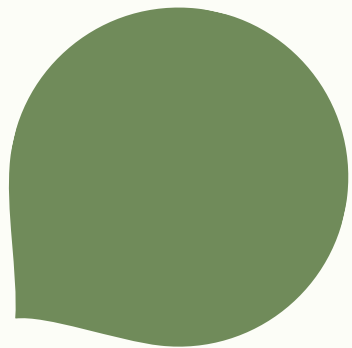




COMMUNICATION ON PROGRESS

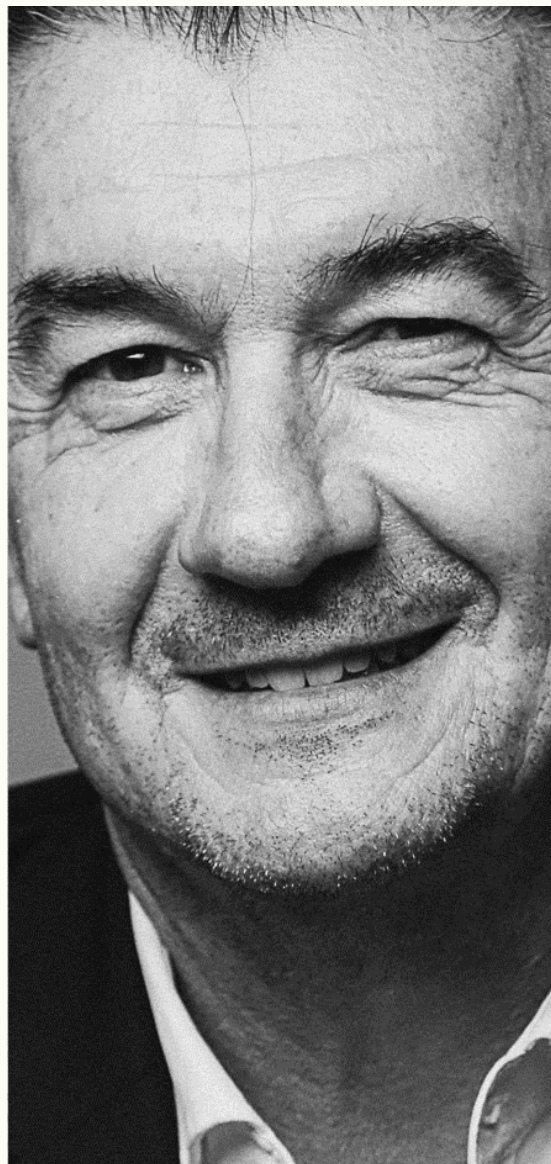
NUTRITION & SANTE

2026



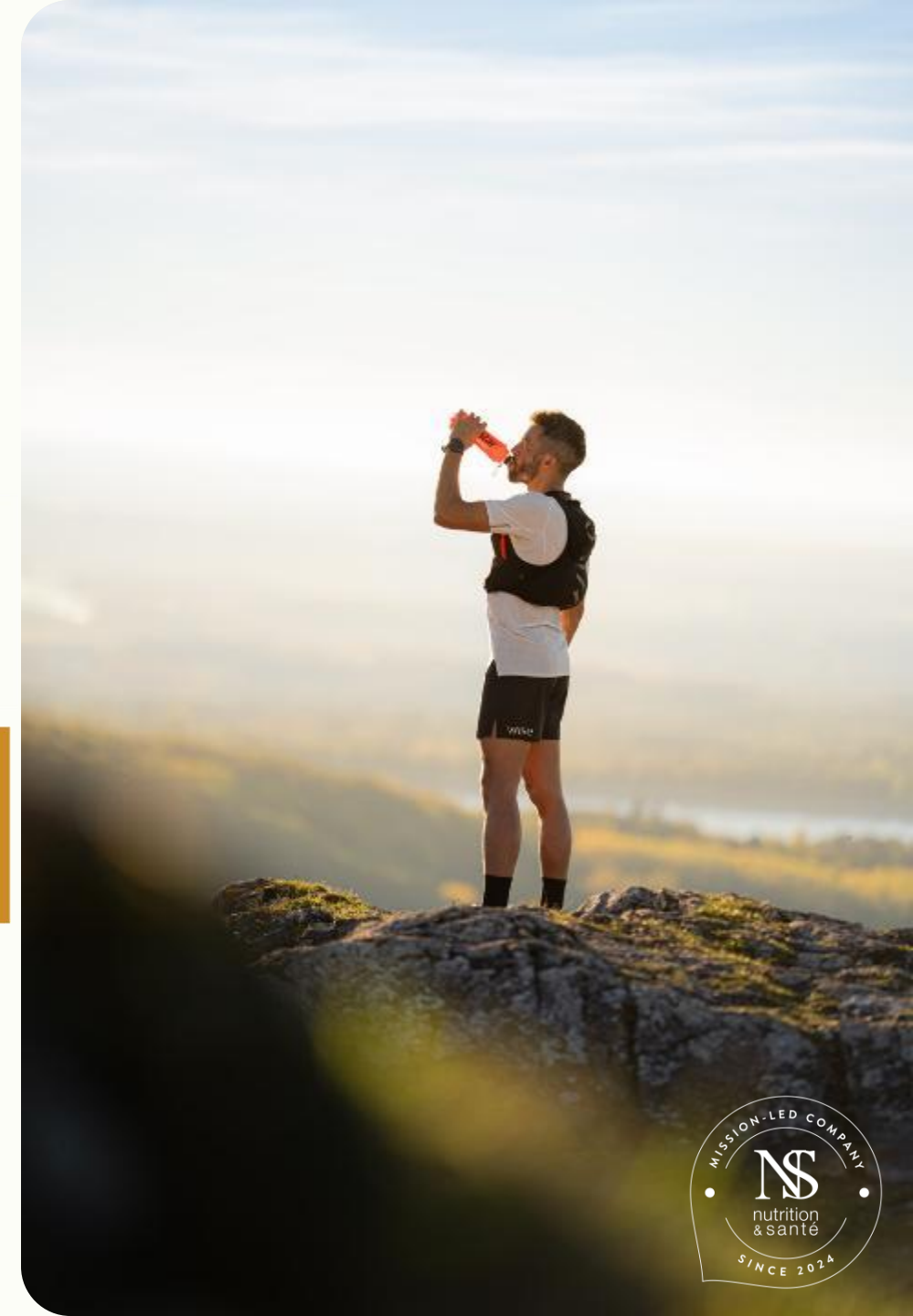
WE SUPPORT

N&S engagement for the sustainable development goals



Since the end of 2019, under the leadership of its CEO **Luis URIBE**, Nutrition & Santé group has been committed to act everyday on the 10 principles of the Global Compact program and on the relevant sustainable development objectives.

N&S COMMITMENTS FOR THE SUSTAINABLE DEVELOPMENT GOALS





SUMMARY

01

NUTRITION & SANTÉ GROUP

02

**COMMITMENTS TOWARDS
SUSTAINABILITY**

03

**OUR ACHIEVEMENTS IN LINE
WITH THE SDG IN 2025**

NOURISHING
OUR FUTURE
HAS REMAINED
OUR AMBITION
SINCE THE
BEGINNING...



OUR MISSION

FEEDING OUR FUTURE, EVERY DAY

“ At NUTRITION & SANTÉ, we have always believed that the nature holds the foundation for good nutrition, positively impacting our health.

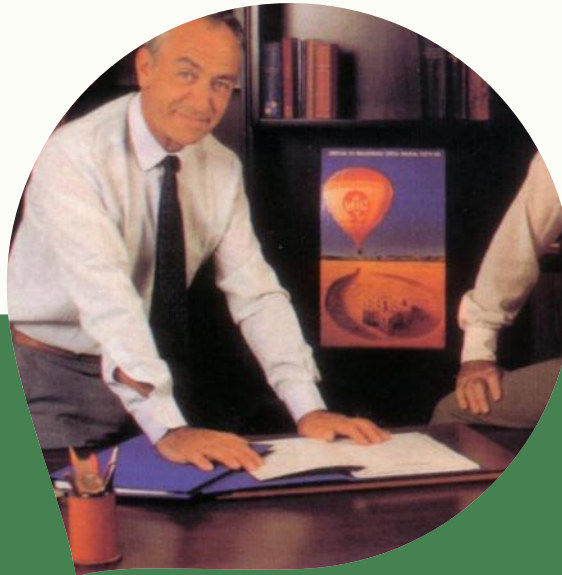
Drawing on our expertise, we are committed to making these benefits accessible to everyone, while respecting all living things.

VISIONARY PIONEERS IN HEALTHY EATING



**ALAIN
CHATILLON**

NUTRITION
WHEAT GERM
DIETETICS



**ANDRÉ
ODOUARD**

NATURALNESS
WHOLE GRAINS
ORGANIC PRODUCTS



**BERNARD
STORUP**

PLANT BASED
SOYA
SUSTAINABLE
ALTERNATIVES



OUR MILESTONES

1972

Alain Chatillon acquires **Gerblé** and founds **Diététique et Santé**.



1991

Nutrition & Santé formed from the merger of Diététique et Santé (Gerblé, Milical, etc.) and Wander Nutrition Cereals (Céréal and Isostar).



2003

Creation of 3 N&S European subsidiaries: Spain, BeNeLux, Italy.



2009

The Japanese group **Otsuka Pharmaceutical** becomes the sole shareholder of **N&S**.



2024

Nutrition & Santé becomes a **Mission Led company**



OUR VISION GUIDES EVERYTHING WE DO

**"To be the leading partner
for health prevention through Nutrition. »**

To achieve this, we rely on four key strategies:



**PRODUCT
EXCELLENCE:
QUALITY, TASTE
AND NUTRITION**



**SCIENTIFIC
CREDIBILITY &
KOL SUPPORT**



**BRANDS WITH A
STRONG VALUE
PROPOSITION,
CONNECTED TO
CONSUMERS**



**SUSTAINABLE &
REGENERATIVE
SUPPLY CHAIN**

UNITED BY OUR VALUES



SIMPLICITY

Demonstrate honesty, humility and pragmatism



ENGAGEMENT

Demonstrate energy, enthusiasm, and a passion for success.



COLLECTIVE INTELLIGENCE

Reach new heights and break new ground



PIONEERING SPIRIT

Championing ingenuity, curiosity and proactivity

NUTRITION & SANTÉ IN KEY FIGURES



428 MILLION EUROS
turnover in 2025



1500 EMPLOYEES
1000 in France



8 INDUSTRIAL SITES
Revel R134 et R2, Compiègne, Annonay,
Quart and Auch



5 DISTRIBUTION
Channels



4 SUBSIDIARIES
France including the head office,
Spain, Italy, Benelux



13 EXPORT COUNTRIES
from France and Spain, excluding the
French overseas territories

PROUD TO BE MANUFACTURERS

7 SITES IN FRANCE

1 SITE IN SPAIN



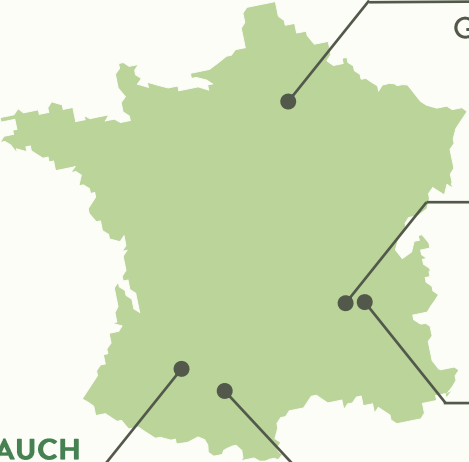
8 OUT OF 10 PRODUCTS
sold by N&S are made in
our own facilities



60 PEOPLE
A Nutrition & R&D team
dedicated to Nutrition and
Product Innovation



100% OF OUR SITES
are supplied with
renewable electricity



COMPIÈGNE
Gluten-free products



ANNONAY
Diet biscuits



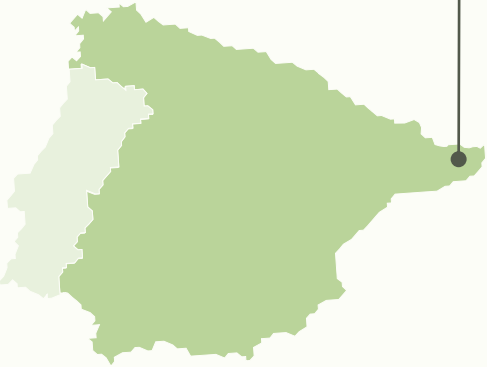
ALBON
Warehouse

AUCH
Fresh organic
ready-to-eat
products



REVEL (4 factories)
Diet biscuits
Plant-based alternatives
Slimming & sports powders
Energy bars





QUART
Rice and corn
cakes, extruded
slimming bars





3 CATEGORIES, 1 AMBITION:

Make nutrition a driver of health for everyone



WELLNESS NUTRITION

Natural, tasty nutrition for balanced breakfasts and afternoon snacks.



52.2%



ACTIVE NUTRITION

Nutrition for weight management and sport.



17.9%



PLANT-BASED NUTRITION

Plant-based nutrition for healthy and environmentally friendly meals.

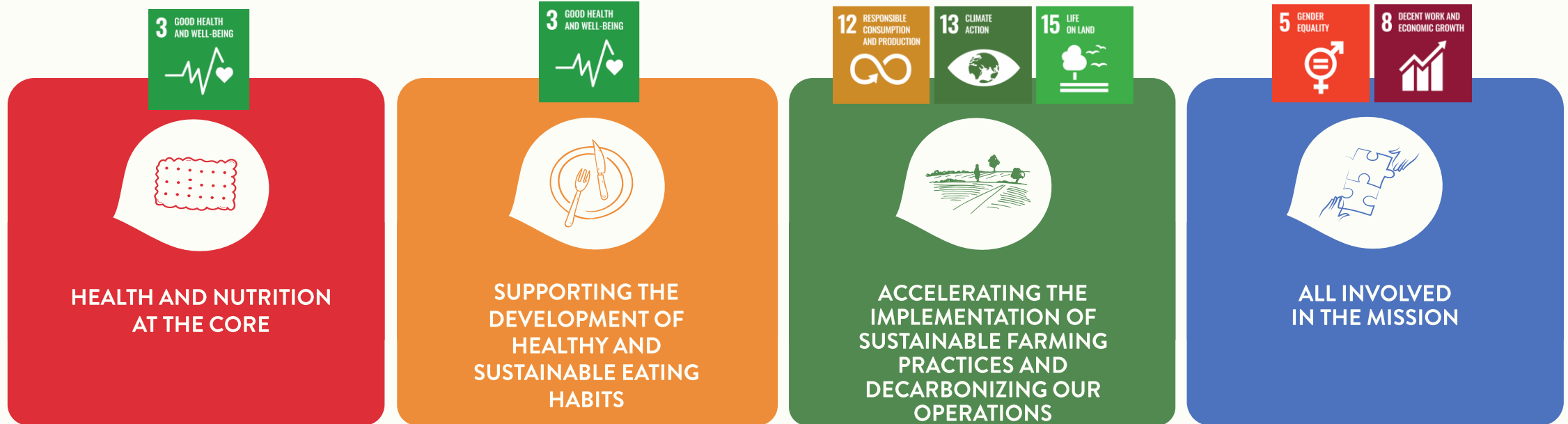


17.5%

SOCIAL RESPONSIBILITY AT THE CORE OF OUR ACTIVITIES



MISSION-LED COMPANY SINCE 2024, PROUD TO BE COMMITTED TO SUSTAINABLE FOOD



Our nutritional and naturalness standards are reviewed annually.

Continuous improvement of our recipes.

75% of turnover to be based on **scientifically validated nutritional programs** by 2027.

All our N&S regions are partnering with local initiatives to promote healthy and sustainable food by 2027.

75% of our agricultural ingredients sourced through **supply chain partnerships** by 2030.

60% of ingredients sourced from **agroecology** by 2030.

100% of managers trained in **N&S leadership** by 2026.

100% of **staff will be actively involved in the N&S initiatives** by 2026.

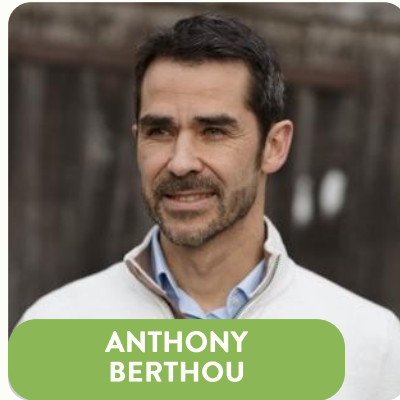
UNDER THE CONTROL OF OUR MISSION COMMITTEE

EXTERNAL MEMBERS



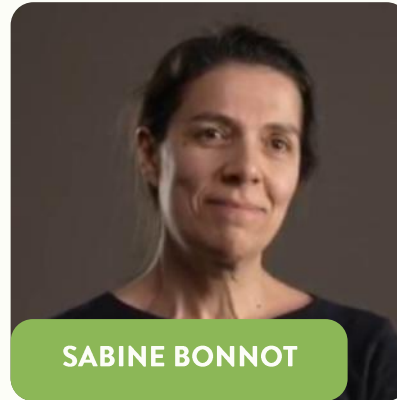
DIDIER LIVIO

President of the CSR Expert
Mission Committee



**ANTHONY
BERTHOU**

Nutritionist & Researcher



SABINE BONNOT

Farmer
President of Planet Score



PERRINE GRUA

Coach, podcaster

ROLE:
Monitor
Challenge
Suggest

INTERNAL MEMBERS



**GERMAIN
BOUTEILLER**

Plant Director



MATHILDE NATHAN

R&D Engineer



CHARLOTTE FILIPE

Area Manager
Organic Network



JEAN-MARC DELPY

Trade union representative

**MISSION
COMMITTEES**

3 per year

MISSION REPORT

1 per year



KEY ACHIVEMENTS IN 2025 IN LINE WITH THE SDG





HEALTH AND NUTRITION AT THE CORE

In 2025, Nutrition & Santé carried out a comprehensive review of all recipes developed in France as part of this mission pillar. This key step helped identify priority areas for improving formulations and explore innovative industrial solutions to further enhance manufacturing processes.



REVIEWING RECIPES PRODUCED IN FRANCE

One of the key initiatives under this first pillar in 2025 was the Nutrition & Naturalness (“NutriNat”) review carried out across all products marketed by Nutrition & Santé in France. This very detailed assessment covered the Group’s full product portfolio, including Wellness Nutrition, Plant-Based Nutrition, Sports Nutrition and Weight Management. It examined recipe composition against nutritional quality criteria such as the Nutri-Score and nutritional indices developed in-house (including sugar, fat and saturated fat content), as well as a second set of criteria relating to naturalness, such as the number and type of additives and technical ingredients. The review also incorporated the latest scientific knowledge for each of these criteria, providing a clear and evidence-based picture of the current situation and helping identify recommendations for improving specific recipes and, where relevant, entire product categories. The NutriNat review will help update Nutrition & Santé’s existing internal formulation standards by product category and guide the development of medium- and long-term roadmaps to improve the nutritional quality and naturalness of Nutrition & Santé products.



MAPPING INNOVATIONS WITH A POSITIVE IMPACT

The other key focus under this pillar in 2025 was industrial innovation and the mapping of processes and technologies with a positive impact. This work examined around forty processing and preservation methods, assessing them against nutritional quality and product naturalness, alongside other criteria such as sensory impact (appearance and taste), technology maturity, cost and energy use. The review helped identify several promising opportunities for innovation that now require further assessment, particularly fermentation, ultrasound treatment and freeze-drying. Other processes involving sterilisation, pasteurisation and frying will also need to be reviewed and challenged within the company.

KEY FIGURES

519 products analysed

- Wellness Nutrition: 207
- Plant-Based Nutrition: 220
 - Sports Nutrition: 47
- Weight Management: 45



SUPPORTING THE DEVELOPMENT OF HEALTHY AND SUSTAINABLE EATING HABITS

Drawing on scientific knowledge, Nutrition & Santé aims to put its nutritional expertise to work to promote preventive healthcare. This pillar focuses on developing support programmes that help consumers adopt eating habits that benefit their health. Initial actions include rolling out weight management programmes, developing educational tools to help reduce sugar consumption and, looking ahead, taking a broader approach to supporting consumers.



“This first year of the mission confirms that when innovation supports nutritional guidance, it can transform prevention. We’re moving towards a more holistic, meaningful and sustainable model that benefits everyone.”

Sophie Cassou, Group Marketing and Innovation Director and Lead for Mission Objective #2



NUTRITION SUPPORT PROGRAMMES

Building on its specialist weight management brands – Gerlinéa, BiManan and Pesoforma – Nutrition & Santé launched support programmes combining nutrition and wellbeing advice. Dietitian guidance, simple interactive tools and videos help address weight management in all its dimensions, taking into account not only diet, but also physical activity, stress and sleep. These programmes place strong emphasis on personalisation, adapting to consumers’ preferences and dietary constraints, with the ambition of providing more comprehensive and holistic support. With around 240,000 users across four countries (France, Italy, Spain and Belgium), the target set for 2025 has been achieved.



TOOLS TO HELP MANAGE SUGAR CONSUMPTION

Another key initiative was the launch of the SugarScore calculator, developed in line with recommendations from a scientific committee. This online educational tool is designed to help consumers better understand their sugar consumption and provide tailored advice on reducing it, without creating feelings of guilt. Nutrition & Santé’s digital and nutrition teams worked to make the tool as intuitive and easy to use as possible. The aim is to support long-term changes in users’ habits through clear, sciencebased content that offers guidance without being prescriptive. Within six weeks, around 20,000 people had joined the programme. The objective is now to quadruple this figure by leveraging brands such as Gerblé and Céréal and rolling the programme out in Italy, Belgium and Spain. The calculator is the first building block of an application developed throughout 2025 and launched in early 2026. The app includes a recognition algorithm that can scan 300,000 everyday products to identify different types of sugars, help users set and track consumption goals, suggest lower-sugar alternatives and provide personalised recommendations.



ACCELERATING THE IMPLEMENTATION OF SUSTAINABLE FARMING PRACTICES AND DECARBONIZING OUR OPERATIONS

Under this pillar, all actions contribute to the same goal: supporting the transition towards more sustainable practices by building long-term partnerships with farmers and producer groups, promoting agro-ecological farming practices, shortening supply chains and decarbonising the entire value chain.



“We’re convinced that agroecology is a path worth supporting if we are to safeguard the quality and long-term future of agriculture. Our ambition is high, but the agreements signed with our farmers and partner cooperatives for wheat, organic soy, beet sugar and rapeseed give us reason to be optimistic about the future.”

David Saladin, Operations Director and Lead for Mission Objective #3



A SUPPLY CHAIN APPROACH TO SOURCING

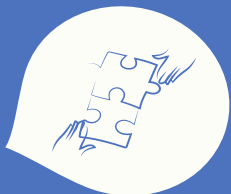
In 2025, Nutrition & Santé signed a number of new agro-ecological supply chain partnerships. Through an agreement with COC (the CAVAC cooperative), it began sourcing 1,000 tonnes of rapeseed oil from agro-ecological supply chains. For sugar, the transition from cane sugar to agro-ecological beet sugar produced in mainland France has also begun, with an initial partnership covering 10% of its requirements. The roll-out of agro-ecological practices, following the methodology developed by “Pour une Agriculture du Vivant”, a French organisation promoting agro-ecological practices and supply chains, covered five crops in 2025 – wheat, soy, sunflower, rapeseed and sugar beet – through six partnership agreements. For sustainable supply chains, the focus during the year was on strengthening existing French sectors for organic wheat, conventional wheat and organic soy, while also exploring opportunities in Spain for rice and maize. Targets for the share of agricultural ingredients sourced through both agro-ecological and sustainable farming systems were achieved.



REDUCING CARBON EMISSIONS

Several initiatives were launched in 2025 to support the other key commitment under this pillar: decarbonisation at different stages of the value chain. Industrial sites benefited from investments aimed at improving energy efficiency. Some sourcing decisions also shifted towards lower-carbon products, such as beet sugar produced in mainland France, while efforts to optimise logistics continued through the Fret21 action plan. These initiatives were supported by ongoing work to assess and measure performance, including carbon footprint assessments and energy consumption monitoring, as well as efforts to build knowledge and expertise around decarbonisation. Results for the year under this commitment were mixed in relation to the mission targets. Objectives were achieved for direct emissions (Scopes 1 and 2), but not for indirect emissions (Scope 3).





ALL INVOLVED IN THE MISSION

Getting employees on board with the mission is essential to making it part of the company’s everyday culture and practices. This means strengthening a company culture built around commitment, collective intelligence, a pathfinder spirit and simplicity, and developing the key skills needed to bring the mission to life.



Our “N&S We Are” culture was redefined and strengthened in 2023, helping to foster a more collaborative and empowering way of working. It aims to create a supportive and stimulating environment where performance goes hand in hand with the enjoyment of working together. Through this culture, and through our knowledge-sharing communities, we continue to nurture the virtuous circle of the mission-led company, helping everyone progress.”

Laetitia Laden, Human Resources and Transformation Director and Lead for Mission Objective #4



AWARENESS-RAISING AND TRAINING

To help employees engage with the mission, develop key skills and come on board with the company’s transformation, in line with the N&S We Are culture, Nutrition & Santé rolled out several training and awareness programmes, with participation rates exceeding targets. In 2025, more than 400 employees took part in workshops run across all departments outside Spain. Targeted sessions were also organised as part of team coaching programmes and for new employees. The objectives were also exceeded for the Leadership programme designed for team managers. A major focus during the year was expanding and enhancing the learning and development offering, while continuing to explore how learning time could be best organised. Development and training plans linked to the seven key skills supporting Nutrition & Santé’s mission and strategic objectives were also implemented, meeting targets both in terms of the number of programmes delivered and the number of employees involved.



VOLUNTEERING DAYS

Employees who wish to take part can devote one working day each year to a cause connected with Nutrition & Santé’s mission. The initiative was piloted in 2025 at the Revel site in France, with collections for the Restos du Coeur food bank and nutrition workshops in schools, as well as in Spain, Italy and the Benelux region. In total, 176 employees took part, exceeding the initial target. At the Group’s other sites in France, local initiatives have been identified to give employees the opportunity to volunteer, with the aim of rolling out the programme more widely.

Mission indicators dashboard for 2025

How did Nutrition & Santé deliver on its objectives during this first year as a mission-led company? This summary table provides an objective overview of results across each mission pillar.

	INDICATOR	INDICATOR	CHANGE VS. 2024	INDICATOR TYPE ACTION/RESULT
MISSION OBJECTIVE #1	NutriNat review in France (100% of product references across all categories)	✓ Achieved	Not applicable	Action
	Updated NutriNat Guidelines in France	✓ Achieved	Not applicable	Action
	Mapping innovation processes and "low-tech" solutions	✓ Achieved	Not applicable	Action
MISSION OBJECTIVE #2	"Weight Management" programme active in 4 countries	✓ Achieved France/Belgium/Netherlands/Spain	Programmes redesigned in 2024	Result
	At least one local partnership signed in connection with the mission	✓ Achieved: partnerships with schools in Revel and the national Restos du Cœur network	Not applicable	Result
	Share of ingredients sourced through sustainable supply chains	✓ Achieved: 35.2% across the Group	2024: 34%	Result
MISSION OBJECTIVE #3	Share of ingredients sourced under agro-ecological agreements	✓ Exceeded: 17% (target: 15%)	2024 : 13%	Result
	Decarbonisation of N&S operations (Scopes 1 & 2)	✓ Achieved: -40% between 2019 and 2024 (Scopes 1&2, according to EcoAct reporting)	2023 : -24%	Result
	Decarbonisation of the N&S value chain (Scope 3)	Behind: -18% between 2019 and 2024 (Scope 3, according to EcoAct reporting)	2023 : -30%	Result
MISSION OBJECTIVE #4	Employee participation rate in "N&S We Are" workshops	Behind target: 85% of employees (target: 100%)	2024 : 23%	Result
	Participation rate in Leadership@N&S training programmes	✓ Exceeded: 74 % of target population (cumulative 2024 & 2025)	2024 : 34%	Result
	Number of programmes linked to the 7 key skills	✓ Achieved: 15	2024 : 11	Action
	Number of employees trained in key skills	✓ Exceeded: 368 employees (target: 150)	2024 : 583	Result
	Number of employees taking part in volunteering days	✓ Exceeded: 176 employees / 12% of workforce (target: 10%)	Not applicable	Result

These results were calculated at Nutrition & Santé Group level (France, Spain, Italy and the Benelux region), although the change to the articles of association applies specifically to the legal entity Nutrition & Santé France.



FEEDING OUR FUTURE, EVERY DAY