

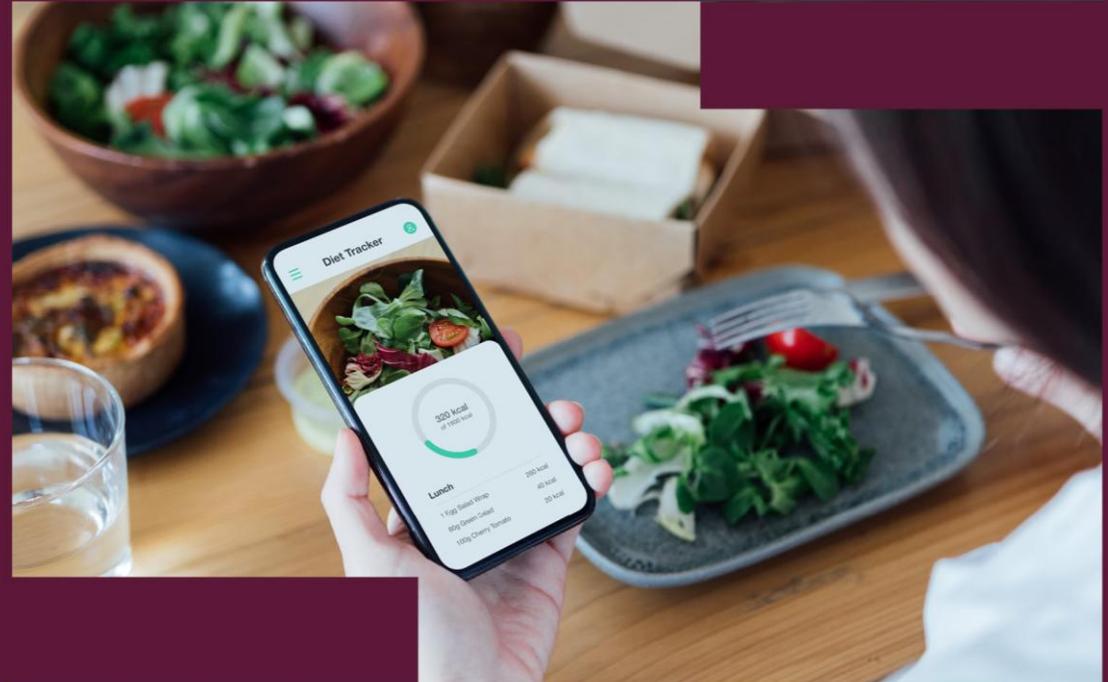


Shaping the future of Net Positive Business & Healthy Nutrition

WEBINAR

12th February, 2026
11:00AM - 12:00PM

With first white paper insights
on the impact of labelling in a
data-driven food system



Centre for Net Positive Business
and Club Net Positive Business

SPEAKERS



Axel Tagliavini
Managing Director
Centre for Net Positive Business



Alix La Cotte
Programme Manager
Centre for Net Positive Business



Vinit Srivastava
Head of Organizational
Future FITness
Centre for Net Positive Business



Sébastien Adélis
Global Insights and Digital Planner
HORIZONS Foresight Leader
ROQUETTE



Clémentine Geyelin
Alumni relations manager
Net Positive Business

AGENDA



The Centre For Net Positive Business
& Accessible Healthy Nutrition Program

Poll: the role of food labellings & apps
Decoding food choices in a digital world



Industry Testimonial
Staying ahead of the curve with Sébastien Adélis at ROQUETTE

Upcoming conference & whitepaper launch
On 26 March at the EDHEC Campus in Paris



“Through its research, training and the actions of its alumni, EDHEC engages the power of business to serve future generations”.

Emmanuel Métais

Dean, EDHEC Business School



#7

Business School in
Europe - 2024

5

Campuses
Lille, Nice, Paris,
London, Singapore



10.000

Students Graduate &
Undergraduate



THE CENTRE'S MISSION

Exploring and defining the pathways that enable businesses of all sizes to develop scalable models capable of driving systemic change



Working towards a universally accepted measurement framework



Catalyze regeneration through collaborative and systemic business models



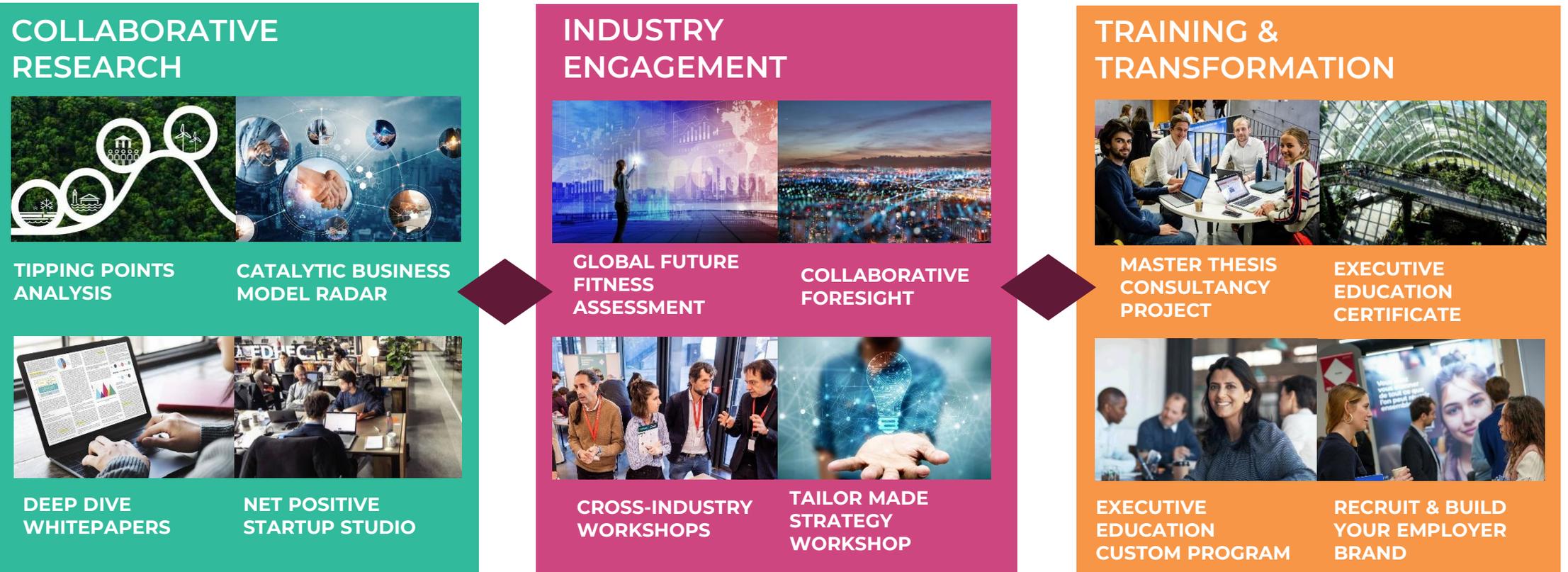
Enable industries to anticipate change and overcome structural obstacles

We establish a platform that links its direct stakeholders, including partner companies, alumni & students with a network of leading actors, creating a space for collaboration and collective progress



HOW WE CAN SUPPORT

Our activities are designed to empower your company at various levels, enhancing strategic foresight, developing future-ready skills, and driving faster, more impactful innovation.



WHY A PROGRAM ON ACCESSIBLE HEALTHY NUTRITION

EDHEC Business School is partnering with frontrunner organizations to find solutions for the challenges faced Wellbeing and Nutrition industry

VISION

Working together to build a sustainable value chain for providing healthy nutrition to 8 billion people on the planet

MISSION

By engaging complementary partners across the agri-agro value-chain to understand change, innovate together and demonstrate solutions that can be scaled



OUR FOCUS TOPICS 26/27

Two deep-dive focus to advance sustainable pathways for the agrifood sector



The Future of Labelling

Driving Innovation and Transparency
in Highly Processed Foods

The Future of Longevity

Pathways to Healthier, Longer Lives

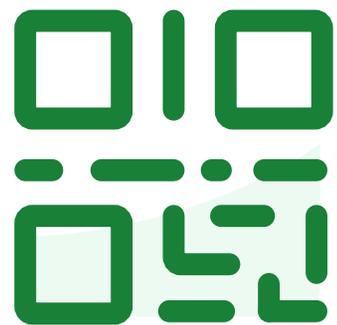
THE FUTURE OF LABELLING AND APPS

This work stream explores how evolving labelling systems are reshaping the role of highly processed foods and salt, fat and sugar



- How might future labelling systems **shift consumers perception** on healthiness of food and beverages?
- What **breakthroughs do we expect on scientific** understanding and consumer-friendly labelling?
- What **unintended consequences** should we prepare for (e.g., demonizing certain foods, increasing inequality)?
- **What types of data and technology** are needed to support next-gen labelling systems?
- What **collaborative actions** could support both public health goals and business innovation?

Do not edit
How to change the
design



**Join at slido.com
#3087730**

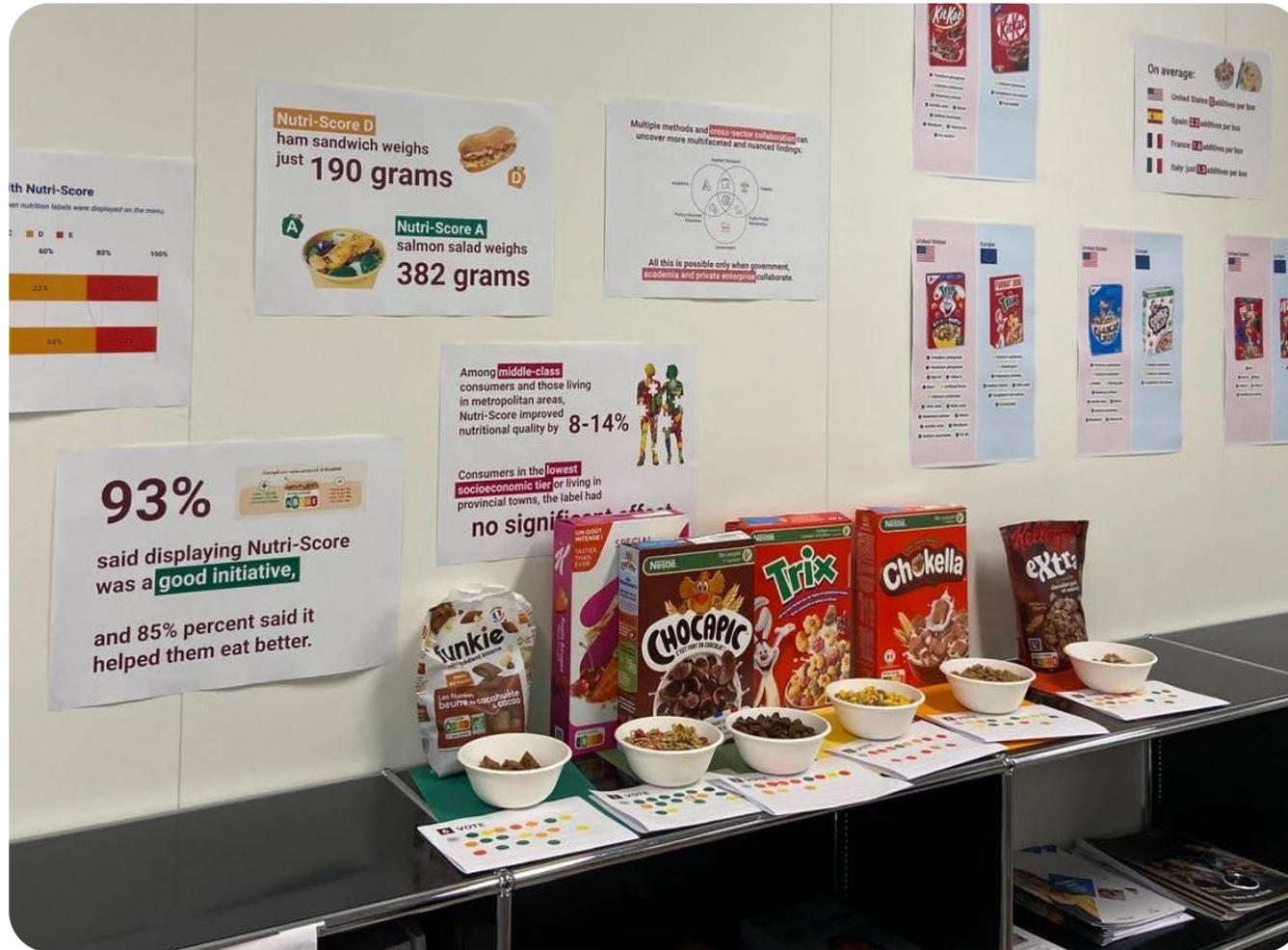
 The Slido app must be installed on every computer you're presenting from

slido



What's a food you thought was healthy, only to find out it wasn't?

EVERDAY BASICS ARE NO LONGER SIMPLE DECISIONS



LABELLING PROMISES CLARITY. IT ALSO CREATES BLIND SPOTS.

WHAT LABELS AIM TO DO

ADOPTION BARRIERS



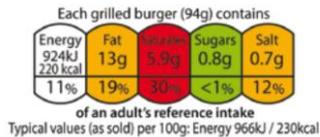
Nudge better choices

Creates Health Halo



Provide fair information

Too many labels,
Too little time



Push for healthier reformulation

Price sensitivity
Taste & Texture preferences



In Australia, 73% of ultra-processed food on supermarket shelves displayed ratings of 2.5 stars or higher

Effectively, the **ratings failed to convey** anything of value to the consumer.

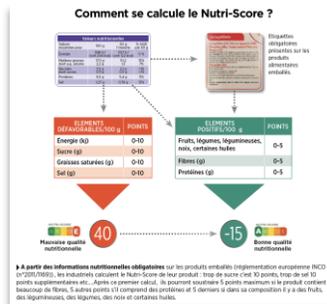


Which country is leading in Nutri Score adoption?

THEORY OF CHANGE 1

LABELLING IS SHIFTING FROM “INFORMATION” TO “MARKET ACCESS”

In 2035, “healthy enough” becomes a shelf requirement, not a preference



Disclosure

2010s

Labels like Nutri-Score, C-label, Eco label

Eligibility rules

2020s

Placement, promotions and ads become “eligibility gates”

Portfolio Reformulation

2030s

Score-proof | Taste-proof | Price-proof

Basket shift

~Half of supermarket sales in France come from products carrying Nutri-Score.

HFSS & UPF AS MARKET FILTERS



- Retailers create **new “zones”** for specific life stages/needs
- Retailers redesign shelves to **remove decision paralysis**
- Lidl UK “Live Well” label that bundles health and sustainability as a retailer product strategy
- Categories like indulgence



In 2035, the dominant medium for interacting with health information will be?

THEORY OF CHANGE 2

FOOD SYSTEM IS GETTING DIGITIZED, DATA WILL BECOME THE MOAT

- Open Food Facts lists **~3.7M products**
- Retailers are making scores a data-field requirement online, i.e., Carrefour pushing Nutri-Score in online product info.
- **100k+ of food SKUs**, i.e., ~226k fresh-produce items and ~692k dairy items alone, by **35k** manufacturers and retailers worldwide.
- **“Connecting Food”** and traceability platforms are live in parts of the EU food chain, with limited coverage for specific categories.

We're a digital public good !



open **FOOD** facts

is one of the 180 digital public goods recognised by the Digital Public Goods Alliance

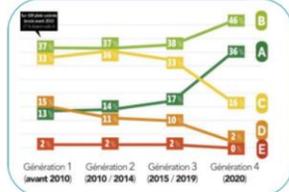


Improve the formulation of products

TOWARDS HEALTHIER PRODUCTS



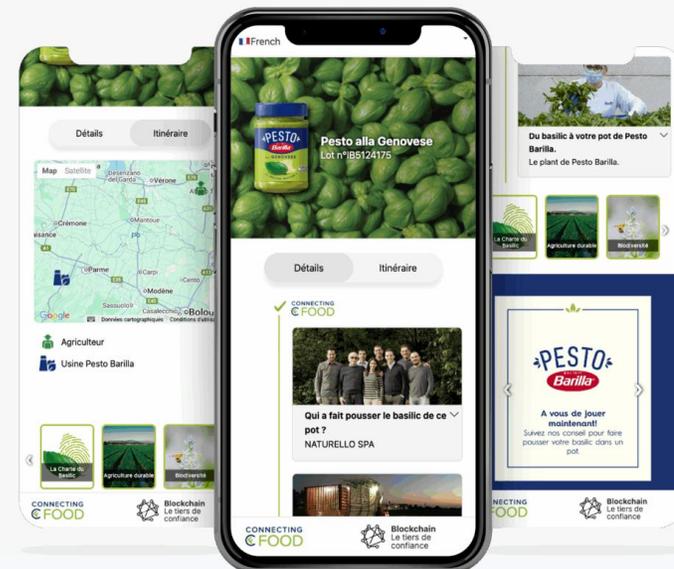
Open Food Facts pushes **recommendations** to producers based on automatic **analysis of product data and comparison with similar products** on the market



Improved nutritional profile over time

NEW PARTNERSHIP
Quality, compliance, transparency & trust.

CONNECTING **FOOD** x Traceone



54% UK millennials are comfortable with AI advice when researching/buying; wealthier consumers open to AI buying on their behalf.

HFSS/UPF must become **machine-readable “data feeds”**, not just icons.



In 2035, which key advantage is most likely to “win” in a tighter labelling world?



HORIZONS

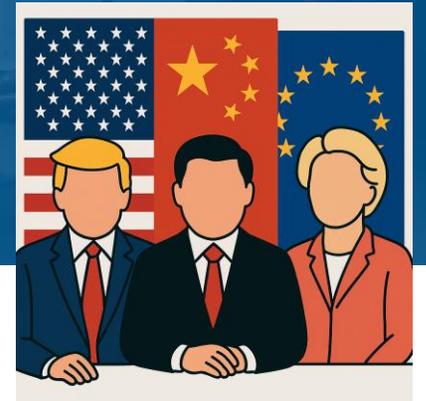
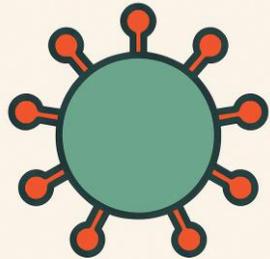
The Food Foresight Platform powered by Roquette

www.roquette.com


ROQUETTE
Offering the best of nature™

A NEW ERA OF **UNCERTAINTIES**

Multiple unpredictable chaos and changes



HORIZONS **PURPOSE**

Tomorrow belongs to those who see it coming

-  **Anticipation of Future Trends**

-  **Innovation and Opportunity Identification**

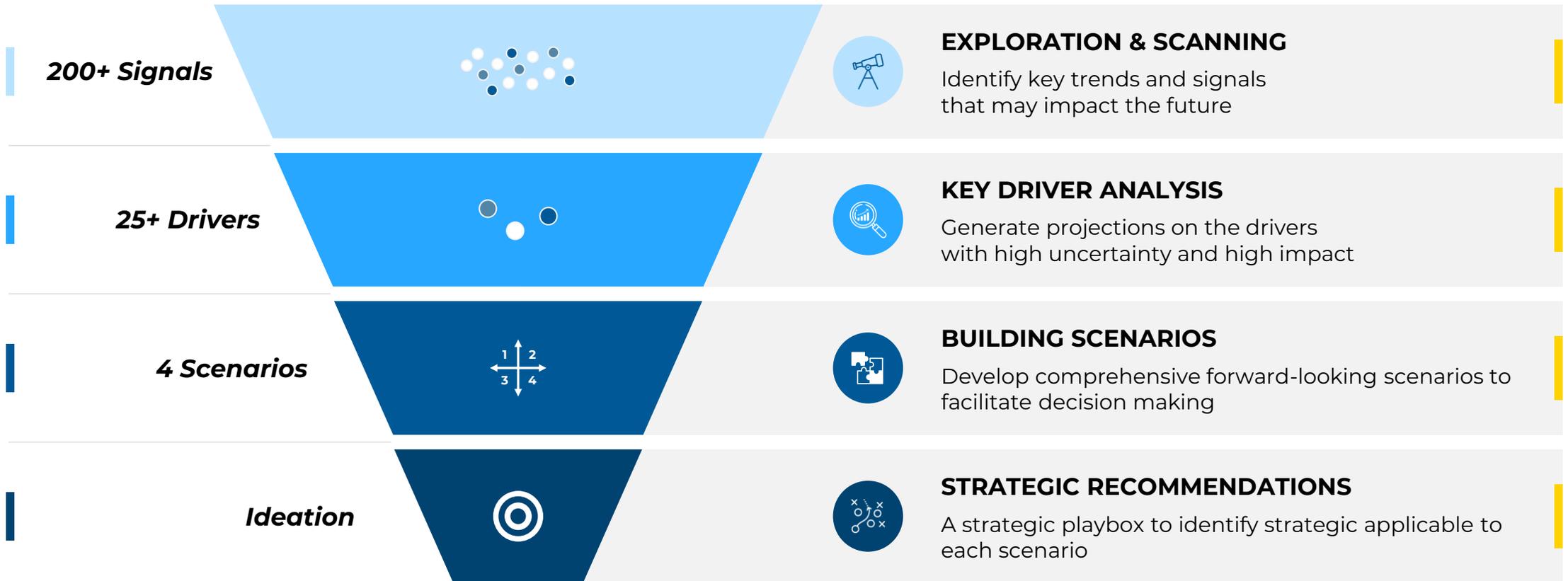
-  **Strategic Planning integration**

-  **Corporate agility enhancement**

-  **Interaction within ecosystem as thought leader**

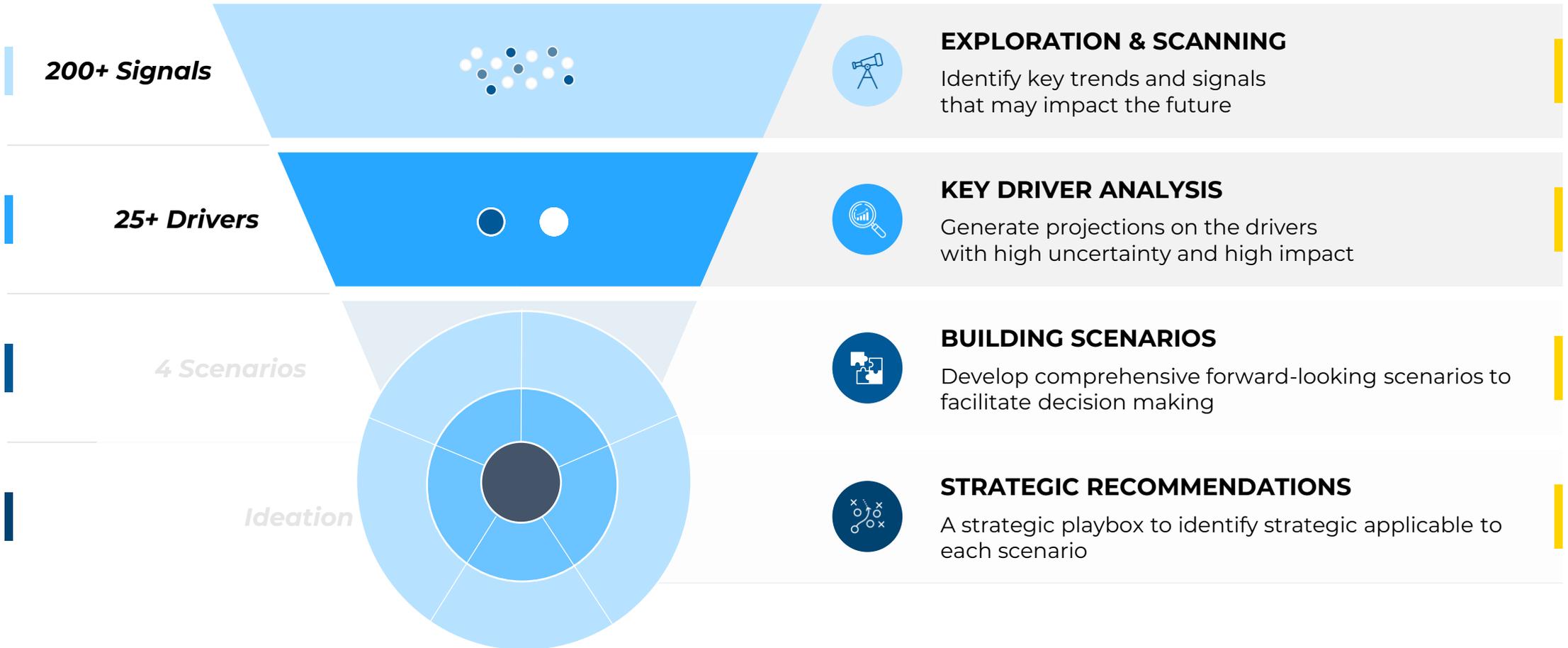
HORIZONS PROCESS

Foresight from scanning to strategy: A four-step journey



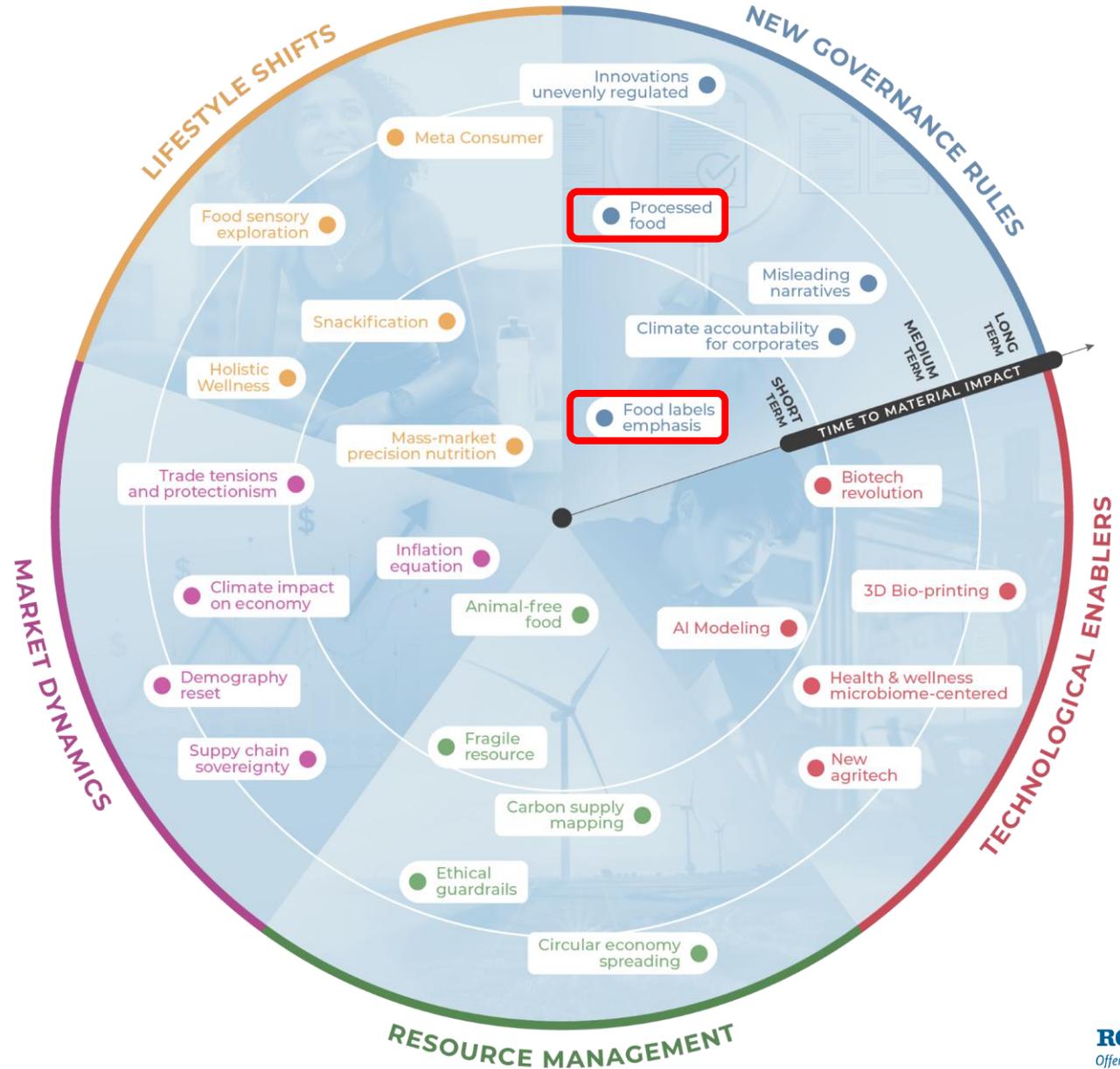
HORIZONS FROM SIGNALS TO DRIVERS

Scan the landscape for signals and prioritize powerful drivers for change



HORIZONS RADARS

Drivers Radar pinpoints key change-makers across five macro forces, ranking each by impact and timing to drive future-forward strategy



HORIZONS SCENARIOS

Choices guided by values,
personalized nutrition

PROACTIVE CONSUMPTION



REGULATION LED

Innovation framed by
scientific and political
standards

MARKET LED

Dynamic driven by
demand and competition



REACTIVE CONSUMPTION

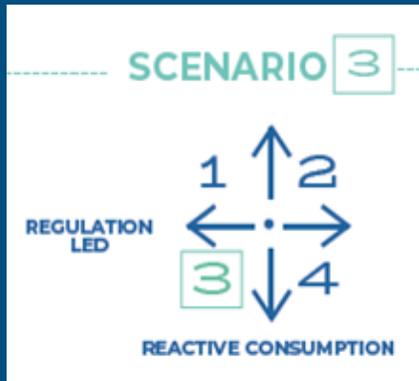
Behavior dictated by
crises, caution

WHAT IF... ?

ONLY **NET ZERO** MANUFACTURERS WERE **ALLOWED TO SELL** ?

EXCEEDING THE DAILY **CALORIE** CAP WOULD **VOID MEDICAL AND INSURANCE COVERAGE** ?

ULTRA-PROCESSED FOODS WERE **BANNED** OR **TAXED AT 200%**



● PROCESSED FOOD

In recent decades, eating habits have shifted, with so called ultra-processed foods increasingly dominating diets in developed countries, contributing over half of energy intake. These foods are supposed to have lower nutritional quality and contain additives, neo-formed compounds from processing, and substances from packaging materials.

76%

of English and Irish consumers declare:

“To be consistently worried about ultra-processed food.”³

HOWEVER...

The **level of processing** our food and drink undergoes **does not determine the nutritional content** of the final product. Classifying and legislating food on the basis of the level of processing is **not a scientifically-sound approach** to food policy and would **lead to negative outcomes** for our food systems.

FoodDrinkEurope, June 2025



ECOSYSTEM

CONSUMERS PERCEPTION

Consumers are **concerned about ultra-processed foods** (UPFs), what they are, their health impacts, and examples.

Ready meals, snacks, and certain beverages **are criticized for long ingredient lists, including additives**. Their high sugar, saturated fat, and salt content often classifies them as HFSS. In some cases, complex or opaque production methods **link them to obesity, diabetes, and even cancer**.

NECESSARY PROCESS VERSUS OVER-PROCESSED

Food processing is essential for ensuring food is safe, nutritious, sustainable, and convenient. **Industrially processed foods** shouldn't be demonized if they maintain nutritional balance, they **can still be part of a healthy, varied diet**.

Despite limited alignment with nutritional science, **processing-based classifications** are gaining popularity. However, there's **no clear evidence** directly linking ultra-processing to disease. To improve **future food scoring systems**, we need **clearer distinctions** between safe processing versus questionable processing from a health and safety point of view



Protein power made with the purest whey bend available that goes through processing "for optimum purity."

example of product generated by IA

Organic Sweet potato Puree with Oats for Toddlers from 12 month onwards

example of product generated by IA



WHAT'S ON THE HORIZON?

Food companies will **have to demonstrate complete transparency** all long the value chain and to deliver **educational communication**.

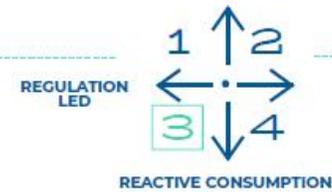
Robust food classification systems are key for shaping **public health policy**, advancing **nutrition research**, guiding **consumer choices**, supporting **sustainable food systems**, and informing **global dietary strategies** (clinical studies need to be conducted to demonstrate/ understand links between transformation and health issues).

TRANSPARENT FOOD EXPERIENCES

Powered by stricter front-of-pack (FOP) transparency regulations, this initiative imposes supply-chain transparency from all value chain players, responding to rising consumer demand for product information and assurance.



IDEATION



58%
OF CONSUMERS

are looking for information on food, particularly in US, India and Asian countries¹¹

TRANSPARENCY BUILDS TRUST

Consumers now consider ingredient quality their top priority when purchasing food and drinks, reflecting a strong demand for greater transparency and detailed product information.

They increasingly favor brands that clearly share sourcing and production information

SMART SUPPLY CHAIN TRANSPARENCY SCANNER

A mobile app providing instant, comprehensive supply-chain information, including manufacturing practices and environmental impact. Each product receives a global score via an advanced algorithm, and the app features a consumption tracker to monitor daily intake versus regulatory limits, fostering a transparent and accountable food experience.

FROM FOOD MANUFACTURER TO TRUSTED SUPPLY CHAIN PARTNER

Position the brand as a leader in transparent food sourcing—offering consumers detailed, verified ingredient and sustainability information at the point of purchase, both in-store and online.

THOUGHTS FOR ACTIVATION

Develop agricultural practices that are less impactful on the environment.

Adopt processing methods that do not use chemicals or denaturing methods.

Continue clinical studies demonstrating the innocuity and benefits of ingredients.

HORIZONS: WANT TO KNOW MORE ?



HORIZONS

The food foresight platform powered by Roquette

www.roquette.com



Work With Us

Interested in detailed foresights, co-creation workshops or strategic collaboration?

Contact our team to explore partnership opportunities and link your innovation pipeline with Roquette's global foresight expertise

HORIZONS@roquette.com



Net Positive Business @ EDHEC ALUMNI

A collective strategy for 2025 – 2026

4 PILLARS

- **Share** → Podcasts (FR & EN) – Jan 2026
- **Inspire** → Flagship events across Europe
- **Mobilise** → Alumni clubs & toolkits
- **Embody** → Net Positive Business Club



Net Positive is **not a constraint**. It's a strategic advantage and Alumni are key to making it real.

The Role of Labelling in a Data-Driven Food System

CONFERENCE

Paris Campus
March 26th 2026 - 18:30 to 22:00

Join us to explore the future of food transparency in a data-driven world



Centre for Net Positive Business
and Club Net Positive Business



**UNLEASH
TOMORROW**

