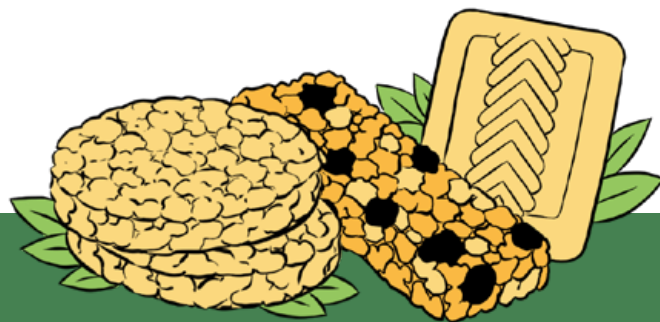


2025



NS
nutrition
& santé



ANNUAL MISSION REPORT

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EDITORIAL

Conviction, consistency and humility

Nutrition & Santé is a food manufacturer specialising in balanced nutrition and health-focused products. We are naturally committed to offering the healthiest products possible and minimising the environmental impacts of our activities. In our sector, seeking environmental and social progress simply makes sense – and is fully consistent with our business model. The growth of Nutrition & Santé in the years ahead will largely depend on our capacity to address the major health challenges associated with poor nutrition.

The quality of the solutions we provide will become a key performance indicator, inseparable from our economic, industrial and financial performance. This is why the commitments set out in the company's mission statement are firmly anchored in Nutrition & Santé's overall strategy, forming its fundamental pillars.

The mission-led company framework provides a structure for these core commitments – areas in which the company was already taking action, though not always through a consistent, company-wide approach. By incorporating them into both our articles of association and our strategic plan, Nutrition & Santé is embedding them within **a continuous improvement process.** This approach has given us the opportunity to clearly define the role that we intend to play in society, beyond our economic performance. Developing the mission roadmap required a far-reaching collective effort to articulate our purpose and lay the foundations on which our Group aims to build. It has taken

five years to turn broad convictions into tangible action and, through objective analysis, to develop a project that goes beyond a mere statement of intent. These four pillars will continue to evolve and improve over time, setting a clear, meaningful direction for our company and everyone involved over the medium term.

Above all, the mission **is a journey, and one that implies humility.** In areas such as nutrition, ultra-processed foods and carbon impacts, advances in science may require adjustments or strategic shifts in our roadmap. We also need to take into account the time required to implement change, for example when reformulating recipes or developing agro-ecological supply chains. And, of course, we must be able to measure the impacts of decisions across every dimension.

It is still too soon to assess the full impact of Nutrition & Santé's mission, although this report already highlights some encouraging results and areas for improvement. However, one key lesson already stands out: **the relationship of trust built with the mission committee brings genuine added value to our strategic commitments.**



Luis Uribe
CEO of Nutrition & Santé

NUTRITION & SANTÉ

A pioneer and leader in healthy eating

For half a century, Nutrition & Santé has remained committed to food that is good both for our health and for our planet. From health foods to organic products, plant-based alternatives and special dietary needs, our brands are now trusted names in France and abroad.

Nutrition & Santé manufactures and markets healthy food combining nutritional quality and great taste. Our recipes are created in-house by nutritionists, working hand in hand with our Research & Development teams and produced predominantly in our manufacturing facilities at 10 production sites across France and Spain. They incorporate carefully selected ingredients, **sourced locally wherever possible, and drawn from responsible, agro-ecological supply chains that help ensure product quality and fair remuneration for farmers.** Our Group now has international reach but remains firmly rooted in the Occitanie region, close to our sourcing areas.



NUTRITION & SANTÉ 5 MILESTONE DATES

- **1972** Diététique et Santé founded in Revel (France) by Alain Chatillon after acquiring Gerblé
- **1991** Merged with Céréale Wander Nutrition and Nutrition & Santé founded
- **2003** Nutrition & Santé subsidiaries set up in Spain, Benelux and Italy
- **2009** Nutrition & Santé joined the Otsuka Pharmaceuticals group, the third-largest pharmaceutical corporation in Japan
- **2024** Nutrition & Santé became a mission-led company



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PRODUCTS CATERING TO ALL TASTES

Nutrition & Santé markets approximately 1,500 products designed to address specific health and nutritional needs, including health biscuits, gluten-free cakes and breads, energy and nutrition bars, rice and corn cakes, plant-based alternatives, slimming and sports nutrition powders, organic fresh convenience foods and ready meals. **Our portfolio is built around three categories: wellness nutrition, plant-based nutrition and active nutrition.** It is aimed at consumers keen to look after their health and improve their everyday well-being through healthy food tailored to their needs.

30 SPECIALIST BRANDS

Nutrition & Santé's products are sold under around thirty local and international brands, including Gerblé, Céréal, Céréal Bio, Soy, Gerlinéa and Isostar. They are available via a wide range of retail channels, from supermarkets and hypermarkets to pharmacies and health and beauty stores, specialist and organic stores, out-of-home catering outlets and e-commerce platforms. **Through its different brands, our Group holds leading positions across these various segments, with a 64% market share in the nutrition category.** Sales are distributed across 15 countries, primarily France (59.3%), Spain (19.7%), Italy (9.4%) and the Benelux countries (8%).

10

production sites
(8 in France,
2 in Spain)

30+

brands

5

distribution
channels

93%

goods sold rated
Nutri-Score
A, B or C



FROM INTUITION TO CONVICTION

The Nutrition & Santé Group was built on the strong convictions of its founders.

Alain Chatillon, who created Diététique et Santé, highlighted the many health benefits of wheat germ and the direct link between nutrition and health.

André Odouard, the founder of Céréal, was a pioneer of organic food.

Bernard Storup, who founded Soy, was an early champion of plant-based alternatives and helped establish local soybean supply chains in south-west France.

These three pioneers continue to inspire Nutrition & Santé's commitment to better nutrition today.

Rooted in history, focused on the future

For Nutrition & Santé, becoming a mission-led company was the logical next step in a history spanning more than 50 years. Far from being an end point, however, it is an incentive to take our commitments even further in nutrition and the transition towards more sustainable food and farming systems.

As a French pioneer in dietetic and organic food products, at Nutrition & Santé we continue to uphold our founders' vision with conviction. Throughout the company's history, we have remained firmly committed to healthier, more sustainable food through an ambitious

approach to innovation and continuous improvement. This approach is shaped by close attention to consumers' expectations and choices, together with an understanding of **the many connections between land and food systems, environment and health, local regions and the people who live in them.**





Our ambition is to combine economic performance with a positive impact on health, the environment and society. Becoming a mission-led company has served as a catalyst, bringing us both internal and external perspectives that challenge us constructively. It has really helped us to structure our thinking and sharpen our convictions.”

Luis Uribe, CEO of Nutrition & Santé

A ROLE TO PLAY IN SOCIETY

Half a century later, the public health challenges linked to food and nutrition are more relevant than ever. Excess weight now affects half the population, while poor eating habits are contributing to a silent epidemic of conditions such as obesity and diabetes, and increasing the risk of cancer and cardiovascular disease. Every food company has **a responsibility to ask how we can produce better to help people eat better**. The answers are complex, but at Nutrition & Santé we have chosen to place these issues at the heart of our economic model.

A COHERENT PATH FORWARD

Becoming a mission-led company builds naturally on years of commitment and reflection, combined with an ambition to go further together. The mission roadmap sets a clear direction for Nutrition & Santé's future and lies at the heart of our company's long-term strategy. With strong support from the Group's leadership and built by teams across the company, **this roadmap charts a path for growth** that reflects Nutrition & Santé's values.

FEEDING THE FUTURE

Becoming a mission-led company also means publicly committing to a long-term vision through clear, tangible actions that engage the wider ecosystem. Through our purpose and the social, societal and environmental objectives Nutrition & Santé has set, we have reaffirmed our determination to make a positive contribution to society. This approach addresses a range of internal and external challenges:



Rooting our commitments in a long-term approach, for today and for tomorrow



Continuing to promote a process of continuous improvement on key issues everywhere our Group operates, while giving ourselves the means to reach our objectives



Working together with our stakeholders to contribute to the food and environmental transition for the benefit of all



Giving greater meaning to our activities and fostering a sense of pride among Nutrition & Santé employees.

A MISSION-LED COMPANY

From intention to accountability

As a mission-led company, Nutrition & Santé is formally committed to increasing the positive impact of its activities on society. This approach follows a rigorous framework, underpinned by a clear and transparent system of oversight.

The “mission-led company” (or société à mission) status was established under France’s 2019 PACTE law on business growth and transformation. A company’s mission is written into its articles of association and formally declared to the commercial court. It reflects a voluntary commitment to pursuing a broader purpose in the public interest, expressed in very concrete terms through:



a purpose statement defining the mission’s overarching direction



social, societal and environmental objectives that the mission-led company undertakes to pursue alongside its economic performance goals



dedicated resources to deliver and oversee the mission.

AN INDEPENDENT MISSION COMMITTEE

The mission-led company model is a regulated framework whose credibility is ensured by a mission committee operating independently from the company’s management. At Nutrition & Santé, we have appointed an eight-member committee for a three-year term, comprising four experts from outside the company and representing each of the mission’s pillars, and four Group employees selected through a participatory internal process. As both a strategic advisory and oversight body, the committee provides informed insight into **the actions undertaken and the progress achieved in support of the mission, measured against the performance indicators defined by the company.** Its conclusions are published in the mission committee’s annual report.

REGULAR EXTERNAL AUDITS

As a mission-led company, Nutrition & Santé is also required to undergo regular audits by an accredited independent third-party body (OTI). The first audit must take place within 18 months of the amendment to the company’s articles of association, and every two years thereafter. These audits are based on the mission committee’s annual report, together with any company documents the independent body considers relevant for its review. **They result in a reasoned opinion on the achievement of the objectives and the resources deployed, which remains publicly available for five years.** Having become a mission-led company in October 2024, Nutrition & Santé is publishing the results of its first audit in spring 2026.

IN FIGURES

According to the Mission-led Companies Observatory, around **2,500 companies** have adopted mission-led company status since the adoption of the PACTE law, including around **200** in the agricultural and agri-food sector.



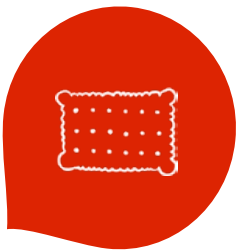
BUILDING EMPLOYEE ENGAGEMENT AROUND THE MISSION

Employee engagement is key to our mission-led company project. A three-year action plan has been developed to explain the approach, its challenges and its contribution to the company's overall strategy. Supported by a network of 30 **"pollinators"** who act as CSR ambassadors in the Group's different entities, we have organised a wide range of **awareness-raising initiatives**, including **"2 Tonnes" decarbonisation workshops**, expert talks, such as agro-climatologist Serge Zaka's conference on the impacts of climate change on agriculture, and **visits to agro-ecological farms**. These initiatives, which help strengthen understanding of the mission-led company approach, also create a shared sense of purpose around the project. In 2026–2027, the programme to bring everyone on board with the mission-led company approach will continue with team workshops, designed to make this transformation tangible for all 1,487 employees.

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The mission's architecture



MISSION OBJECTIVE #1

Designing and producing products that preserve the nutritional quality of food and taste good

3–5-year commitments

Continuously improving **the nutritional quality of our recipes** while ensuring **products remain as appealing as possible**

Ensuring the highest possible level of naturalness in our recipes by limiting markers of ultra-processing as far as possible

Indicators

- ☒ Number of recipes improved per year
- ☒ Percentage of innovations that comply with our internal guidelines
- ☒ Launch of research projects and partnerships exploring new technologies



MISSION OBJECTIVE #2

Supporting the development of better eating habits for the benefit of health and the planet

3–5-year commitments

Developing **personalised nutrition support programmes** that address public health issues linked to dietary imbalances and/or physical activity

Promoting our commitment to healthier eating that respects the living world in the regions where we operate, in collaboration with local stakeholders

Indicators

- ☒ Number of active, scientifically credible nutrition support programmes
- ☒ Number of active partnerships promoting healthy and sustainable food
- ☒ Number of local partnerships and programmes aligned with our mission

PURPOSE

“At Nutrition & Santé, we have always been convinced that the seeds of good nutrition are present in nature and have a beneficial effect on our health. Fortified by our know-how, we are collectively responsible for making them available to everyone, while respecting the living world.”



MISSION OBJECTIVE #3

Developing our supply chains and supporting our farming partners in adopting environmentally positive practices

3–5-year commitments

Sourcing ingredients through **sustainable supply chains committed** to minimising their environmental impact and located as close as possible to our production sites

Protecting the environment and biodiversity by giving our farming partners the means to **implement practices that regenerate soils** and preserve biodiversity, through partnerships and alliances with associations, cooperatives and industry players

Decarbonising our value chain across Scopes 1 and 2 and reducing the direct environmental impact of our industrial sites, including waste treatment, water use and biodiversity impacts

Indicators

- ✓ Percentage of ingredient volumes sourced through sustainable supply chains
- ✓ Percentage of key ingredients sourced under agro-ecological agreements
- ✓ Percentage reduction in Scope 1, 2 and 3 carbon emissions



MISSION OBJECTIVE #4

Empower all our employees to act on our mission, guided by our values: simplicity, collective intelligence, commitment and a pathfinder spirit.

3–5-year commitments

Making **our N&S culture**, rooted in collaboration and individual development, **the guiding principle behind our organisational model, leadership approach and skills development**

Giving our employees the tools **to develop the key skills needed to support our mission** through dedicated time, content and training, enabling them to share and strengthen their expertise, broaden their impact and enhance their employability

Encouraging every employee, whatever their role, **to contribute to and promote the N&S mission within our local ecosystems**

Indicators

- ✓ Percentage of participants in the “N&S WE ARE” workshops and the Leadership@N&S programme
- ✓ Identification of key skills/percentage of employees trained in key skills
- ✓ Number of employees using dedicated volunteering days



EDITORIAL

Heading in the right direction

Some companies have names that speak for themselves. Nutrition & Santé is one of them, and that brings with it a particular responsibility.

Even before embarking on the mission-led company journey, its commitment to high-quality nutrition that benefits the health of its customers and consumers was implicit in everything the company did.

By clearly setting out this commitment in the company's purpose statement, Nutrition & Santé is holding itself to a higher standard and affirming its ambition to help as many people as possible move towards healthy, natural food produced with respect for the living world.

This is a significant commitment, and one the mission committee must examine closely to ensure the company delivers on its objectives.

At this stage in the mission, one point worth highlighting is the long-term and highly participatory nature of the approach. **Nutrition & Santé has mobilised a broad range of contributors throughout the process, going so far as to consult the mission committee in revising some of its objectives.**

This wholehearted commitment to the mission has resulted in a project that is both authentic and genuinely meaningful. By setting out these commitments so explicitly, the company has accepted the risk of being judged on both its words and its results. The composition of the mission committee itself, with people from

inside and outside the company, bringing recognised expertise in their respective fields and the ability to assess the actions presented

to them in considerable detail, is a valuable asset in our monitoring and oversight work. Taken together, these elements give the impression that Nutrition & Santé's approach to becoming a mission-led company is fully in keeping with both the spirit and the ambitions of the 2019 PACTE law.

Overall, the 2025 results summarised in the following pages reflect a positive first year. **Most objectives have been met and, in some cases, exceeded.** In a few areas, progress has been slower, and the company explains the reasons for this openly. At this early stage, what matters most is Nutrition & Santé's commitment to putting the necessary resources in place and, above all, the clear sense that things are moving in the right direction, with committed teams fully invested in the project. This reflects a deeper history and culture: at Nutrition & Santé, becoming a mission-led company is above all the culmination of a long-term strategic vision.

**Didier Livio,
Chairman of the Mission Committee**



FROM PURPOSE TO INDICATORS

Shaping the Mission together

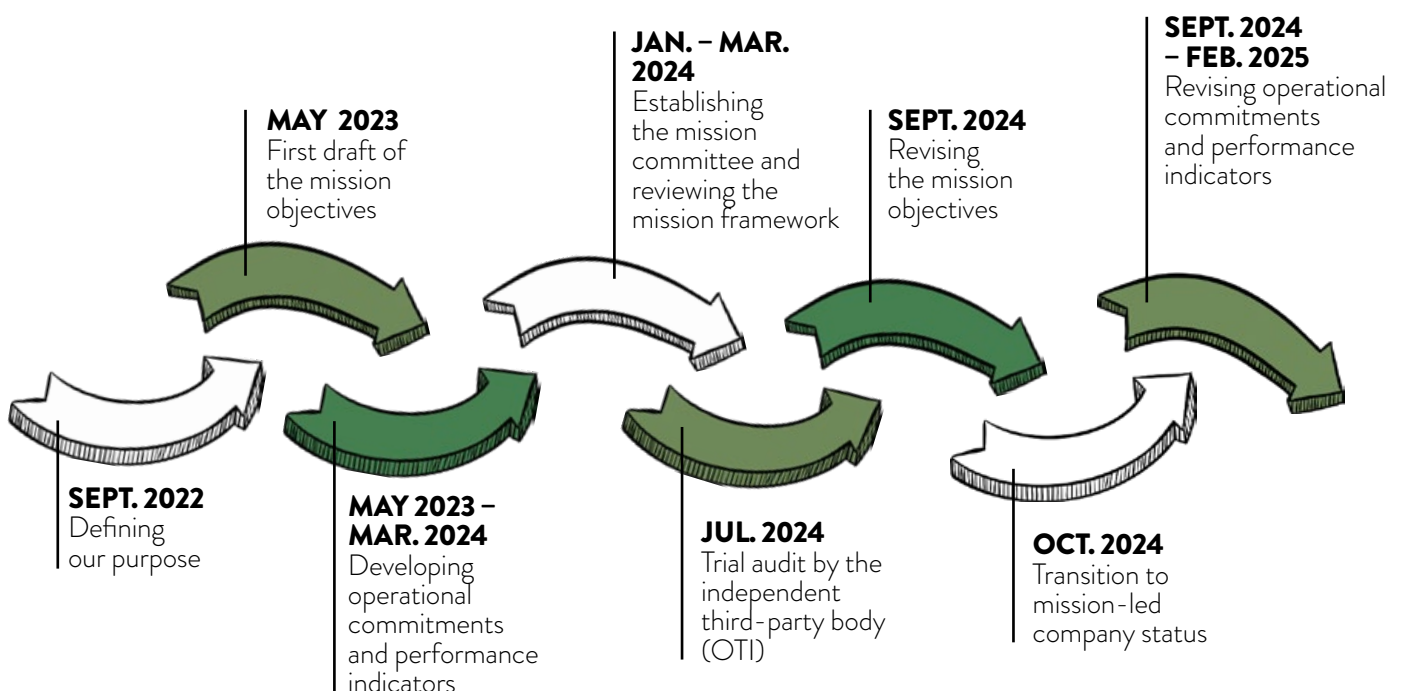
Before the mission itself took shape, more than two years of discussions and collaborative work went into developing the project as it now appears in Nutrition & Santé's articles of association. This distinctive approach set the foundations for the internal engagement and collaborative relationship later established with the mission committee.

From the outset, the way the mission was developed reflected both the ambition behind it and what Nutrition & Santé wanted it to achieve.

What makes the process distinctive is the emphasis placed on collective intelligence, drawing on ideas and feedback from within

the company as well as ongoing exchanges with the external members of the mission committee. The time purposefully invested in building the mission framework together proved invaluable in strengthening the final project, even if it meant postponing its operational launch by a few months.

PROJECT MILESTONES



4 KEY STAGES IN SHAPING THE MISSION

1 The process began with **a collective workshop** bringing together 50 managers from across the Group. This initial work brought key ideas and themes to the surface, which the EXCOM (Executive Committee) then used to define and approve the final wording of the purpose statement.

2 The second stage took place at EXCOM level and focused on translating the purpose into **four mission objectives**, which form the pillars of the mission. Nutrition & Santé's 12 CSR experts then worked together to define a set of three- and five-year commitments to support these objectives, along with the associated performance indicators. This series of discussions led to an initial mission framework.

3 The third stage is what makes the **process distinctive**: opening the project up to external perspectives. The mission committee first reviewed the proposal and provided comments, requests for clarification and suggestions for further development, leading to a redefinition of certain objectives. Nutrition & Santé's independent third-party body then carried out a trial audit of the proposed mission framework.

4 Finally, Nutrition & Santé **incorporated the requested clarifications**, particularly regarding the structure of the mission pillars, and developed an improved version of the mission framework. This revised version was also discussed with the various groups involved before the final framework was formally incorporated into our company's articles of association.



The extensive participatory process put in place by Nutrition & Santé is one aspect that really stands out. The mission committee had the opportunity to discuss and help shape the roadmap presented to us, and we were able to make both the mission requirements and the associated indicators more robust. I believe such an extensive participatory approach is extremely rare, and it undoubtedly reflects the sincerity and transparency of the process.”

Didier Livio, Chairman of the Mission Committee



© Nutrition & Santé

The mission committee: a watchful eye on the mission

Nutrition & Santé's mission committee brings together four external members selected for their expertise in sustainable food and CSR issues, alongside four members from within the company, chosen through a participatory process. Together, they form an independent body that provides a rigorous and informed perspective on the delivery of the mission and on Nutrition & Santé's ongoing progress towards continuous improvement.

EXTERNAL MEMBERS



DIDIER LIVIO, CHAIRMAN

An expert in sustainability for more than 40 years, Didier is an entrepreneur committed to developing new economic models that address major environmental and social challenges. As Chair of FoodPilot, the first platform dedicated to tracking and supporting progress among food companies and their products, he is also the founder of Citoyens&Compagnie, which promotes citizen engagement in the transformation of food value chains and the regions in which they operate.



PERRINE GRUA

Coach and entrepreneur Perrine Grua founded Canary Call, a recruitment consultancy dedicated to supporting a more human and sustainable economy. Through her work, she advocates for a balance between human values, economic realities and environmental stewardship, helping organisations transform by unlocking individual and collective talent. Perrine also created and hosts a podcast highlighting bold initiatives in support of the ecological and social transition.



ANTHONY BERTHOU

Anthony Berthou is a nutritionist, researcher and speaker, and has notably taught at the University of Lausanne on global food challenges looking ahead to 2050. A specialist in the systems approach to nutrition, he has authored several books and regularly appears in the media to raise public awareness of the importance of nutrition and lifestyle in maintaining health, drawing on scientific evidence.



SABINE BONNOT

Food expert and farmer Sabine Bonnot has been actively involved in transforming agricultural and food practices for the past 15 years. She leads Planet-Score, a transparency and eco-design initiative for the agri-food sector created in the public interest through the joint efforts of scientists, NGOs, consumer organisations and student groups. The organisation assesses the environmental value of food products using a rigorous, independent and science-based methodology.

INTERNAL MEMBERS

The selection of the mission committee's internal members reflects Nutrition & Santé's determination to give employees a meaningful role in the mission and involve them directly in the project. The open call for applications, with no set format, attracted dozens of submissions. Candidates were selected by a panel comprising two EXCOM members and two "pollinators" from the Group's CSR community.



GERMAIN BOUTEILLER

As Director of the Compiègne site, Germain has spent his entire career at Nutrition & Santé. With a deep understanding of the Group's organisation and culture, he places particular importance on supporting employees' development and bringing people on board with the company's projects.



CHARLOTTE FILIPE

As Head of the Specialist and Organic Stores division, Charlotte is actively involved in several organisations working to promote solidarity and equal opportunities, including *La Puissance du Lien*, an organisation supporting mentorship and social inclusion. She also mentors students through the Article 1 mentoring programme.



MATHILDE NATHAN

Mathilde is a Research and Development Engineer and has been part of Nutrition & Santé since her first internships in the company. With an engineering background, she has a strong awareness of health and environmental issues.



JEAN-MARC DELPHY

Jean-Marc serves as central union representative and represents Nutrition & Santé's Social and Economic Committee (CSE) on the mission committee. He was appointed by his peers in recognition of his strong understanding of sustainability issues.

The first full year for the mission committee

Throughout the year, the mission committee holds regular sessions with Nutrition & Santé teams, with discussions ranging from specific mission topics to broader reviews of overall progress. Highlights from a busy year.



As the meetings went on, a real sense of momentum developed between the members of the mission committee, with high-quality discussions on every pillar, including the most technical topics. The external members each brought their own sector expertise, which complemented the internal members' deep understanding of how the company works particularly well. This mix of perspectives creates real value and, ultimately, helps the company move forward while providing a clearer view of the progress made."

Claire Marsal Guèze, CSR and Corporate Communications Director and Mission Lead



he mission committee plays a central role in the governance of the mission-led company, providing an independent perspective on the progress of the mission and the actions undertaken. As part of its formal responsibilities, it monitors and oversees the mission in four key areas:



Assessing progress
against commitments



Challenging and strengthening
the actions taken



Supporting and guiding
the approach



Ensuring transparency
throughout the process

To fulfil its role, the mission committee meets regularly with the teams that lead the mission's strategic pillars and with Nutrition & Santé's leadership. During its first year of operation, the committee met on four occasions.

1 COMMITTEE MEETING 1 NOVEMBER 2024

The inaugural meeting provided an opportunity for the committee's internal and external members to meet each other and to connect with Nutrition & Santé representatives. **Discussions helped clarify the committee's legal and operational framework**, particularly regarding confidentiality and potential conflicts of interest, and introduced the independent third-party body. The meeting also focused on the content of the mission. The leads for each mission pillar presented the commitments and projects under their responsibility, giving committee members the context they needed to fully understand the issues involved.

2 COMMITTEE MEETING 2 FEBRUARY 2025

During this meeting, committee members **finalised the mission framework**. Discussions focused on reviewing the performance indicators for each mission pillar against the 2025 and 2027 targets.

3 COMMITTEE MEETING 3 MAY 2025

During this meeting, committee members were divided into groups to take part in workshops focused on **two key aspects of the mission: the nutrition and naturalness pillar, and employee engagement with the mission-led company approach**. The first working group put forward recommendations on the indicators to be included in assessments, particularly those linked to the Nutri-Score. The second group explored ways to strengthen employees' understanding of the mission-led company approach and encourage greater involvement in the project.

4 COMMITTEE MEETING 4 NOVEMBER 2025

This meeting provided an opportunity **to review the mission's first year**. The leads responsible for each mission pillar presented the actions undertaken and the detailed results, which were then reviewed and discussed by committee members. The conclusions from this meeting form the basis of the mission report.



Mission Committee
on 20 November 2025

MISSION OBJECTIVE #1

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.

THE MISSION COMMITTEE’S PERSPECTIVE

The NutriNat review provides a clear and comprehensive picture, supported by a high level of detail. Its findings, presented in a way that remains accessible to non-specialists, clearly highlight the progress already underway, the R&D challenges involved in improving recipes, and the complexity of issues such as ultra-processing.

Looking ahead, the committee highlighted several areas to monitor closely, including fibre and its impact on digestive health, evolving knowledge around stable fatty acids, and quality assurance for gluten-free products. The committee also considers it important to communicate more clearly about the potential effects of excessive or inappropriate consumption of products with these nutritional characteristics.



KEY FIGURES

519 products analysed

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

“

2025 was an important year in laying the foundations for a reliable and meaningful diagnostic tool. The methodology developed during this first year will be rolled out from 2026 to extend the NutriNat review across the Group's full geographic footprint. Discussions with the mission committee were rich and constructive, encouraging us to raise our level of ambition and explore new areas for investigation.”

Gwenaële Joubrel, Nutrition and Regulatory Affairs
Director and Lead for Mission Objective #1

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.

THE MISSION COMMITTEE'S PERSPECTIVE

This mapping exercise raises a fundamental question: how can the food industry ensure that the products and ingredients it uses are not altered or diminished in the process? Simply taking this dimension into account already represents an important step forward. Assessing these technologies requires ongoing monitoring and long-term analytical work, fully aligned with the company's continuous improvement approach.

MISSION OBJECTIVE #2

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.

NUTRITION SUPPORT PROGRAMMES

Building on its specialist weight management brands – Gerlinéa, BiManan and Pesoforma – Nutrition & Santé launched support programmes combining nutrition and well-being 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.



“

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

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, science-based 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 Céréral 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.

THE MISSION COMMITTEE'S PERSPECTIVE

The nutrition support programmes developed so far are fully aligned with the objectives set out under the mission. The application in particular, with its non-branded approach, reflects the spirit of the mission well and could represent a new business model. The educational aspect has been addressed effectively through tools that are both intuitive and practical. The application also demonstrates genuine ambition, which would justify a more structured launch strategy to maximise its impact.

Looking ahead, the mission committee suggests involving Nutrition & Santé employees in the project as the application's first testers, users and ambassadors. The committee also encourages a broad and ambitious approach to the target audience, finding ways to reach different groups, such as school pupils, students and employees, through workplace awareness initiatives. Another promising avenue would be to develop partnerships within the healthcare sector to support knowledge-sharing. The committee also highlighted several points requiring particular attention, including people with diabetes, for whom the calculator and application may not be suitable, and individuals who may not have sufficient financial means to access the digital devices needed to make full use of these tools.



MISSION OBJECTIVE #3

Accelerating the implementation of sustainable farming practices and decarbonising our activities

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.

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.





We're convinced that agro-ecology 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

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).

THE MISSION COMMITTEE'S PERSPECTIVE

This pillar is particularly important because of the systemic nature of the actions involved, which can sometimes create tensions, trade-offs and difficult choices.

Agro-ecology and decarbonisation are complex areas. The challenge is to move forward through a process of transition while supporting farmers and recognising that there are no perfect solutions. The mission committee highlighted Nutrition & Santé's respectful approach to working with suppliers.

The committee also pointed to several areas requiring close attention. For example, some decarbonisation measures can encourage greater consolidation and industrialisation. Phasing out supply chains such as cane sugar may also create negative social impacts at a local level that need to be managed carefully. Certain substances, including hexane and cadmium, also require close monitoring.

MISSION OBJECTIVE #4

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.

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.

THE MISSION COMMITTEE'S PERSPECTIVE

The engagement workshops are gradually helping employees build their understanding of the mission's themes and develop a genuine sense of ownership of the mission, laying the foundations for its integration into everyday practices. Nutrition & Santé had set itself the objective of reaching 100% of employees, which appeared difficult to achieve in the first year across all employee groups. Given the very strong progress made, the committee considers this indicator to have been achieved. The committee welcomes the consistency between the training and awareness programmes, particularly regarding key skills. This fundamental pillar could be strengthened further by identifying the mission's cross-functional skills more clearly and translating them into role-specific competencies, making it easier for managers to act as relays within their teams. The committee also highlights the importance of recognising small-scale initiatives and contributions alongside the more structural projects to help sustain the momentum behind the mission. The question remains whether this pillar should now be broadened or continue to focus on the original indicators.

“

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

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 Cœur 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.

THE MISSION COMMITTEE’S PERSPECTIVE

This initiative has delivered particularly encouraging results. The committee raised the possibility of extending nutrition workshops to other groups, such as students through the CROUS university services network, or linking them more closely with other mission initiatives, such as SugarScore. It is also worth clarifying the status of these volunteering days for employees, making it clear that they take place during working hours.



Mission indicators dashboard for 2025

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.

MISSION OBJECTIVE #1

INDICATOR

NutriNat review in France
(100% of product references across all categories)

Updated NutriNat Guidelines in France

Mapping innovation processes
and “low-tech” solutions

MISSION OBJECTIVE #2

“Weight Management” programme active in 4 countries

At least one local partnership signed
in connection with the mission

MISSION OBJECTIVE #3

Share of ingredients sourced through
sustainable supply chains

Share of ingredients sourced under agro-ecological
agreements

Decarbonisation of N&S operations (Scopes 1 & 2)

Decarbonisation of the N&S value chain (Scope 3)

MISSION OBJECTIVE #4

Employee participation rate in “N&S We Are” workshops

Participation rate in Leadership@N&S training
programmes

Number of programmes linked to the 7 key skills

Number of employees trained in key skills

Number of employees taking part in volunteering days

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	CHANGE VS. 2024	INDICATOR TYPE ACTION/RESULT
✓ Achieved	Not applicable	Action
✓ Achieved	Not applicable	Action
✓ Achieved	Not applicable	Action
✓ Achieved France/Belgium/Netherlands/Spain	Programmes redesigned in 2024	Result
✓ Achieved: partnerships with schools in Revel and the national Restos du Cœur network	Not applicable	Result
✓ Achieved: 35.2% across the Group	2024: 34%	Result
✓ Exceeded: 17% (target: 15%)	2024 : 13%	Result
✓ Achieved: -40% between 2019 and 2024 (Scopes 1&2, according to EcoAct reporting)	2023 : -24%	Result
Behind: -18% between 2019 and 2024 (Scope 3, according to EcoAct reporting)	2023 : -30%	Result
Behind target: 85% of employees (target: 100%)	2024 : 23%	Result
✓ Exceeded: 74 % of target population (cumulative 2024 & 2025)	2024 : 34%	Result
✓ Achieved: 15	2024 : 11	Action
✓ Exceeded: 368 employees (target: 150)	2024 : 583	Result
✓ Exceeded: 176 employees / 12% of workforce (target: 10%)	Not applicable	Result

New challenges for 2026

The mission approach involves continually refining actions – and sometimes adjusting them – to keep moving forward on the improvement path the Group has committed to.. The main priorities for the year ahead are outlined below for each pillar.



MISSION OBJECTIVE #1

The nutrition and naturalness review will continue in 2026 for recipes produced and marketed in all markets. Building on the NutriNat review carried out in 2025, teams are developing category-specific restricted lists of substances (additives and technical ingredients) in 2026. They are also preparing action plans to eliminate undesirable substances and continue improving nutritional quality, drawing on the recommendations issued during the 2025 review. The tool developed in 2025 to measure compliance with internal formulation standards for the Wellness Nutrition category will be extended to all product categories.

Nutrition & Santé is also pursuing research on several topics. This includes sugars, with ongoing work aimed at distinguishing added sugars from naturally occurring sugars.



MISSION OBJECTIVE #2

In 2026, the roll-out of the SugarScore calculator will gather pace across France, Italy, Belgium and the Netherlands, with the aim of quadrupling the number of people reached. 2026 will also see the launch of the personalised support app Asuga, designed to help consumers reduce their sugar consumption easily and sustainably. The app will initially be available in France and Belgium. To expand comprehensive nutritional support, a new multi-brand digital platform will also be launched during 2026 to support consumers at key moments in their lives and strengthen connections with all of brands.



MISSION OBJECTIVE #3

In 2026, Nutrition & Santé will continue expanding agro-ecological supply chains. The focus will be on strengthening contracted supply chains, with targets including 80% of soft wheat purchasing volumes through the integration of new suppliers, and 100% coverage for organic soy and sunflower oil. Roll-out of the agro-ecological supply chains created in 2025 for rapeseed oil and beet sugar will continue in 2026. A new agreement is expected this year for the organic soft wheat supply chain, for the Gerblé Bio, Soy and Cérééal Bio brands.

For sustainable agricultural supply chains, the objective is to roll out multi-year wheat contracts based on production costs and to launch a dedicated rapeseed supply chain. Nutrition & Santé are also exploring how brands can better highlight their agro-ecological commitments, particularly through performance indicators linked to the soil regeneration index and supply chain agreements.

On decarbonisation, emissions reduction targets are being updated to include FLAG emissions (Forest, Land and Agriculture). The company is also carrying out its first product carbon footprint assessments to meet retailer expectations. A revised supplier engagement strategy should help Nutrition & Santé better assess supplier maturity and develop targeted improvement plans. Lastly, work is ongoing to examine the Group's resilience to climate change.



MISSION OBJECTIVE #4

Nutrition & Santé will continue raising awareness among employees through the N&S We Are engagement workshops, supported by its internal facilitators and the wider roll-out of workshops for new employees. New Leadership and Management programmes will also be introduced. For these indicators, the 2026 targets are 100% roll-out and 100% participation. The company will also step up the deployment of key skills through the implementation of the programmes prepared in 2025, with a target of training 200 employees during the year.

At Revel, the nutrition workshops in schools and the collections organised for the Restos du Cœur will continue, with the aim of increasing participation. These initiatives will also be introduced at other sites where considered relevant. Meanwhile, a working group has been set up to develop a Nutrition & Santé community initiative that can be rolled out across all sites in connection with local ecosystems. The objective for 2026 is to involve 15% of employees in volunteering days, representing 225 people.





Congratulations to the winners OF THE MISSION AWARDS

FIND
OUT
MORE



Compiègne
Reducing plastic use and
decarbonising packaging

Benelux
Raising customers'
awareness of
our mission and
commitments

Annonay and Albon
Family days

Auch
A team walking
for the planet

Italy
Tackling food
waste

Castellterçol
Water saving

Barcelona
Sustainable agriculture

Revel
• Non-financial
agreement
• Relocalising sugar
sourcing
• Wastewater treatment
• Volunteering days

Quart
Water saving

