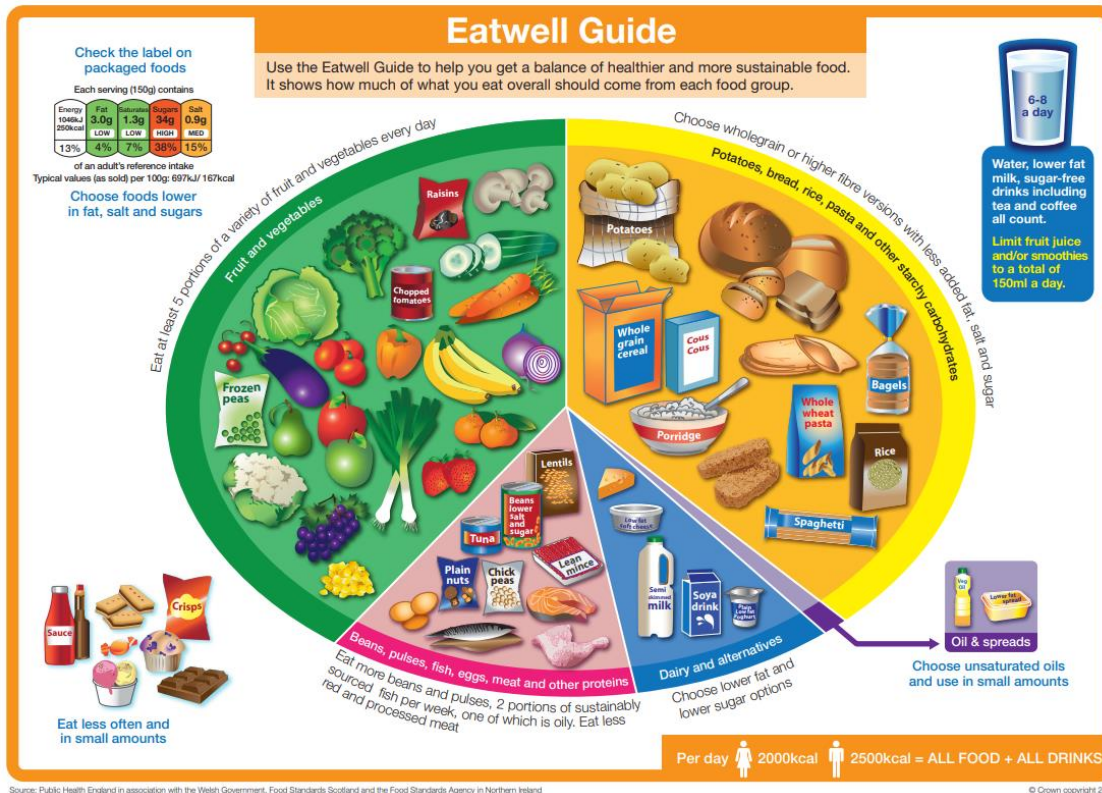
Source: FMI, The Food Industry Association



# Yet, health isn't necessarily affordable for lower income consumers



UK Government Recommendation on *Eating Healthily & achieving a Balanced Diet*:



But...

'The most deprived fifth of the UK population would need to spend 50 per cent of their disposable income on food to meet the cost of the Government recommended healthy diet, and there is increasing reliance on cheap foods with low nutritional values'

UK - House of Lords Debate on Food, Diet & Obesity (March 2025):

# The GLP-1 Dynamic: GLP-1s are not a weight loss fad

Their growth will change the way consumers eat, prioritize health and self-care

|            |                                                                                                                                                                                                                                               |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Background | Approved for weight-loss in 2014, with <i>dramatic growth</i> in usage for weight-loss over the <i>last four years</i>                                                                                                                        |
| Challenges | Side effects, supply, affordability, persistence/cycling<br>Compounding pharmacies and telehealth improved access in last year                                                                                                                |
| Future     | Significant growth – projected to reach \$115B (US) by 2030<br>Robust pipeline of innovative drugs/delivery mechanisms and generics, and new health indications signaling growing competition, greater choice, accessibility and lower prices |

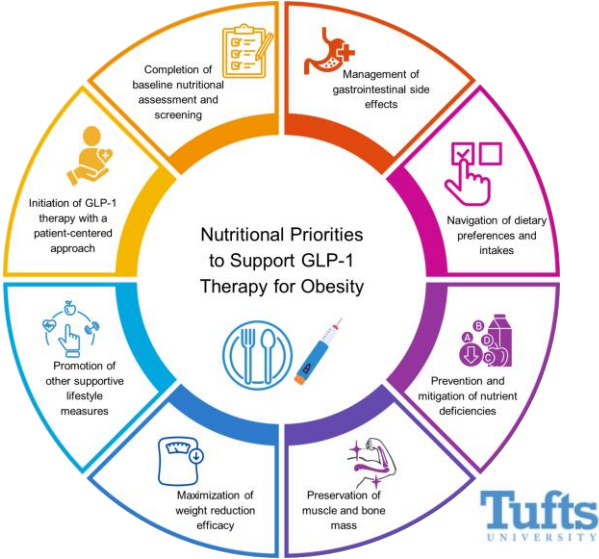
*31% of US consumers vs 31% of global have a generally positive perception of anti-obesity medications (AOMs) or GLP-1s*

GLP-1 weight loss shoppers seem to be increasingly intentional

Protein  
Hydration

Fiber/Gut health  
Macro/Micronutrients

Brain health, Microbiome, Energy, Clean Label



NIQ Global Wellness Report 2025, US and global results (% very/somewhat positive perception)

# “Regulatory” changes moving quickly...what’s next?

THE WALL STREET JOURNAL.

WorldBusinessU.S. **Politics**EconomyTechMarkets & FinanceOpinionArtsLifestyle

## RFK Jr. Unveils Plan to Phase Out Artificial Food Dyes

Trump administration aims to eliminate petroleum-based dyes in food by the end of 2026; food companies have vouched for dyes’ safety

By Jesse Newman

Follow

Updated April 22, 2025 7:26 pm ET

AA

Gift unlocked article

Listen (6 min)

Candy, gum, mints  
Beverages  
Baking supplies  
Desserts  
Salty Snacks  
Cookies & Crackers  
Sweet snacks  
Milk products

Diet and nutrition  
Processed meats  
Beverage enhancers  
Cereal and granola  
Fruit snacks  
Toaster pastries  
Prepared foods  
And many others...

## NIQ Product Insights:

### Artificial color additives<sup>2</sup>

# of Food & Beverage items

|            | xAOC + C-Stores | C-Stores |
|------------|-----------------|----------|
| Red Dye 3  | 5.4K            | 1.2K     |
| Red Dye 40 | 23.9K           | 9.5K     |
| Blue Dye 1 | 18.9K           | 7K       |
| Blue Dye 2 | 4.1K            | 1.4K     |
| Yellow 5   | 22.5K           | 8.3K     |
| Yellow 6   | 16.3K           | 6.3K     |
| Green 3    | 82              |          |
| Orange B*  |                 |          |
| Red 2*     |                 |          |

## Food Additives Potential Bans Impact<sup>2</sup>

| # of Food & Beverage items | xAOC + C-Stores | C-Stores |
|----------------------------|-----------------|----------|
| Brominated Vegetable Oil   | ~300            | ~140     |
| Propyl Paraben             | ~260            | ~100     |
| Potassium Bromate          | ~610            | ~160     |
| Titanium Dioxide           | 7.5K            | 2.3K     |
| High Fructose Corn Syrup   | 22.4K           | 8.6K     |

### Propyl Paraben

- Sweet Snacks (50% share)
- Wraps and Tortilla shells (17%)
- Baking supplies (10%)
- Sweet Goods (7%)
- Salty Snacks (7%)

### Potassium Bromate

- Prepared foods (52% share)
- Rolls and Buns (11%)
- Cookies & Crackers (9%)
- Pizza (9%)
- Bread (8%)

### Titanium Dioxide

- Sweet Snacks (34% share)
- Candy, Gum, Mints (18%)
- Prepared Foods (15%)
- Desserts (6%)
- Pizza (5%)

### High Fructose Corn Syrup

- Beverages (38% share)
- Cheese (32%)
- Condiments (5%)
- Prepared Foods (4%)
- Fruit Snacks (4%)

### Bromated Vegetable Oil

- Beverages (99.9% share)

Share of additive<sup>1</sup>

\* In the process of coding these food dye attributes: Orange B and Red Dye 2

<sup>1</sup> Source: NIQ Retail Measurement Services, NIQ Product Insight, powered by Label Insight; Total US xAOC + Convenience; Total Food & Beverage; \$ Share of additive ingredient; 52 weeks ending February 22, 2025

<sup>2</sup> Source: NIQ Retail Measurement Services, NIQ Product Insight, powered by Label Insight; Total US xAOC + Conv vs Total US Convenience; Total Food & Beverage; Number of UPCs selling impacted; 52 weeks ending March 22, 2025

# State level food chemical bans create challenges for manufacturers

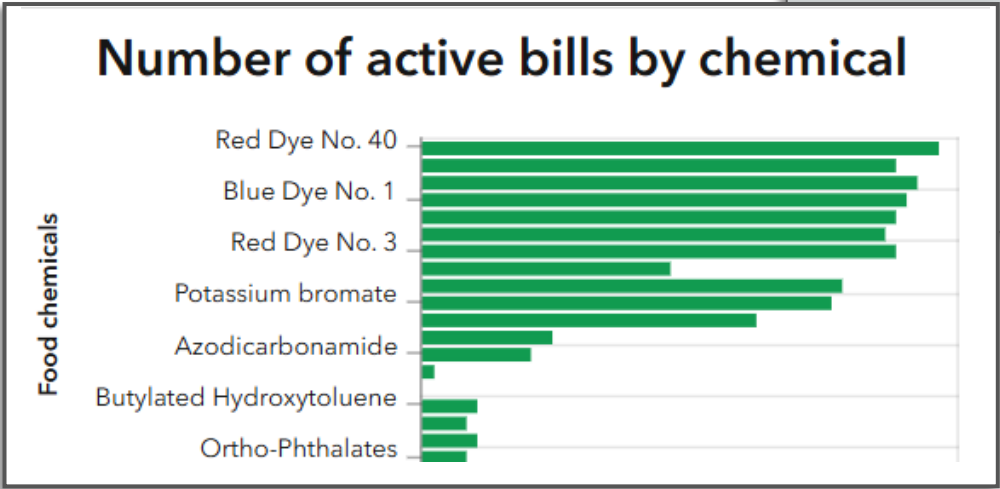
 2025 Food bill tracker  
Updated 4/28/25

Bills adopted in 2025

8

Active Bills

65



*Shaded states currently have some level of restrictions on food additives*

Track U.S. Food Chemical Bans with EWG's Interactive Map

# And the consumer is reacting but not necessarily everywhere

THE WALL STREET JOURNAL.

Latest World **Business** U.S. Politics Economy Tech Markets & Finance Opinion Arts Lifestyle

HEALTH | HEALTHCARE

## FDA Bans Artificial Dye Red 3 From Food

Consumer-advocacy groups petitioned agency to restrict additive initially approved for use in 1969

By [Roshan Fernandez](#) [Follow](#)

and [Jesse Newman](#) [Follow](#)

Updated Jan. 15, 2025 4:52 pm ET

5,416 items total

Candy, gum, mints

Baking supplies

Desserts

Salty Snacks

Cookies and Crackers

Sweet snacks

Milk products

Top 10 super categories that contain Red Dye #3  
Source: NIQ, Retail Measurement Services – NIQ Product Insight, powered by Label Insight; Total US xAOC vs Total US Conv; Total Food & Beverage vs Better For segment; \$ % Change vs year ago; 4-week trended through week ending March 22, 2025

**XAOC**

\$ % Chg. YA | Red Dye #3

Jan. 15, 2025  
FDA bans Red Dye #3

Legend:

- Total Food & Beverage
- F&B - Contains Red Dye 3
- F&B - Free from Red Dye 3
- Top 10 SCT - Contains Red Dye 3\*
- Top 10 SCT - Free from Red Dye 3\*

**C-Store**

\$ % Chg. YA | Red Dye #3

Jan. 15, 2025  
FDA bans Red Dye #3

Legend:

- Total Food & Beverage
- F&B - Contains Red Dye 3
- F&B - Free from Red Dye 3
- Top 10 SCT - Contains Red Dye 3\*
- Top 10 SCT - Free from Red Dye 3\*

NIQ

Confidential and proprietary © 2025 Nielsen Consumer LLC. All Rights Reserved.

23

Watching: growing conversation on seed oils being bad

NIQ Product Insights:

Seed Oils ingredients

# of Food & Beverage items

|               | xAOC + C-Stores | C-Stores |
|---------------|-----------------|----------|
| Soybean oil   | 46.4K           | 15K      |
| Canola oil    | 33.7K           | 10.9K    |
| Sunflower oil | 26.6K           | 9.2K     |
| Peanut oil    | 4.6K            | 1.4K     |
| Safflower oil | 4.0K            | 1.5K     |
| Flaxseed oil  | 193             | 66       |

Overview

A Mission, a Movement, an Opportunity

Harmful Seed Oils are...

The following seed oils are designated as "Harmful Oils" and are disallowed ingredients for Seed Oil Free Certification purposes:

- Soybean oil
- Corn oil
- Canola (rapeseed) oil
- Sunflower oil
- Peanut oil
- Grapeseed oil
- Safflower oil
- Rice bran oil
- Cottonseed oil
- Flaxseed oil

Harmful seed oils are high in omega-6 linoleic acid or polyunsaturated fats and are also highly refined. A growing number of companies are replacing seed oils with healthier oils and fats to honor the needs of health-conscious consumers.



Lard sales +18%  
Butter sales +8%



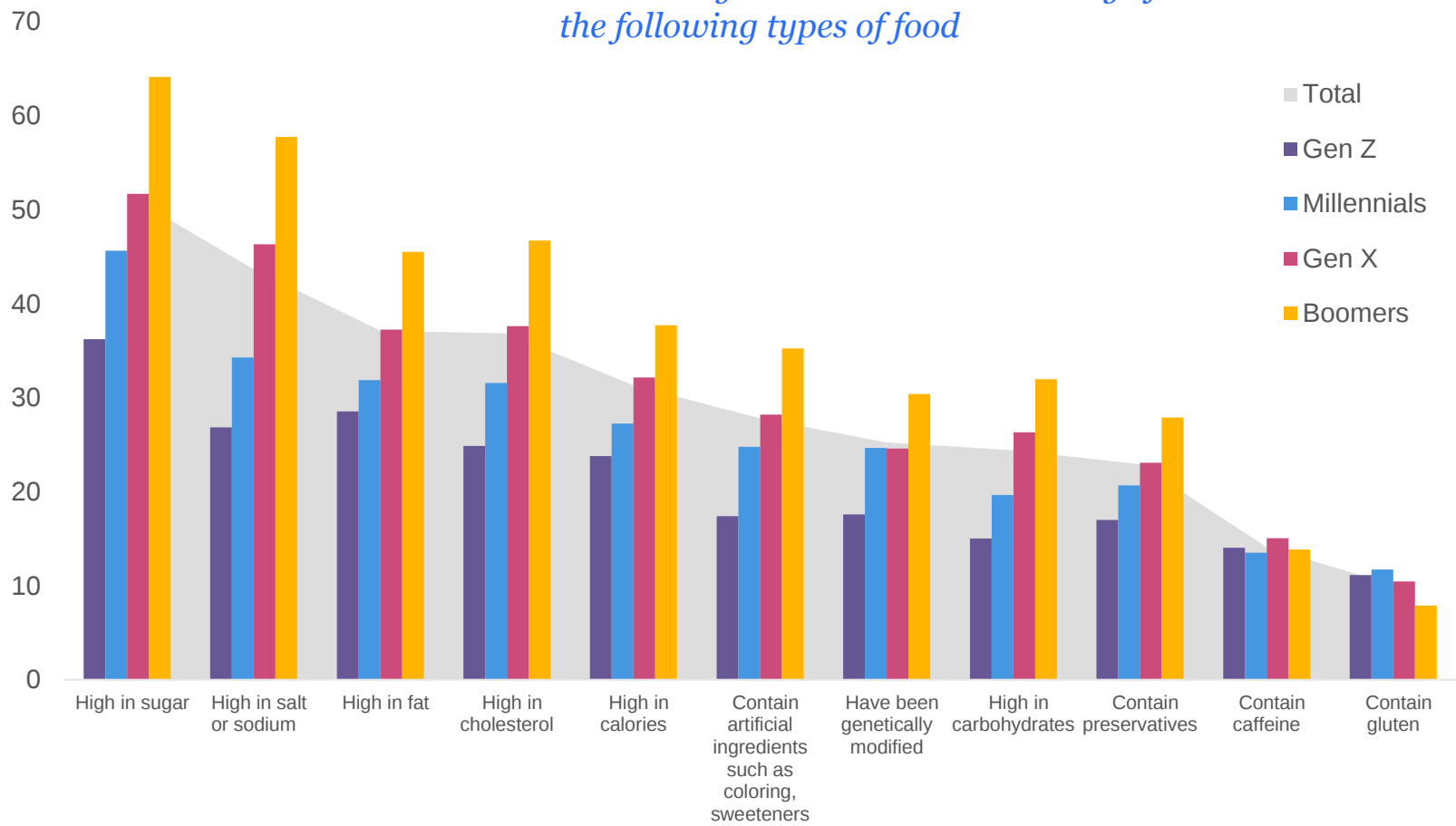
The top concern-related hashtags alongside canola by total views include #inflammation (3.3M total views) and #autoimmunedisease (122.8K total views)<sup>2</sup>.

SPATE

Source: NIQ Retail Measurement Services – NIQ Product Insight, powered by Label Insight; Total Us xAOC + Conv vs Total US Conv; Total Food & Beverage – Seed Oils, Number of UPCs selling; Lard and Butter sales (Total US xAOC), \$ % change vs YA; 52 weeks ending March 22, 2025. <sup>2</sup>SPATE: US TikTok ending September 8, 2024

# Yet, sugar and salt are the top ingredients that Americans watch

American consumers try to minimize or avoid any of the following types of food



NIQ Consumer Life US 2024 F29  
Source: NIQ, Retail Measurement Services – NIQ Product Insight, powered by Label Insight; Total US xAOC; Total Food & Beverage;  
\$ Share of Food & Beverage, \$ % change vs year ago; 52 weeks ending November 30, 2024



**27%** of Food & Bev Sales are over 10g of **added sugar** per serving\*

American Heart Association recommends no more than 36g per day (men) and 25g (women)

5-7.5g per serving **+6% vs YA**  
Sugar Conscious **+3% vs YA**

**25%** of Food & Bev Sales are over 300mg of **sodium** per serving (12% over 500mg)\*

FDA – 2,300 mg per day  
AHA – 1,500 mg per day

50-100mg per serving **+3% vs YA**  
Sodium Conscious **+4% vs YA**

\*Based on Food & Beverage products that include a Nutrition Facts Panel (NFP) label on package

# Innovation winners capitalize on better-for-you consumer trends

NIQ BASES 2024 Breakthrough Innovation Winners<sup>1</sup>

NIQ BASES

Breakthrough Innovation

2024

North America

Bloom Greens & Superfoods USA

CHOMPS USA

Downy® Rinse & Refresh™ USA

e.l.f. Halo Glow Liquid Filter USA

Feastables Chocolate USA

Just for Men 1-Day Beard & Brow Color USA

Kristin Ess Hair USA

Liberté Dessert Collection Canada

Liquid Death USA

Lumē Deodorant USA

Magic Spoon® Protein Cereal USA

Mighty Patch USA

Modelo Oro USA

Olay Skincare Body Wash USA

OLIPOP USA

PrettyLitter Canada

Rascals™ USA

Simply Spiked USA

TEMPTATIONS™ Dry Cat Food USA

The Most OREO USA

Trü Frü USA

Two Good™ Canada

Flipping the nutritionals to redefine stagnant categories

66% of US consumers (69% of global) agree

“I am more likely to buy from companies that have a **strong health and wellness focus across their entire product portfolio**.<sup>2</sup>”

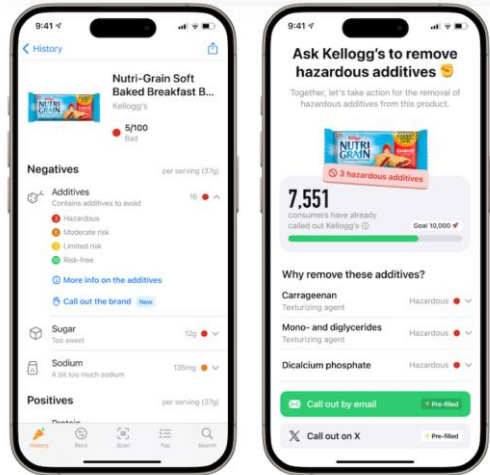
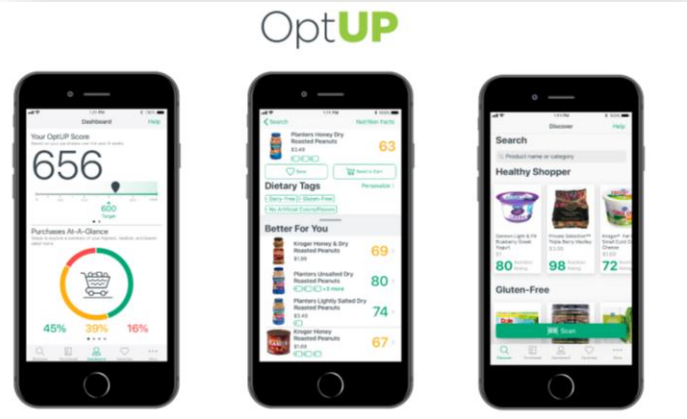
<sup>1</sup>NIQ BASES Breakthrough Innovation Winners, 2024, NIQ Global Wellness Report 2025; <sup>2</sup>NIQ Global Wellness Report 2025, US and global results (% strongly/somewhat agree)

NIQ

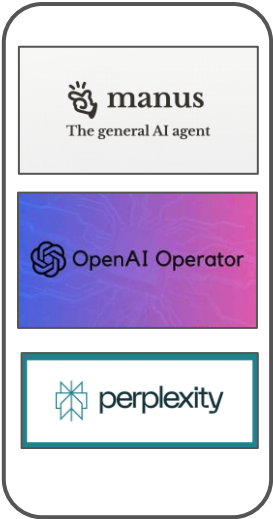
Confidential and proprietary © 2025 Nielsen Consumer LLC. All Rights Reserved.

26

# Technology increasingly curating for consumer health priorities



*"Most customers trust the company to select the majority of their weekly groceries for them, and 72% of all items purchased are chosen by the algorithm."*



Samples / Cow Milk **COMPLETE** Summary COA Details

SIZE 240mL (single Boz serving) ▾

Overall Composition as tested

|         |       |     |       |       |       |                     |       |          |        |       |       |
|---------|-------|-----|-------|-------|-------|---------------------|-------|----------|--------|-------|-------|
| Protein | 2.99% | Fat | 2.38% | Carbs | 4.54% | Vitamins & Minerals | 0.51% | Moisture | 88.58% | Other | 1.01% |
|---------|-------|-----|-------|-------|-------|---------------------|-------|----------|--------|-------|-------|

Nutrition per 240mL (one serving cow milk)

| Component or Group | Result | Unit | Method     | %DV                                   |
|--------------------|--------|------|------------|---------------------------------------|
| <b>Protein</b>     |        |      |            |                                       |
| Total Protein      | 7.68   | g    | Analytical | 15% DV                                |
| > Casein           | 6.00   | g    | Summed     | FDA does not specify a daily value (D |
| <b>Fat</b>         |        |      |            |                                       |
| Total Fats         | 5.83   | mcg  | Analytical | 7% DV                                 |



# A deeper dive into the tech supporting the consumer health journey



**Sam Alexander**

CEO & Founder



# Fireside chat



**Sherry Frey**

Product Insights Industry Leader

**NielsenIQ**



**Sam Alexander**

CEO & Founder

 **FoodHealthco.**



**Jordan Bar Am**

Partner

**McKinsey  
& Company**

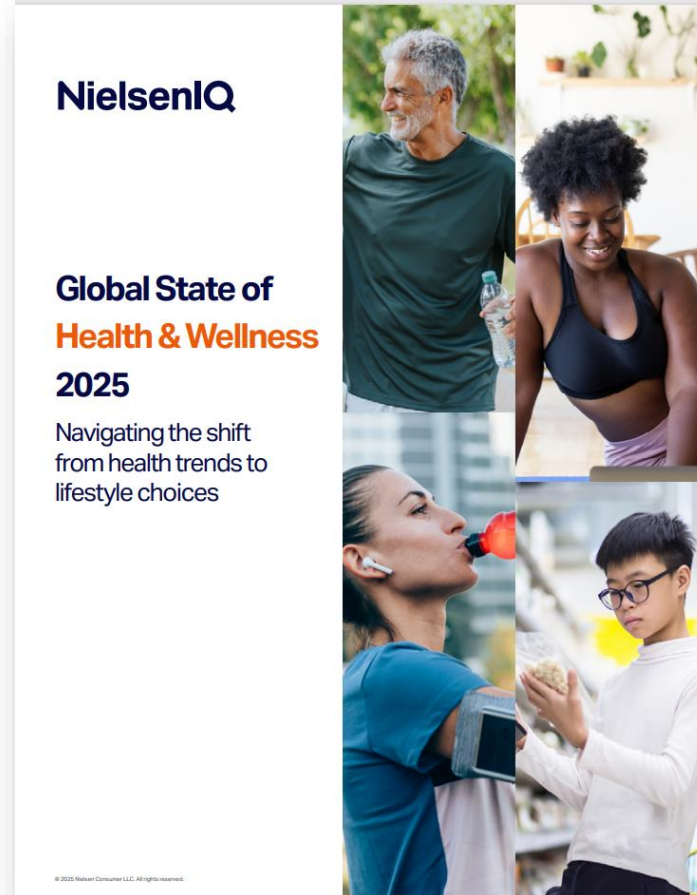
NIQ is committed to supporting you

**Food policy developments**

**Consumer trends**

**Retail and manufacturer opportunities**

*Just released...*



[NIQ Report Reveals 2025 Global Health & Wellness Trends - NIQ](#)

**NIQ Product Insight**

Global rollout of characteristics:  
Canada, Western Europe

**NIQ BASES**

BASES AI Product Developer:  
Sensory & Product Development



# Q&A

Healthy Nation, Healthy Future



# NielsenIQ

## Thank you!



The quest for *next*  
*Find your next growth opportunity*

