



FEEDING OUR FUTURE

OUR COMMITMENT,
OUR AMBITION

NS
nutrition
& santé

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WHAT'S GOING ON?

BACKGROUND AND TRENDS

FEEDING OUR FUTURE

Eating differently, eating better.

Today, there is no longer any doubt about the link between diet and health. We are increasingly aware of what we put on our plates: 89% of French people say that they choose food products for health-related reasons. What are we looking for? People want a diversified, high quality, healthier, environmentally and socially responsible food. People want affordable products that are both a pleasure to eat and sustainable, while enhancing well-being.



A QUESTION OF BALANCE

At Nutrition & Santé, we have been feeding our future for 90 years. It all started in 1928, when Gerblé, the first French health food brand was created, long before today's vegetarians and vegans began questioning our relationship with food. What does the future hold for the food we eat? Will the focus be on pleasure or health? Should we be eating organic, vegetal alternatives or "free" products? What will we eat tomorrow? What should our agriculture model be in the future? These are essential questions for food producers and consumers alike. In a world fraught with health issues, false beliefs, and information overload, what signals can we give? Which trends can we rely on to enlighten and help us to better meet these new requirements?

ORGANIC FOOD IS BOOMING

For several years now, all over Europe, organic food has been spurring a quiet revolution. In France alone, sales of organic products, through all distribution channels, including catering operations, totalled 7 billion euros by the end of 2016. In particular, specialized shops reported spectacular increases of around +20%*. Today organic food is firmly rooted in the daily lives of the French: seven out of ten consumers say that they eat organic food on a regular basis. At outdoor markets, in supermarkets, and in school cafeterias, organic food is gradually changing the way we eat. More respectful of the planet and the people living on it, organic production is better for our health by limiting the use of chemical inputs. Eating better is first of all about choosing to eat healthy.

At Nutrition & Santé, we did not wait for the market to mature before going organic. The leading French player in organic food since 1972, Cérééal revolutionized the

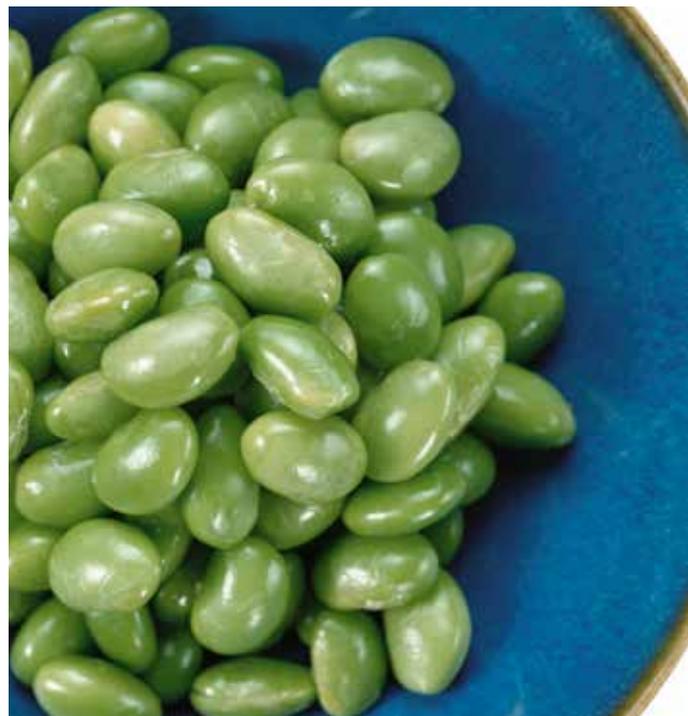
organic food range in supermarkets with the launch of Cérééal Bio in 2007. Finally, Soy has been a leader in specialized stores since 1982.

"FREE" MAKES SENSE

Today, 12% of consumers want gluten-free products. This represents a 30% increase from 2011 to 2015. And 3% of these consumers avoid lactose (+25%). In fact, gluten free, sugar-free, and lactose-free products produced in all of Nutrition & Santé's factories in France and Europe provide a genuine answer to identified needs. The range is expanding: hence the firm, Innova Market Insights reports a 26% increase in products with the "free" label over the last four years. In both supermarkets and specialized shops, products with the "free" label have gradually colonized the organic and health food section, supported by a growing number of articles in the pages of popular magazines. Less is more, or so it seems as reflected in this wave of distrust of allergens. At Nutrition & Santé, we are closely attuned to the needs of the growing number of our clients with food intolerances and allergies. In 2013, we bought Valpiform to become a producer on this market, the gluten-free and allergen-free businesses of Lactalis, available in supermarkets with Allergo and in Organic and health food stores with the brands Valpiform and France Aglut Bio.

FLEXITARIAN OR NOTHING

People are eating less meat but good proteins with the trend towards an increasingly vegetarian based diet. Many world renowned chefs have even chosen to totally remove meat from their restaurants. This change stems in part from a new awareness of the feelings of animals.



Ultimately this development could profoundly change the way we eat, beyond the very limited vegan phenomenon in terms of numbers. This is reflected in the growing number of “flexitarians”, or people who eat primarily a vegetarian diet with occasional meat intake. Hence, from 2011 to 2015, the number of flexitarians grew by 25%. While the UN forecasts that meat production should double by 2050, vegetal-based milks (soy, almond, rice, oats, etc.) have already taken off, testifying to our fast-changing relationship to animal products and derivatives. At Nutrition & Santé, we have made the vegetal alternative a genuine pioneering engagement. We are acutely aware that at the current rate, consumption of meat and fish raises overwhelming ethical and environmental issues. Today, we are convinced by the need of a food transition, with an increase of consumption of soy and vegetal protein-based products.

IN THE MODE FOR SLOW FOOD

More than just a trend, the slow food phenomenon invites us to consider another approach to eating, or food as the art of living. Local production and short distribution channels are at the core of the slow food philosophy, along with organic and sustainable agriculture, fighting food waste, and supporting alternative sectors. These are the new social issues and priorities embodied by the movement. And these same choices are reviving local economies by creating wealth and jobs, stimulating creative intelligence over case, and putting the focus on quality over quantity. This has also ushered in a re-invented relationship to time: the pleasure of re-discovered tastes and flavors, respect for the land and the seasons, the joy of sharing and passing on our culinary heritage. Let us not forget that the

French gastronomical meal is a social practice that has been on the representative list of the intangible cultural heritage of humanity since 2010.

At Nutrition & Santé, taking the time to do things right is both part of who we are and deeply rooted in our core culture. A trailblazer and pioneer in health food for all, with Gerblé in 1924, we have always believed in the virtue of patience. We also believe in learning from the rhythms of nature itself, a perpetual source of inspiration and guidance.

DIGITAL DELIGHT?

Digital technology is everywhere. It is revolutionizing our production modes, fostering better management of farms, workshops and production sites, improved ingredient traceability, and optimized assessment of social and environmental impacts, among other developments. It has fostered an even greater revolution in our exchanges by bringing food producers closer to consumers: from pitchfork to fork, digital technology has facilitated the dialogue between all stakeholders and actors. This is a virtuous paradox, whereby dematerialization has generated greater benefits for all allowing real-time resource management. Coupled with big data, digital technology is the new guest at the table via connected objects, with starting tomorrow, the promise to reconcile food and health.

At Nutrition & Santé, digital technology, which is already here, has a promising future. Not just any digital technology and not just any way. It will intelligently and gradually inform our marketing and sales policies. A good means to create links, it also has a positive impact on the way we eat.

* Source: Agence Bio/CSA Research consumption Barometer January 2017.

** Slow food is the new trend.

THE DIRECTION'S POINT OF VIEW



Laurent Hourquet
Nutrition & Santé
Deputy General
Manager

Taro Mikuriya
Nutrition & Santé
CEO

Luis Uribe
Nutrition & Santé
France and Iberia
General Manager

Nutrition & Santé's vision goes well beyond a simple declaration of intention. The board members, clearly state this. The following is an interview with three passionately engaged entrepreneurs.

WHAT SOCIAL TRENDS ARE PAVING THE WAY FOR THE FUTURE OF NUTRITION & SANTÉ?

TARO MIKURIYA: Life expectancy is getting longer than ever, But “healthy life expectancy” is 10 years younger in major EU countries. Despite people walking and burning less calories in their daily life, Europeans are eating more calories than their parents were 30 years ago, and obesity rate a historical high. With new diagnosis technology, more people are discovering that they were allergic to different kind of food origins, making consumers with allergy also a historical high. Our job is clearly to address solutions to all these people with health concerning issues but lost on how to manage them. On the other side technology is changing how consumers collect and digest information, how they purchase food, how they want it to be delivered. New phone “Apps” are

advising consumers what are good to eat, and what are bad. At the same time, there are so many fake news in the world of Food. Consumers need help, to identify what they can trust, and we have that responsibility, to help our consumers make the right choice.

LAURENT HOURQUET: Plants, local food, and food safety are the key pillars of the future of Nutrition & Santé, along with natural products, in particular for the “meat-analog*” product range. We must also integrate the development of home services with the growing digitalization of purchases via Internet. A dedicated working group is overseeing the development of our digital strategy per brand supported by team training.

* Meat substitutes.

LUIS URIBE: I would add two fundamental trends that are essential for any type of job performance: well-being at work and personal development. At Nutrition & Santé, people are our focus, both our consumers and employees: we want to continue to be a company “where it is great to work”. However, we want to stay away from hype or the latest trendy thing in this area, and remain loyal to our values of simplicity and openness.

THE LINKS BETWEEN FOOD AND HEALTH ARE WELL KNOWN. THIS IS A SERIOUS RESPONSIBILITY FOR AN AGRIFOOD COMPANY

T. M.: 30 years ago in Europe, agri-food companies needed to supply the calories and nutrients to sustain consumer’s daily activity. So those food products were not designed to contribute to health, but more simply to take energy. Today, consumer’s lifestyle has dramatically changed, but many food products in the supermarket shelf have not changed, and people are eating often more than their parents use to eat 30 years ago. Our belief is embedded in our name, “Nutrition & Health”. All our food products are created to help solve consumer’s health issues, and to help them to adopt to their changing lifestyle and environment.

L. U.: Diet plays a major role in maintaining health. This, by now a well known fact justifies our mission or “raison d’être” more than ever. Consequently, it is essential for us to be coherent: we need to contribute to the market without renouncing who we are, in a sensitive and caring way.

BENEVOLENCE. WHAT DOES THIS MEAN FOR NUTRITION & SANTÉ?

T. M.: We want to keep our consumers healthy and satisfied, physically and mentally. Today, consumers

are also concerned about earths health, and try to choose food that are created with least negative impact to earth as possible. We want to support such consumers, who care about themselves and the whole ecosystem. That is why we started to create organic vegetal meat alternatives since 1982, when we also started contracted farming to source our key ingredients.

L. H.: Our brands and products bear the message of authenticity, one of our values, not only in terms of our range, but also in terms of how we manage our resources and talents within the company. In spite of our growth, we cultivate a direct and sincere dialogue with all our employees as well as developing the autonomy of our teams, in an “intrapreneurial” spirit, that our intermediate size allows us to have.

HOW DO YOU RECONCILE A LOCAL BASE AND GLOBAL DEVELOPMENT? ISN'T IT A CONTRADICTION?

T. M.: The health issues we focus are not local, but global. Vegetal meat alternatives, food for consumers with specific allergies, food as slimming solutions, food for consumers with diabetics, etc. At the same time, as our solution is given in a food or drink format, localization plays an important role, since tradition and culture are key in consumers way of eating, and we want our consumers to enjoy them easily and with pleasure.

L. H.: “Think global, act local” sums up our ambition. For example, we are developing short supply channels, in particular with our soy branch, to produce in a controlled way, products which are then distributed at the European scale. Furthermore, Brazil is our platform for all South America.

NUTRITION & SANTÉ'S COMMITMENTS

WHAT IS A COMMITTED COMPANY?

For Nutrition & Santé, it is a company that dares to be completely open or transparent about what its vision and missions are, and to better share them with all its stakeholders. It is a company that holds true to its decisions and convictions with faith, audacity and integrity.

The pages “Daily Sustainability” in the middle of this document, speaks to how important our CSR* commitments are to us. They are the core and lifeblood of our company. The following are our commitments.

AT NUTRITION & SANTÉ, WE BELIEVE

THAT OUR FIRST COMMITMENT IS TO RESPECT OUR PROMISES

To provide everyone with healthy, nutritional products tailored to individual needs and lifestyles. This means authentic, good quality products which answer nutritional requirements, weight loss needs, and today's health challenges: obesity, diabetes, allergies, and food intolerances, the specific nutritional requirements of athletes, without compromising in terms of taste or pleasure.

IN THE DIETARY TRANSITION FROM ANIMAL PROTEIN TO VEGETAL-BASED PROTEINS

Cereals and leguminous plants, protein plants, in particular soy, are an alternative source of good proteins. They encourage us to be more flexitarian in our diet at a time when meat from animals is highly controversial, both in ethical and environmental terms.

THE VIRTUES OF ORGANIC FOOD AND “FREE” PRODUCTS

Pioneers in health food and organic food, we support the growth of organic food in many countries in Europe. We defend production methods that are healthier and more respectful of people and the Earth. This includes “free” ranges (gluten, sugar, animal protein) for people with special dietary needs.

THAT A COMPANY IS A COLLECTIVE HUMAN ADVENTURE

This is why we care so much about the quality of our conversations with each of our stakeholders: consumers, employees, partners and shareholders.

This engagement is respected in the gradual digitalization of our marketing, sales and relation-based policies.

THAT WELL-BEING IS A SOURCE OF GROWTH

In contrast to the marketing dictated by agrifood multinationals, we are committed to upholding a citizen mission: improving the life of our consumers and the local ecosystems where we are based. By supporting a global sustainable sourcing (Organic farming, GMO-free soy certified “Fair trade organic”, CRC© wheat (Culture Raisonnée Contrôlée – Controlled Reasoned Agriculture)...), by developing useful, authentic products, by creating wealth and employment.

* Company Social Responsibility.



OUR
PRODUCTS

THEY BITE!

HEALTH AND FUNCTIONAL FOOD

(Gerblé/Céréal/Allergo/Jasmine)

Nutrition & Santé only develops products that provide a genuine nutritional benefit, that are made from carefully selected ingredients, non-treated grains, non-GMO soy, that are rigorously handled, and increasingly environmentally respectful. Nutrition & Santé strives for excellence. This is an on-going effort which the consumer recognizes when he or she chooses our brands in supermarket aisles, in specialized shops, or at the pharmacy. The founding ideas and vision of Nutrition & Santé, “that what we eat is important for our health”, is no longer a minority view. Today, it’s just universally recognized good sense. This ‘obvious’ idea guides the consumer who, by choosing brands that he knows well, is trusting Nutrition & Santé. The numbers and the trends say it all. Consumers say it such they buy our products because they want to take care of themselves and because the products are good.

For 80 years, the Gerblé brand (in France and Spain) – Céréal (in Benelux and Italy) have been successful thanks to: balance, energy, authenticity. Consumers trust them. Absolutely.

What makes them unique? Pleasure!

Our brands Gerblé, Céréal and the specialists’ brands, Allergo, ValpiBio and Valpiform, provide healthy solutions to gluten intolerance and diabetes, as well serving the needs of people who have certain nutritional deficiencies or who may need to limit intake of certain foods. Each product is carefully produced to satisfy each type of consumer need. Vitamins and minerals are very carefully proportioned. All of these brands innovate and adapt to the tastes and consumer habits of a world that increasingly expects health and pleasure to go hand in hand.



MARIANNE

I’ve been hospitalized several times and my diet really helped me to get better. A naturopathic specialist literally re-educated me. Thanks to him, I began eating right, with a focus on daily healthy dietary food choices. Today I feel good with Céréal.



MAX

For me, Gerblé is a reassuring brand. Honestly, if the product interests me, I am simply not going to decipher the label! I know that there won't be chemical products, or other suspicious things: And if I look, it's understandable, clear and reassuring.



CORINNE

I love Gerblé cookies! The brand has been around for a long time. It is an old brand that people trust. Gerblé has always been known for providing energy, but if it has lasted this long, it's also because it tastes good too!



SABINE

I wanted to get away from palm oil, and hydrogenated oils, so I decided to look in the health food section and I found Gerblé which offers really good, healthy products, and that's what makes the difference! Ultimately, Gerblé is good at all levels, in terms of both taste and health.

Our products slimming nutrition

SLIMMING NUTRITION

*(Gerlinéa/Milical/Modifast/Pesoforma/BiManán/
WeightCare/Bicentury)*

With Gerlinéa in supermarkets, Milical in pharmacies, Pesoforma in Italy, Modifast in Germany and WeightCare in the Netherlands, Nutrition & Santé is an expert in slimming nutrition. With one ambition: to make slimness accessible to everyone, without compromising on pleasure: meal substitutes, snacks, nutritional supplements help lose weight and maintain your ideal weight. The weight that makes you feel good!



ISABELLE

I always have a light chocolate Crousti in my desk drawer for a break and Gerlinéa bars for example when I don't have time for lunch.



LÆTITIA

I have very busy, very stressful days: I'm a real active city person. To be frank, I'm a bit obsessed by my weight... I was attracted by the advertising and I tried the Gerlinéa meal substitutes. I love food and it works!



CATHERINE

After two pregnancies, I weighed over 95 kg, I didn't want to look at anyone (...) I began a Modifast program with a dietician. In one year, I lost 25 kg! The first three months are the hardest but you can see the results fast. I never regained the weight.

SPORTS NUTRITION

(Isostar)

Created in 1977 in Switzerland and in 1984 in France, the Isostar range is today the sports nutrition standard in 35 countries. The range has been expanded to answer all needs, in all areas: drinks, bars, gels, fast energy, pre-and post-effort. To maintain its leadership, Nutrition & Santé is continually innovating by engaging with athletes, trainers, nutritionists and engineers in expert committees.



MARINE (32 years old, swimmer)

I use Isostar before swimming, I love having an apple actifood-it gives me the energy for the entire training. After I eat chocolate Reload bars, the high protein content helps me to recover faster.

ARNAUD
(29 years old, cyclist)



I've been using the Isostar Hydrate&Perform orange drink for five years for all of my rides. In addition to perfect hydration, it gives me the energy and vitamins that help me to keep going without getting tired.



MARC
(32 years old, jogger)

I've heard that Isostar is the number one brand for athletes, in particular for endurance sports such as cycling, trail and running, as well as triathlon. It's definitely well known, thanks to its taste, effectiveness and ultimately, the good value for money!

Our products organic /plant based alternatives

ANNE (55 years old)



When I think organic, I think about health, chemical-free products but also environmentally friendly agriculture, respect for the earth, and respect for the seasons (...)

It's not only a question of composition, it's a philosophy, a way of life and a way of respecting the earth also.

JULIEN (34 years old)



I buy organic products for health reasons : the desire to eat healthy, good quality food is the main reason rather than an ecological motivation (...)
Céréal Bio seems to offer more variety with mixtures, prepared dishes (...) It's a good quality brand.

ORGANIC AND VEGGIE ALTERNATIVES

(Céréal Bio/Soy/Céréalpes/Grill Végétal)

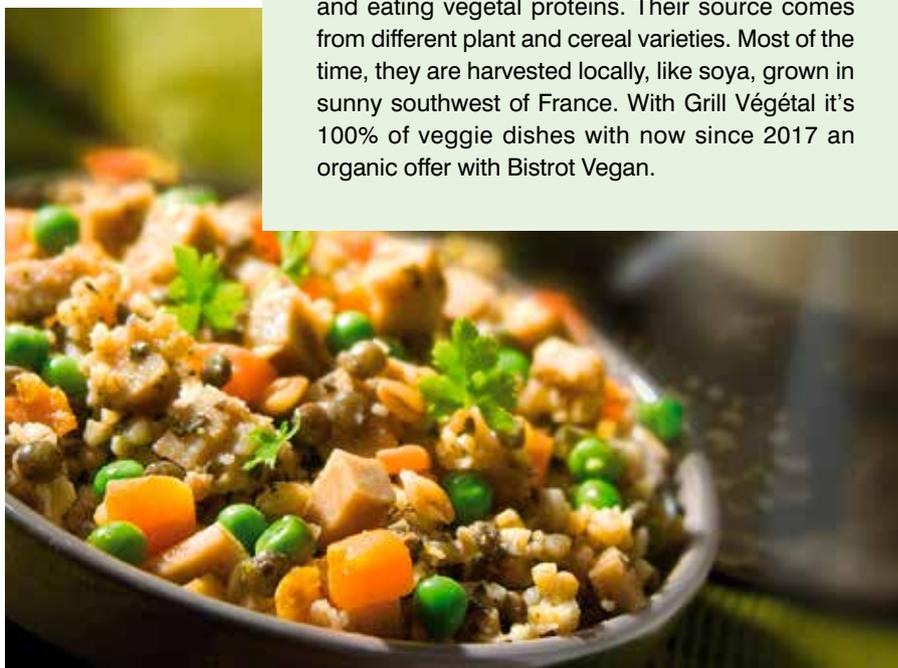


CÉLINE (43 years old)

It is not always easy to replace meat when you begin a vegetable-based diet. SOY products help me make the transition. For me, it's an affordable, friendly, easy to share brand thanks to the original, environmentally friendly recipes.

* All testimonies come from market studies or consumer groups.

Vegetal-based proteins are an excellent alternative to animal proteins of which we eat far too much. And for 35 years, Nutrition&Santé, a pioneer in the area, has been offering a complete range of products rich in soya, cereals or proteins. Céréal Bio has continued to innovate, instilling the DNA of Nutrition & Santé with the quest for ever more healthy, tasty, responsible food. Today, the brands Soy (which was the pionnier) Céréal and Grill Végétal, all offer new ways of cooking and eating vegetal proteins. Their source comes from different plant and cereal varieties. Most of the time, they are harvested locally, like soya, grown in sunny southwest of France. With Grill Végétal it's 100% of veggie dishes with now since 2017 an organic offer with Bistrot Vegan.





OUR BRANDS

AT A GLANCE

SPORTS NUTRITION

HEALTH AND FUNCTIONAL FOOD



Supermarkets

Established in 1928, the brands, Gerblé, in France and in Spain, and Céréal in Italy and the Benelux countries. They are the source of our expertise in nutrition with a wide range of natural, healthy products bringing well-being.

www.gerble.fr / www.gerble.es
www.gerble-sans-gluten.com
www.cereal.be / www.cereal.nl
www.prodotticereal.it



Supermarkets

The Allergo brand has been developed for over 25 years to provide varied, tasty, gluten-free and lactose-free products and make every meal a pleasure.

www.allergo.fr



Large and middle sized supermarkets, pharmacies, specialty shops

Created in 1977, Isostar has always been a trailblazer in sports nutrition. Today, it is a European leader renowned for its nutritional expertise in this area.

www.isostar.com
www.isostar.fr



Specialty shops and organic stores

Since 1990, Valpiform has been answering the needs of people with allergies and food intolerances, with a wide range of specially formulated gluten-free food products.

www.valpiform.com

Jasmine

Supermarkets, organic and speciality shops

Jasmine has been active for 30 years on the Brazilian market across all distribution channels. Today, the brand includes 150 products in four different families: whole grain, organic, gluten-free and sugar-free.

www.jasminealimentos.com

SLIMMING NUTRITION

Gerlinéa

Supermarkets

For over 20 years, thanks to its extensive nutritional expertise, Gerlinéa has been providing balanced, healthy, and user-friendly slimming solutions.

www.gerlinea.fr / www.gerlinea.be



Pharmacies

In Italy, the Pesoforma range offers a wide range of specially formulated, personalized weight loss products.

www.pesoforma.com

biManán

Pharmacies

In 2008, Nutrition & Santé purchased the brand, Bimanan, a leader in Spanish slimming nutrition, with 21 product references available in pharmacies.

www.bimanan.com



Supermarkets

WeightCare, available in the Netherlands, is a brand of tasty slimming products combining proteins, fiber, and vitamins.

www.weightcare.be

modifast

Pharmacies

Since 1981, Modifast has been offering user-friendly, nutritional, low calorie weight loss products in Europe.

www.modifast.nl / www.modifast.ch

Bicentury

Supermarkets

A leader for 35 years in health food and weight loss products in Spain, Bicentury has been developed on the following founding principle: eating well helps to achieve slimness and well-being and therefore improves health and beauty.

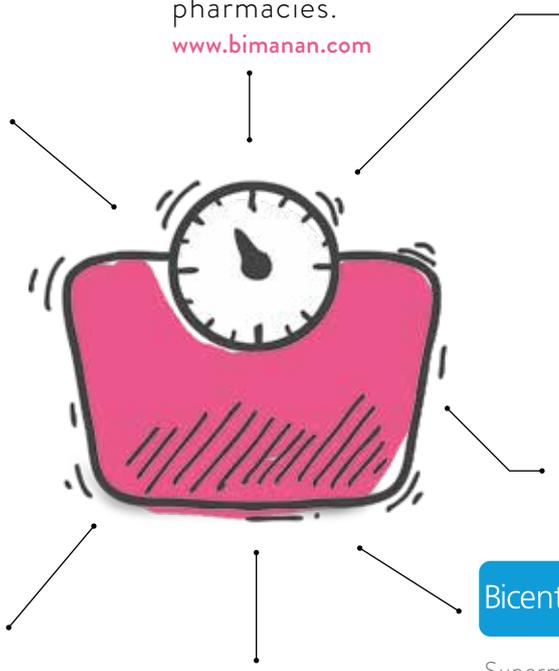
www.bicentury.com

Milical

Pharmacies

With more than 50 years experience, Milical has designed a range of complete slimming solutions associated with clinically tested diets to provide daily help and guidance to men and women who want to lose weight.

www.milical.com



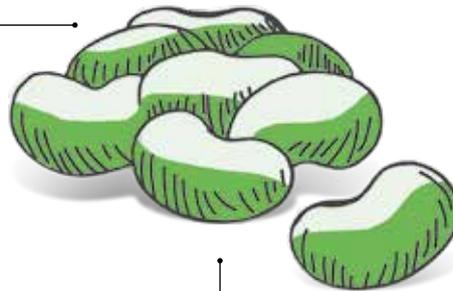
ORGANIC AND VEGGIE ALTERNATIVES



Supermarkets

Since 1934, Céréal has been a pioneer in organic and whole grain foods. Since 2007, it has also offered vegetal-based products and meals such as Céréal bio or Grill Végétal, especially designed to meet the needs of flexitarians.

www.cereal.fr
www.grillvegetal.fr



Organic and specialty shops

In 1982, Soy, was the first French brand to commercialize tofu-based products. Today, a leader in its market, this organic brand offers 90 specialties made from seitan, cereals, or legumes for a more vegetarian diet. Since 2017, existing a 100% vegan range.

www.soy.fr



Organic and specialty shops

Natursoy is a Spanish brand which has been commercializing fresh and organic prepared food products since 1988. It provides organic foods (tofu, seitan and derivatives), for a healthy, environmentally respectful diet.

www.natursoy.com



Organic and specialty shops

CéréAlpes, created in 1992, is produced in the Alps of Haute-Provence. It offers organic products along with fresh and savory pancakes made from grains, cereals, vegetable and herbs from Provence.

www.cerealpes.fr



PROUD
TO PRODUCE

FACTORIES AND PEOPLE

EXCLUSIVE KNOW-HOW



We are proud to be a manufacturer: to have created exclusive expertise with our own facilities and to control the entire production cycle, from the choice of ingredients to the finished product.

Nutrition & Santé produces over 500 recipes a year from its 11 production sites, in Brazil for the Brazilian market, in Spain and in France for Europe.

“No matter where they are located in the world, employees at our production sites are highly professional and dedicated with a genuine commitment to the product; made from a complex combination of carefully selected ingredients, our products are always high quality, attuned to customer requirements and produced to meet the highest food safety standards. Beyond the industrial process, another key aspect of our development lies in the fact that we invest heavily in scientific research upstream and in-depth knowledge of ingredients. Our R&D department works daily to come up with products with the right organoleptic properties

and which respect our nutritional and health commitments to our consumers.

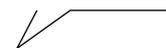
The words “expertise, reliability, and professionalism” are especially important when it comes to defining who we are at Nutrition & Santé. Ultimately, whatever the role in the firm, from Director of the factory to machine operator, every Nutrition & Santé employee is driven by a commitment to achieving and maintaining product excellence; “It is a heavy responsibility but also a source of great pride”, says Philippe Soullisse, Director of Nutrition & Santé industrial sites.

1. HIGH PERFORMANCE INDUSTRIAL FACILITIES

The site and head office of Nutrition & Santé in Revel, in Southwest France, has 4 production units. Four other French sites are based in Annonay (Ardèche), Auch (Gers), Compiègne (Oise) and Mane (Alpes-de-Haute-Provence). In Spain, the factory in Castellterçol (province of Barcelona) is dedicated to the transformation of soy and the production of organic prepared food. The factory in Quart, near Gerona, Spain, produces rice cakes and biscuits. In Brazil, Nutrition & Santé purchased the manufacturer Jasmine, and built a new site in Campina Grande do Sul/State of Paraná (15,000 m2 production site for gluten-free bread, biscuits and cereals, organic, whole grain and gluten free).



FRANÇOIS CARON,
HEAD OF THE
MAINTENANCE TEAM
COMPIÈGNE



Following an electrotechnical BTS degree and a specialization in engineering sciences, François Caron, today aged 33 years old, has joined the factory in Compiègne. Responsible for maintenance, François manages a team of three maintenance technicians and a BTS apprentice.

"I take care of planning the operations needed so that all industrial equipment functions properly; there are around 100 equipment systems, from a small ink jet machine to a loading robot.

I also take care of on-site supplier visits, I check and renew maintenance contracts as needed and manage required repairs" explains François. "What I love in this job and in particular in this new building that we moved into in February 2017, is maintenance of production equipment using the latest cutting-edge technologies. But what I also like in this company, is the fact that environmental issues are an integral aspect of daily management. We are as careful about the product that we produce as the machines that we use."



REVEL
4 PRODUCTION UNITS

Dietetic biscuits 13,220m ²	Dietetic bars 6,000m ²
Slimming formulas and sports nutrition 2,500m ²	Vegetal-based alternatives 12,430m ²



ANNONAY
Large series dietetic biscuits
18,300m²

AUCH
French organic catering meals
2,000m²



COMPIÈGNE
Gluten-free products
8,100m²

MANE
Organic vegetal-based products
1,380m²



CASTELLTERÇOL
Transformation of soy and organic prepared food
5,140m²

GIRONA
Rice or corn cakes, slimming bars
11,180m²



CAMPINA GRANDE DO SUL

Gluten-free bread, biscuits and cereals whole grain, organic and gluten free
14,305m²



TECHNOLOGY AND SPECIALIZATION

Nutrition & Santé invests in cutting-edge equipment and know-how. After **2012**, and a 15 million euro investment in the Annonay factory, Nutrition & Santé engaged in an ambitious program to modernize, renovate and expand its different production sites. In Revel in 2014, the cereal and protein bar workshop was renovated at a cost of 20 million euros then, 6,000m² (including an additional 3,800m² for the Revel 2 site, specialist in the transformation of soy) were renovated or built to double production capacity at a cost of around 20 million euros. In May **2017**, a new factory was inaugurated in Compiègne, with a modern 8,000m² building. In **2018** in Revel: extension of the biscuit production site, building of a new range of gluten-free biscuits, extension of the R&D laboratory to 1,450m² plus 650m² of production offices, along with many other projects.



KNOW-HOW AND PRODUCTIVITY

The specialization of each production unit reinforces our know-how in the area of expertise associated with each specific process: biscuit, sweets, powder assembly, prepared-foods, vegetable juices, etc. Our industrial strategy aims to increase volumes produced through innovation, development of production capacities, and internalization of certain sub-contracted products. Growth of the business is the best guarantee for employment in the mainly agricultural regions where Nutrition & Santé is based. These jobs continue to evolve to increase productivity and reduce the monotony of tasks.

KARIM ELKHOUDJ, LINE OPERATOR, REVEL



Forty years old and originally from Castres, Karim has had different jobs at Nutrition & Santé since he started in 2001. He worked as an operator, preparer, and coagulator of soy juice. For each of these positions, he had in-house training. Today, he is line operator for fabrication of Tofu and grain pancakes. *"I prepare the mixtures of raw materials at the beginning of the production line, then I verify the weight and product conformity in the shaper (a sort of machine that gives the cake a square, oval or round shape), then I check the product after baking in the oven or after frying at a temperature that I also monitor, and finally I control the product's appearance."* At the end of the line, two operators working in close collaboration with Karim, handle the automated packaging of pancakes. Each package is verified to control airtightness, weight, etc. *"The job requires a lot of rigor in terms of product quality. I really care about customer satisfaction, and I am myself a customer. I also love the people/interpersonal aspect of the job."* says Karim.



2. LOCAL FACTORIES AND SUPPLY

Today, Nutrition & Santé, is the leading manufacturer of GMO-free, soy-based and organic products grown in Southwest France. Nearly nonexistent before the eighties, today this sector involves 380 farms in the region. Markus Gröber, based in the north of the Gers region has long been a partner: *“Soya is ideal for organic farming as you only need water and sun...but it was a big challenge. It required a lot of mutual trust to work.”* As of 1982, Nutrition & Santé began setting up partnerships with local farmers and producers. These win-win contracts ensure the sustainability of farms, in particular thanks to a fair price paid to farmers. As a result, groups have been established to produce the perfect ingredient which is well balanced in proteins, organic, and GMO-free, in keeping with Nutrition & Santé standards. The ‘Bio Partenaire’ (Organic Partner) label has been awarded to Nutrition & Santé for its North-North solidarity global approach, a sustainable label for our organic soya that is accredited by Ecocert.

A similar strategy has been implemented to ensure the high quality and environmental and social responsibility of flour supplies. Nutrition & Santé is a member of the GEI CRC Group (Controlled Sustainable Agriculture) for wheat flour 100% made in France with cereals grown with good biodiversity practices.

**LURDES COTXARRERA
VILAPLANA**
TECHNICAL DIRECTOR OF
CASTELLTERÇOL (SPAIN)



A Doctor in Biology, Lurdes is 43 years old. She has been Director of the Castellterçol factory in Spain since 2011. *“On our site, we produce vegetal-based hamburgers made from tofu and seitan for the Spanish and French markets. Production is entirely organic. My work consists in ensuring that every aspect of production functions correctly on site, from planning needs to production of the volumes required in compliance with the established quality standards.”* Lurdes works directly with a team of five people, and 80 people in production. *“The first skill that you need for this job is the ability to analyze. You also need to be very available, to listen to people and to communicate effectively. And naturally you need to be organized as the activities are very diverse.”* Being a woman has never stopped Lurdes.

“I believe in participative management to encourage my entire team to get involved. We are building the company together. What I love about this job, is the challenge it offers every day in terms of production and management... my job is never boring.”



3. THE FERTILE WORLD OF RESEARCH

To be a manufacturer means understanding and controlling our products right from the recipe stage. Developed by our R&D teams, about fifty people in the group, with help from nutritionists, new products are created every year. *“We are evolving in a fertile universe, explains Benoit Rahier, R&D Director. It is a very stimulating environment driven by creativity, curiosity, development know-how, a wide range of expertise and collaborative work with different teams throughout the company. R&D teams are stimulated by our diversity, building bridges between different entities within the group, or cross-fertilization.”* Nutrition is a young science that is making progress every day and which feeds our work.

“Around forty people work in teams of engineers/technicians on our different sites to design new products for Nutrition & Santé brands. The characteristics of taste, texture, nutritional quality, regulatory constraints, respect for the Nutrition & Santé charter, the technical challenges associated with our production facilities are all elements that need to be taken into account to satisfy consumer requirements and needs.”





4. TOWARDS EXCELLENCE

Quality is not something to proclaim, but something that is made every day, at every step, for each product. It is the foundation of a continual quest, driven by all teams, from creation of the product, to selection of the best ingredients, to development of the recipe, conception of packaging, and production processes. Quality must in particular ensure safety and good preservation of products and the production process itself. To this end, the line, work methods, employee training, the

“Each time we develop our equipment facilities, we aim to make the employee an actor in terms of operation and surveillance.”

PHILIPPE SOULISSE
INDUSTRIAL SITES DIRECTOR

content of control operations, everything has been rigorously thought out and orchestrated internally down to the smallest detail. Hence, from reception of raw materials to shipping of the product, dozens of control steps have been defined. Diverse tools such as cameras will identify and eliminate certain flaws throughout the production process. The aim: to achieve better accuracy and total food safety. This guarantee is the basis of the reputation of Nutrition & Santé and the company’s engagement relative to consumers and customers.



MATHIEU MARION,
QUALITY INSURANCE AGENT
REVEL

After obtaining a BTS degree specialized in the agrifood industry at l’école supérieure de La Raque in Lasbordes near Castelnaudary, Mathieu Marion, 33 years old, joined Nutrition & Santé in 2008.

“I wanted to work for a responsible, innovative company to acquire experience, and familiarize myself with different processes and technologies (soy-based fresh products, biscuits, bars, powders...”, he explains. Since 2011, Mathieu has worked as quality control officer at the Revel factory. Mathieu describes his job as “Fascinating and highly diverse.” There is nothing routine about the different tasks that I have to manage every day. “We handle the follow-up and tracking of products at each phase of production (ingredients, packaging, compliance with the procedures and auto-controls...) to guarantee a healthy, excellent quality product for our consumers.” This job requires quick thinking and flexibility, in particular when an unforeseen incident occurs. You have to look for the reason and implement the appropriate solutions with all the concerned actors. “Our job is genuinely at the heart of the company. Rigor, availability, a sense of observation and communication are the essential skills for the job.”



INTERNATIONAL

EVERYWHERE AND FOR EVERYONE

NUTRITION & SANTÉ'S INTERNATIONAL AMBITIONS



Nutrition & Santé has four international subsidiaries: in Italy, in the Benelux countries and in Spain, and more recently in Brazil in 2014. We distribute for export in more than 40 countries, where we are not physically established with one of our subsidiaries. Cross interviews with three leaders of these subsidiaries who develop the group's brands outside of France.

IBERIA >



Luis Uribe
NUTRITION & SANTÉ
IBERIA & FRANCE
GENERAL MANAGER



Piero Crovetto
NUTRITION & SANTÉ
ITALY GENERAL
MANAGER



Erwin Caluwe
NUTRITION & SANTÉ
BENELUX GENERAL
MANAGER

Why is Nutrition & Santé investing abroad?

LUIS URIBE: Nutrition & Santé is determined to be the leader in natural and health food products in Europe. For many years, we have been present in different countries in Europe, through our own factories and via targeted acquisitions. While the brands can be both international and local, this network allows Nutrition & Santé to develop synergies, both in terms of product categories and at the industrial level.

PIERO CROVETTO: Nutrition & Santé in Italy, what could be more natural? Italy and France have many things in common: they are both major European countries with a Mediterranean vocation and fairly similar eating habits. Historically, Nutrition & Santé has been present in Italy for decades. Furthermore, Nutrition & Santé Italy has come up with some very successful gluten-free product ranges.

ERWIN CALUWE: It's Nutrition & Santé's vision to reinforce its position of a global actor in the natural and health nutrition business, in a profitable, human and sustainable way. Nutrition & Santé BeNeLux may contribute to this global objective and as a consequence looks for opportunities: that's why we're proud in BeNeLux to be part of the company and of the Otsuka Group. The local acquisition of WeightCare in 2009, the leading slimming brand in the Netherlands, is a key example of our willingness to reinforce the global development of Nutrition & Santé.



< ITALY



BENELUX >

What is the profile of your main target?

LUIS URIBE: Our main target changes depending on the product category. If you wanted to give a very general portrait, our typical Spanish customer is a consumer who cares about health through diet, in a flexible rather than a strict way, who feels comfortable with him or herself, and knows who she or he is.

PIERO CROVETTO: Our typical Italian consumer is an individual over forty years old. He is careful about his health and has the buying power to spend a little more on products!

How is your activity organized (fabrication, distribution network, marketing, communication)?

LUIS URIBE: Here in Spain we have two factories. The first, located in Quart is dedicated to the production of bars as well as rice & corn cakes, and the second one located in Castellterçol concentrates on the production of vegetal-based products. We use three main distribution channels: large supermarkets, pharmacies and smaller organic and health food stores. Nutrition & Santé Iberia is organized by Business Unit

per channel, in order to manage the sales and the brands, through dedicated teams for marketing, trade and sales. We also have an R&D team supporting the products development transversally, working very closely with an operations department (including the two factories, purchasing, supply chain and logistics). These structures are supported by our human resources and a financial department.



PIERO CROVETTO: In Italy, Nutrition & Santé is uniquely a commercial entity without a factory. 60% of sales are produced by France and Spain. However, Nutrition & Santé Italy has a very strong relationship with local sub-contractors who account for 40% of our sales. Logistics are externalized in a warehouse in Parma; at headquarters, the marketing department is very large, in particular for slimming products and for the local brand, Orzobimbo.

ERWIN CALUWE: Nutrition & Santé BeNeLux is a solely legal entity structured around our two offices, one in Vilvoorde

(Belgium) and one in Breda (The Netherlands). With 50 equivalent full-time positions, we cover all business areas in Belgium, the Netherlands and the Grand Duchy of Luxembourg. All our services and back-office have BeNeLux responsibility with the exception of sales: we have independent sales organisation in the three countries. All services are closely working together with the Headquarter in order to secure alignment with the Nutrition & Santé group general guidelines and objectives. We do cover with our own distribution sales forces our 3 base channels: retail, pharmacies and drugstores, health and food shops.

How are the health food sectors in your country performing (with dietetic products, organic, whole food, slimming, and sports products)?

LUIS URIBE: The Spanish health food market has continually shown double digit growth. In addition, whatever the networks, Spain is a very competitive market in these sectors, whether in organic, dietetic, whole food, slimming or sports food.

PIERO CROVETTO: Compared to France, the only difference lies in distribution points. In Italy, products are not positioned in the dietetic aisle but also in traditional aisles (bis-

cuits and breads), alongside local and international brands.

ERWIN CALUWE: In the Netherlands as in Belgium, consumers do look for healthier solutions, as part of a real lifestyle trend oriented towards well-being. Sport nutrition, organic, natural food, whole food, raw food next to «free from» food such as gluten free, lactose free, sugar free and meat free are part of the health food universum of our customers.

IN BRAZIL

In 2014, Nutrition & Santé bought Jasmine, the reference of health food in Brazil for more than 25 years and founder of the dietetic segment locally. The group is thus setting up in an emerging market where this sector is booming thanks the consumers focusing on their health food and wellness. Through the creation of this subsidiary, the objectives of the group was to be present in South America. Since 2014, Jasmine is improving its production quality, accelerating the innovation of products, which bring health and well-being to consumers, and contribute to the improvement of everyone's daily life. Today, Nutrition & Santé in Brazil with its core brand Jasmine is : one new production unit (built in 2015 at Campina Grande do Sul - manufacturing biscuits, gluten-free-breads, granolas...), a distribution center in São Paulo, 65 distributors, a presence on more than 25000 points of sale. Jasmine today is around 300 people including manufacturing, sales, administrative, marketing, R&D and Quality departments. In 2020, it will be 30 years old!



^
BRAZIL

How do you work in synergy with the French teams? In what areas (innovation, advertising, purchasing...)?

LUIS URIBE: We are looking to develop synergies at all levels with the teams : product development, communication, advertising, purchasing but also at the production level: the Quart factory produces for France, Italy, and Benelux, and the factory in Castellterçol for France and Belgium. To this end, we always try to be pragmatic. The product is first thought about and designed at the international level; if countries are not interested, it will be developed locally.

PIERO CROVETTO: The main synergies concern marketing, innovation, and new product development. In terms of advertising, it is difficult to export as it has to be coherent with the behavior, habits and tastes of our customers.

ERWIN CALUWE: Like other subsidiaries, we work together on all business areas from marketing, to sales, distribution, purchase, regulatory, quality, sustainability and information tools.



HEALTH

PROXIMITY

ETHICS

CORPORATE SOCIAL
RESPONSIBILITY

PROMISES DELIVERED

WORDS TO SAY

INTERESTED STAKEHOLDERS

DIET

ENVIRONMENT

RESPONSIBLE CONSUMPTION

CEREAL

DIET



Daily sustainability

How creating shared value ?

KEY WORDS

DIET

An essential component of our daily lives, diet is the ultimate foundation of good, sustainable health. Because a balanced diet is essential for healthy growth and to ensure that our bodies function properly, Nutrition & Santé is committed to fostering a healthy diet that meets the needs and choices of each individual.



“Let food be your only medicine.” HIPPOCRATE

CEREAL

The cultivation of cereals, a regular, abundant, easy to preserve food source, has fostered the growth of the World’s major civilizations. Today, cereals still account for 45% of humanity’s food calorie intake. Cereals, and in particular wheat (with wheat germ), have been at the heart of what we do since the beginning. Nutrition & Santé has chosen to reintroduce them into our daily diet to offer the richness and diversity of their high nutritional value. Eating more cereal-based products is a viable, responsible alternative to excessive consumption of animal proteins.



“The right words are like wheat in the fields : they harvest the joy of our daily bread.”

MICHEL BOUTHOT

RESPONSIBLE CONSUMPTION

An individual process, responsible consumption is founded on sustainable development criteria; in other words, responsible consumption is environmentally friendly, beneficial for the economy, in particular at the local level, healthy, and positive for society. At Nutrition & Santé, we believe responsible consumption starts with informing, educating and protecting consumers.

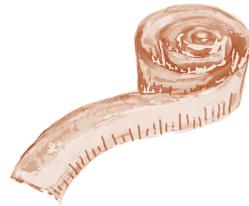
“We do not inherit the earth from our ancestors, we borrow it from our children.” ANTOINE DE SAINT EXUPÉRY



GOOD NUTRITION

This encompasses the rules that need to be followed to maintain a balanced diet (optimal calorie intake, necessary nutrients), tailored to individual needs.

According to Nutrition & Santé, good nutrition is the art of providing consumers with healthy, tasty, personalized products to meet their specific needs.



“There is good nutrition of the spirit and hygiene of the soul.”

HENRI-FRÉDÉRIC AMIEL



THE ENVIRONMENT

This refers to all the natural and cultural conditions that impact living organisms and human activities. Nutrition & Santé integrates the environmental factor into all of its projects and activities. We are committed to identifying our positive and negative impacts on the environment. We are engaged in implementing actions to protect the environment and limit our environmental footprint.

“I do not want to be the product of my environment, I want my environment to be a product of me.”

MARTIN SCORSESE

ETHICS

Ethics, beyond concepts of good and evil, strives to answer the question: how should one act or behave better ?

At Nutrition & Santé, ethics is a core value that is instilled at every level of the company, across all projects and all activities. Much more than mere intentions, our values and commitments are rigorously defined in internal charters and best practices.

“Ethics, is the aesthetics of inside.”

PIERRE REVERDY

INTERESTED STAKEHOLDERS

This refers to an individual or group with an interest in the activities or decisions of an organization.

Nutrition & Santé cares about the impact of its activities and decisions on interested stakeholders, internal and external, identified as key partners in the spirit of mutually beneficial relations.

“The only path that offers some hope for a better future for all of humanity is that of coopertion and partnership.” **KOFI ANNAN**

PROXIMITY



For over forty years, we have been developing local partnerships with service providers and suppliers in keeping with a win-win strategy. We are committed to sustainable, responsible agriculture, the only kind that is capable of providing a healthy diet, respectful of ecosystems and the living world. We are committed to developing more sustainable local supply chains.

“Proximity is not achieved by abolishing distance but by overcoming it” **DANIEL GALTTAUER**

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility involves putting into practice sustainable development practices within companies or organizations.

Since the end of 2010, there has been a benchmark for assessing a company's level of CSR or sustainable development engagement. The international standard, ISO 26000, covers the different areas of protection from environmental protection to that of consumers along with best business practices.

“Responsibility is the price to pay for success.” WINSTON CHURCHILL

HEALTH

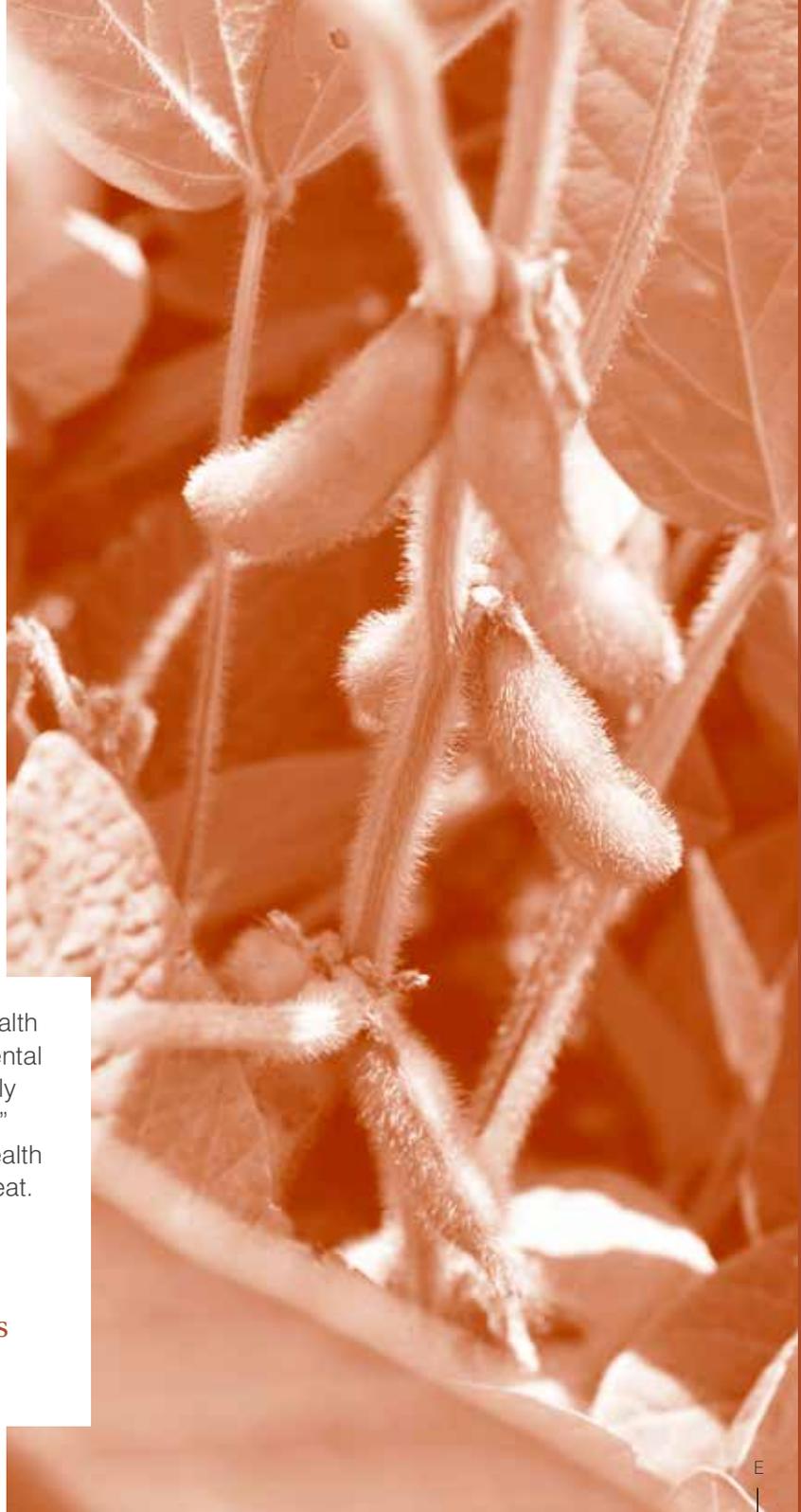
The definition of health provided by the World Health Organization is: “A complete state of physical, mental and social well-being, which does not only consist of a lack of illness or infirmities.”

At Nutrition & Santé, we believe that our health is based on prevention, starting with what we eat.

This conviction informs and defines our responsible manufacturing policy.



“Health depends more on precautions than on doctors.” BOSSUET

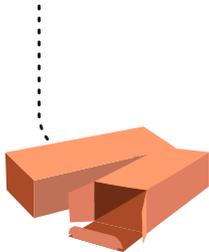




**AGRICULTURAL
SECTORS
PRODUCTION
OF RAW MATERIALS**



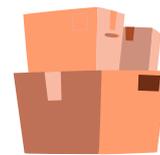
THE PRODUCT LIFE CYCLE



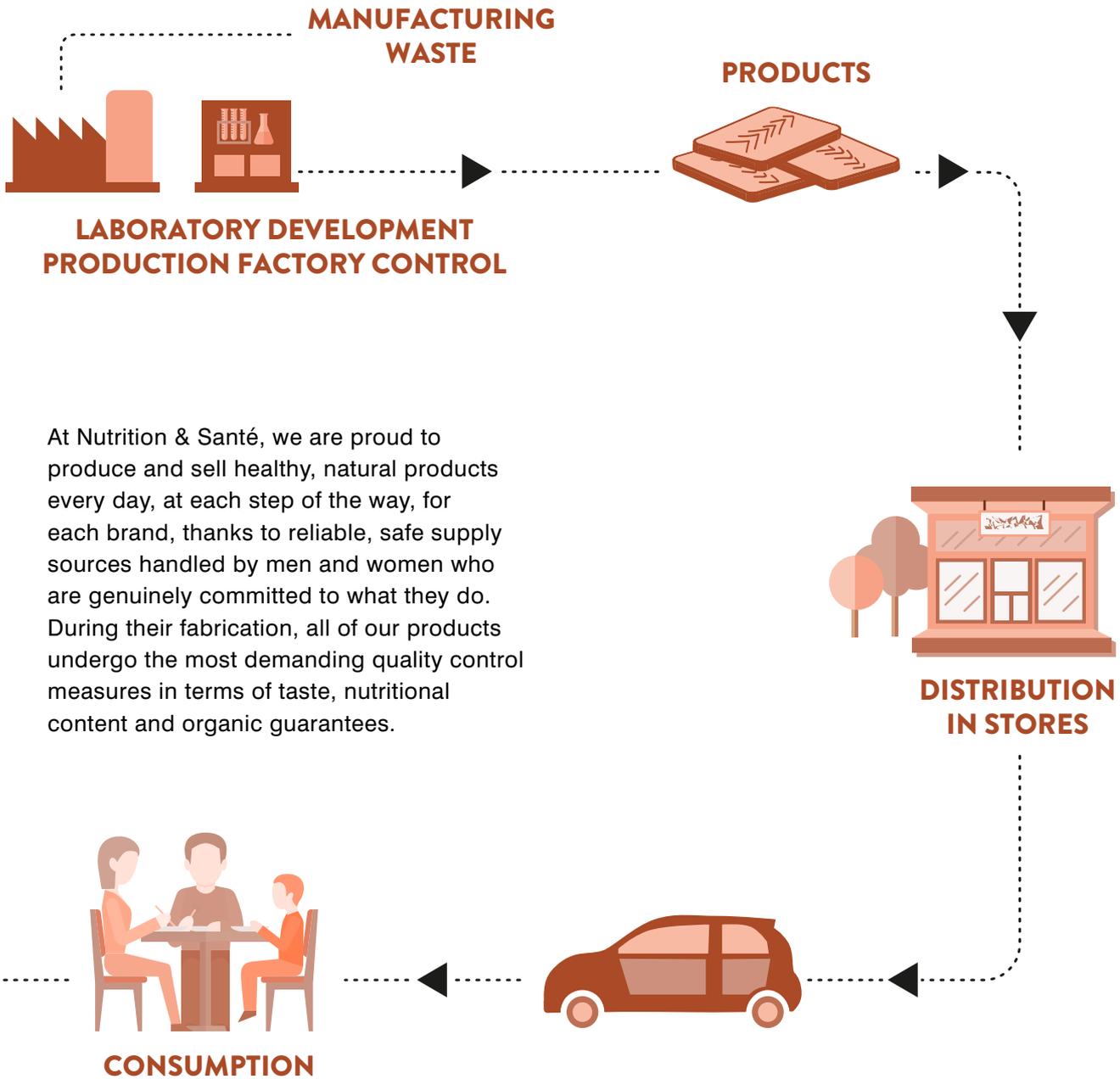
**PACKAGING
PRODUCTION**



**PRODUCT
END OF LIFE**



**PACKAGING
END OF LIFE**



SUSTAINABLE.

DID YOU SAY SUSTAINABLE? HOW CREATING SHARED VALUE ?

F

rom the outset, N&S pioneer in the health food business, has always strived to link food production to health and well-being.

We innovate, produce and commercialize healthy and natural food products, covering all the demands and needs of our consumers. From, organic to vegan, sugar free and gluten free ranges, we also provide a top-quality range of sport nutrition, as well as slimming solutions. With such a huge variety of products, distributed through all the major channels, today, we can respond to the needs and expectations of naturality and health of our consumers.

Not only are we driven by the desire to innovate and launch products to answer to the societal nutrition trends, but also to anticipate them. Our ambition is to lead our consumers to what we deem to be the sustainable solutions to the environmental and nutritional problems of tomorrow. Today, the sustainable actions implemented, and the progress made by our teams are the foundations of creating shared value in line with the different international standards of CSR (ISO 26000, GRI, Global Compact, Sustainable Development Goals).

Fully aware of our responsibilities, we, at our level, successfully contribute to the achievement of the 17 SDGs set by the United Nations since 2015.

You can find our SD-CSR policy on our site :
www.nutritionetsante.com/en/our-commitments/

THE HIGHEST STANDARDS

Our approach is based on different international sustainable development standards (ISO 26000, GRI, Global Compact, Sustainable Development goals).

We have defined the different components of our CSR policy for:

- ◇ our employees;
- ◇ our consumers and clients;
- ◇ our suppliers.

These engagements ensure that our actions foster:

- ◇ protection of the environment: resources and climate issues;
- ◇ local development;
- ◇ fair practices.

OUR APPROACH

IN RESPECT OF SUSTAINABLE DEVELOPMENT GOALS

Through the quality and diversity of our ranges, we adhere to the UN's Sustainable development goals N° 2 , “ **Improving Nutrition** ”, no. 3 “ **Ensure healthy lives** ”, and No. 12 “ **Sustainable consumption patterns** ”.

The geographical locations of our production and distribution sites, allow us to be invested in the local economies of the areas where we are present, generating jobs and shared values which is totally in line with the SDG N° 8 (“ **Promoting inclusive and sustainable economic growth** ”, “ **sustainable employment** ”...) and the SDG No. 17 (**by our different “ partnerships ”**). We are proud to be a manufacturer with our own plants, and environmental approach (ISO 14 001) and quality process (ISO 22 000). Thus, we can play a key role in the SDG **No. 2** (“ **Food Safety** ”), **No. 6** (“ **management of water resources** ”) and **N° 9** (“ **Promoting sustainable industrialization** ”).

We **develop** the talents of N&S people founded on the 4 pillars of our HR policy through training (**SDG N° 4**), our commitment to an enlarged diversity (**SDG No. 5 “ Gender equality** ”, our work on disability ... **SDG n° 10 “ Reduce inequalities** ”).

Finally, we **lead** a sustainable purchasing policy to develop win-win partnerships, some of which are historical in the agricultural community, consistent with SDG **No. 2** (“ **Promoting sustainable Agriculture** ”), **No. 15** (“ **Sustainable land use** ” , “ **biodiversity** ” approach).

Guided daily by our strong values, listening, respect, responsibility, commitment, simplicity and openness, we strive to overcome the major issues of sustainable development both on a local and an international level



HR POLICY



MARKET AND CLIENTS



ENVIRONMENT



SUSTAINABLE PURCHASING



SOLIDARITY



FAIR PRACTICES

OUR
APPROACH

ALONGSIDE
OUR EMPLOYEES

Our human resources policy is guided by strong values : listening, respect, a pioneering spirit, responsibility, engagement, simplicity and openness.

To foster the engagement and well-being of our employees, we are proud of the following four commitments:

To foster good quality of life

- ◇ Our many industrial investments along with our commitment to preventing work accidents, raising awareness of employees and managers about health and safety at work, and preserving a healthy balance between work and personal life, help ensure that our employees enjoy good quality of life at work.

To achieve social balance

- ◇ Acutely aware of the enriching value of social diversity, Nutrition & Santé is an equal opportunity employer. Nutrition & Santé has implemented in its social policy, through signing of different agreements, professional equality between men and women, accompaniment of younger employees and seniors as well as career opportunities for disabled workers.

To grow the professional skills of our employees

- ◇ An HR Department was created to meet the evolving needs of our activities and to provide tailored, motivating training for employees to foster their career development.

To cultivate social dialogue

- ◇ We are committed to sharing our strategy with our employees, to giving them the means to be actively involved, to listening to their aspirations; we put a high value on fostering open dialogue with our employees and their representatives.

WE ARE PROUD...

... Of hiring new employees regularly

TOTAL
EMPLOYEES
FRANCE ON
2018/12/31



+ 4 %

increase per year
in France

... Of developing the professional skills

85 %

of French workers trained in 2018

... Of promoting diversity

In particular

4.6 %

of disabled workers in N&S
France work force



... Of improving health and safety
in the workplace



3.7M€

We have invested on average
3.7 million per year in Hygiene
Safety Environment

OUR APPROACH

TO OUR CONSUMERS AND CLIENTS

- ◇ We are continually attuned to our consumers' needs. Via our brands, we offer our consumers tailored products, recipes, advice and personalized guidance.
- ◇ Our mission: to provide sustainable solutions to today's and tomorrow's food challenges. Whatever the field-sports, slimming, vegetal-based alternatives, daily diet or sugar-free, gluten-free, meat-free ranges, our products are formulated to respect the choices and needs of consumers for healthy, natural products adapted to today's lifestyle.
- ◇ Our sustainable purchasing policy is based on using products made in France and local ingredients.
- ◇ Our quality management system focuses on food safety including ISO 22000, ISO 9000, certifications of our manufacturing sites.

WE ARE PROUD...

... Of innovating for better health



50

R&D people
dedicated
to product
innovation

33.5%

turnover in France
in organic/22%
at the world level

9%

in gluten-free
products



OUR APPROACH

FOR THE ENVIRONMENT

- ◇ We are engaged in the environmental certification of our manufacturing sites (ISO 14001). This involves recognition and validation from an outside, independent organization of our commitment as a responsible manufacturer to 'being a clean producer'. This ongoing improvement was initiated in 2008 and now covers 6 out of 8 French production workshops (hence 92% of our volumes manufactured come from certified sites). We intend to expand this certification process to all our remaining French sites and to our production units in Spanish Catalonia.
- ◇ Throughout the lifecycle of our products, we focus our efforts on the origin of raw materials, the choice of packaging, and their recyclability, the energy resources used and the production-related environmental impact of our products. Now, all new products distributed in supermarkets and retailers in France are evaluated in terms of their eco-design.

WE ARE PROUD...

... To undertake global
ISO 14001 certification

6 OUT OF **10** plants
are certified, four others will be over
the next three years (2 France, 2 Spain)

92% of volumes produced
come from environmentally
certified factories

... Of effective waste management

WASTE

Decrease in waste destroyed relative to products manufactured

From 2011 to 2018, the
volume of waste to be
destroyed decreased by

48%

in other words,
the equivalent of

364 tons
from our 14001 certified
factories in France



RATE OF EVERYDAY
INDUSTRIAL WASTE
(manufactured products)

* Average rate on all certified sites

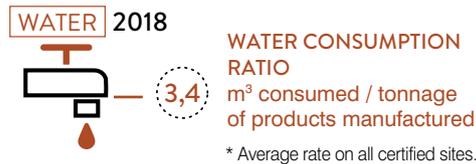
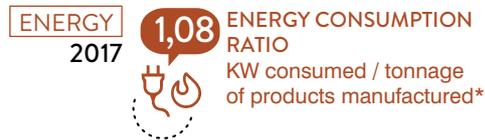
 **FIFTEEN SORTING STATIONS ON THE CERTIFIED
SITES TO RECYCLE MORE EFFECTIVELY**

◇ Our group also deploys a **policy of reducing waste** at the source via many different recycling options: for the last five years, there has been a steady decrease in the weight of waste destroyed relative to the tonnage produced on the sites engaged in certification.

◇ Particular attention is paid to **consumption of natural resources**. Nutrition & Santé has carried out energy assessment audits on its three main sites in France to identify ways to optimize energy consumption. We are committed to preserving the environment, and contributing at our level to climate change adaptation. Accordingly, the **investments** made in our sites (more than 3 million per year since 2011) allow better environmental performance in our growth context.

WE WANT TO IMPROVE ON:

The reduction of our consumption of natural resources :

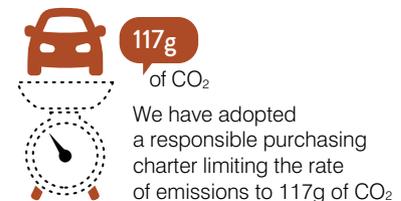


WE ARE PROUD...

... Of our eco-design charter, implemented in 2011



... Of our CO₂ emission-controlled fleet of vehicles



BIODIVERSITY

At Nutrition & Santé, we have long been moved by the progressive disappearance of certain species. And we did not wait until 30% of birds and 80% of insects were identified in decline in Europe to act. Through 2 pilot crops, wheat and soy, here are some illustrations of the commitments made by N & S for their protection:

WHEAT FROM OUR SUSTAINABLE SOURCING AND BIRD PROTECTION

99% of our Gerblé recipes are made with wheat flour from our countryside grown with good biodiversity practices. Our **120 wheat growers partners** commit themselves to join associations for the protection of species protected in their region such as the LPO (**League for the Protection of Birds**) or **The ladies of the night** (protection of bats).

The commitments of these women and men still express themselves through:

- ◇ **agro-ecological practices** so that **our nourishing soils remain fertile:**
 - cultivated plots away from any source of pollution,
 - zero insecticide storage by natural ventilation of grains,
 - refusal of Glyphosate on our plants for 17 years.
- ◇ **protection and maintenance**
 - water sources, hedges and isolated trees so that animals continue to nest there,
 - paths in proximity to plots cultivated to protect pollinating insects.

Find the biodiversity commitments on the Gerblé'site :
www.gerble.fr

WHAT DO WE MEAN BY BIODIVERSITY?

At Nutrition & Santé, taking care of biodiversity was an early part of our commitment. Long before the subject is in the news. Responsible agricultural sectors, support for organic farming, green spaces of industrial sites in sustainable management, we are developing concrete actions in favor of biodiversity on several levels. A fair return for these ecosystems that feed our future.



|
OUR
APPROACH
|
FOR BIODIVERSITY

SOYBEANS AND THE PROTECTION OF INSECT POLISHERS

Since the end of 2015, N & S has invested via its Southwest soybean sector in a program (**Apisoja**) over 5 years. Objective: **to improve the capacity of pollinating insects on soy farms** for N & S, in Gers and Haute-Garonne. Today they are **forty producers** (organic and conventional) who volunteered around this project. Tomorrow we hope for the whole industry!

- ◇ First step: **a diagnosis** of the strengths and weaknesses of the farm in terms of **available food** sources, possible shelter (variety of environments) and practices (treatments) for insect health.
- ◇ Then, **improvement actions** such as the **diversification of cultivated plants** on the farm, the sowing of flowering strips, **the planting of hedgerows** of appropriate species will be put in place to compensate for the weak points .
- ◇ Some farmers took the initiative to **install 440 hives** on their farms. Creating new vocations around beekeeping and the production of local honey.

AN ORGANIC OFFER WELL FOR NATURE

Today in France, 30% of our activity is labeled "organic"; 20% internationally. For more than 40 years, the growing development of our organic references has favored the virtuous practices of organic farming, beneficial to the preservation of our biodiversity:

- ◇ **manual or mechanical weeding** to preserve soil fertility;
- ◇ **exclusively organic fertilizers** (no herbicide or chemical pesticide);
- ◇ **crop rotation**;
- ◇ **growing legumes that capture nitrogen** from the air without external input and enrich the soil.

OUR INDUSTRIAL SITES ARE "ECO-FRIENDLY"

- ◇ We take special care to **maintain the natural areas** of our production sites, mostly located in rural areas: no insecticide, manual or mechanical weeding, organic treatments if necessary.
- ◇ In Revel (head office and 4 production sites), we have been engaged since 2015 and for 25 years, in the program of **voluntary planting of local hedgerows of Carbone Local**. A partnership between N & S, ARPE (Regional Association for the Environment) and Landscape of Autan, Lauragais planter organization, supported by the European Commission. With twenty or so native shrub species planted on its grounds, N & S promotes the maintenance of biological corridors for foragers and wildlife and soil water retention. Real carbon traps designed to be both useful («windbreak» hedges for example), colorful and efficient in maintenance. In total, **more than 2.3 km of country hedgerows are planting our sites**, it's 276 tonnes of CO2 equivalent.

OUR APPROACH

IN TERMS OF SUPPLIERS

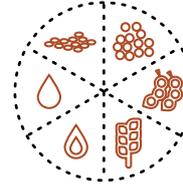
- ◇ In 2014, we officially inaugurated our policy of purchasing sustainable ingredients and packaging materials for our manufacturing sites and also for sub-contracted products. Every year, we continue to make progress in this area through the signing of a **mutual engagement charter** based on a constructive, responsible relationship with our suppliers.
- ◇ Given our activity, Nutrition & Santé depends on the agricultural resources of our planet. To respect and preserve these resources, we must focus on **sustainable agricultural practices** supply for our main ingredients (organic agriculture, sustainable agriculture, certified and controlled sectors) locally grown and from France whenever possible. While certain products have been in place for a long time such as non-GMO organic or conventional soy cultivated in Southwest France since 1998, or CRC (sustainably grown) 100% French wheat since 2010, we are committed to developing our partnerships with the agricultural world. This reciprocal, contractual relationship ensures reliable purchasing prices, volumes, and quality, and sustains the activity of our partner farmers.

WE ARE PROUD...

... Of developing win-win chains with our suppliers for our main ingredients

6 SUSTAINABLE CHAINS TODAY:

- > soy
- > CRC wheat flour*
- > organic sunflower oil
- > wheat germ
- > sustainable cocoa UTZ
- > flour



45%

of our ingredients come from sustainable agricultural chains (purchased volume)

• A FOUNDING MEMBER SINCE 1998 OF THE FIRST NON GMO SECTOR FROM THE SOUTHWEST IN EUROPE WORKING WITH



380

farmers with more than

7,000

hectars under cultivation



which supply

3,200

tons of soy beans for our products.

... Committed since 2010 in the CRC* flour GEI (Grouping of Economic Interest)

With wheat flour 100% of French origin

* Controlled Rational Cultivation.

... Committed to animal well-fare with

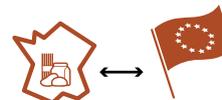
82%

of free range eggs supply

... Of prioritizing local and French suppliers

+57%

of the ingredients for our factories come from France



and +85% come from Europe

... Of signing sustainable purchasing charters with our key partners

OUR APPROACH

IN TERMS OF OUR CONTRIBUTION TO DEVELOPMENT AND LOCAL COMMUNITIES

- ◇ Nutrition & Santé is proud to donate products to food banks and charity organizations to limit the **wastefulness** of our Western societies.
- ◇ From 2014 to 2017, Nutrition & Santé participated in preservation of the Canal du Midi via replanting and protection of its biodiversity. The number three most visited river in the world, the Canal du Midi crosses the Lauragais region, where our head offices are located. Since 2014, Nutrition & Santé has supported all actions implemented.
- ◇ Nutrition & Santé also supports historic **charity associations** such as the Red Cross or the Telethon, in the field of health and solidarity. And for the last 20 years, the company has implemented initiatives to raise employee awareness of the importance of donating blood.
- ◇ Finally, we make it a priority to help **local** associations in which our employees are involved.

WE ARE PROUD...

... Of our commitment to tackling food waste

We donate a certain quantity of our products to regional food banks (Toulouse & Annonay), as well as to local charities like the "Resto du Cœur" and the "Secours Populaire".



In 2018,

166,000€

in food donations.

... Of being against disability discrimination

Since 2018 N&S is supporting Umen in this field and "Roule ta Vie" organizations to develop leisure activities between valid persons and those with disabilities





WE ARE PROUD...

**... To be partner with
the WWF and the app WAG
to promote sustainable food**

OUR APPROACH

IN TERMS OF INTERNATIONAL COMMITMENT TO THE FOOD TRANSITION

- ◇ Faced with a collective awareness of environmental issues, we want to change our habits, but we do not always know how to start.
- ◇ Leader to promote the vegetal transition and the decrease in the consumption of animal proteins, WWF and N&S join their forces with the Cereal brand. It's a partnership with the smartphone app WAG (we act for Good) that offers challenges, tips and tricks on veggie based nutrition, zero waste, "Do It Yourself" and energy.

FAIR PRACTICES

- ◇ Our adoption of the Ethics code of Otsuka group, our parent company, reflects our absolute commitment to the highest ethical standards and fair practices. This commitment is shared by all employees of Nutrition & Santé and its subsidiaries. Since beginning 2019, we have our own Ethics charter for our N&S people.



KEY FIGURES

N&S FRANCE

**+
4**

SUBSIDIARIES



**DISTRIBUTED
IN**



OVER

40 COUNTRIES

**1,750
EMPLOYEES**



≈30 BRANDS



431M€

Turnover 2018

+50

people
dedicated
to product
innovation

**PRODUCTION
SITES**



8 in France
3 2 in Spain
1 in Brazil

**4 MARKET
SEGMENTS:**

HEALTH AND FUNCTIONAL
FOOD

SPORTS NUTRITION

SLIMMING NUTRITION

ORGANIC AND
VEGGIE ALTERNATIVES

4 DISTRIBUTION CHANNELS





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nutritionetsante.com



**You can find our SD-CSR policy
on our site:**

www.nutritionetsante.com/en/our-commitments/
(Revised March 2019)