



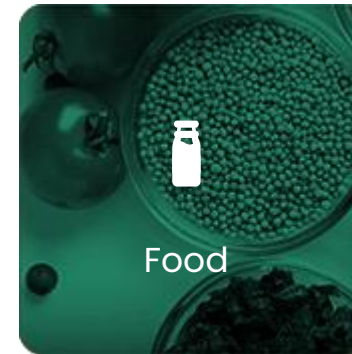
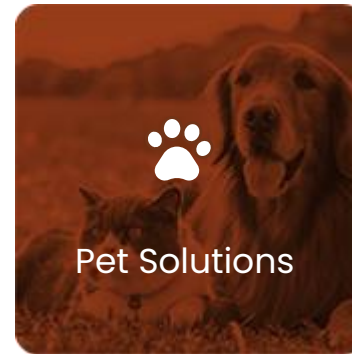
Natac
Science to Market



About Us



We are a business group engaged in researching, developing and manufacturing **ingredients of natural origin, plant extracts** and **Omega-3**, for the following markets:

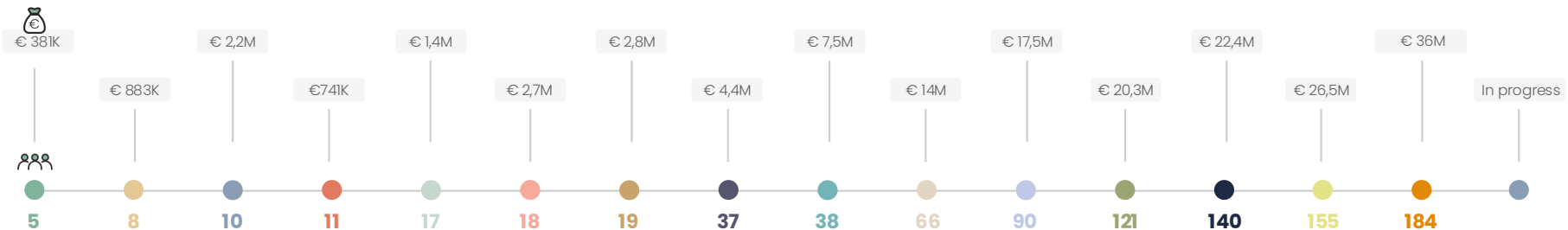
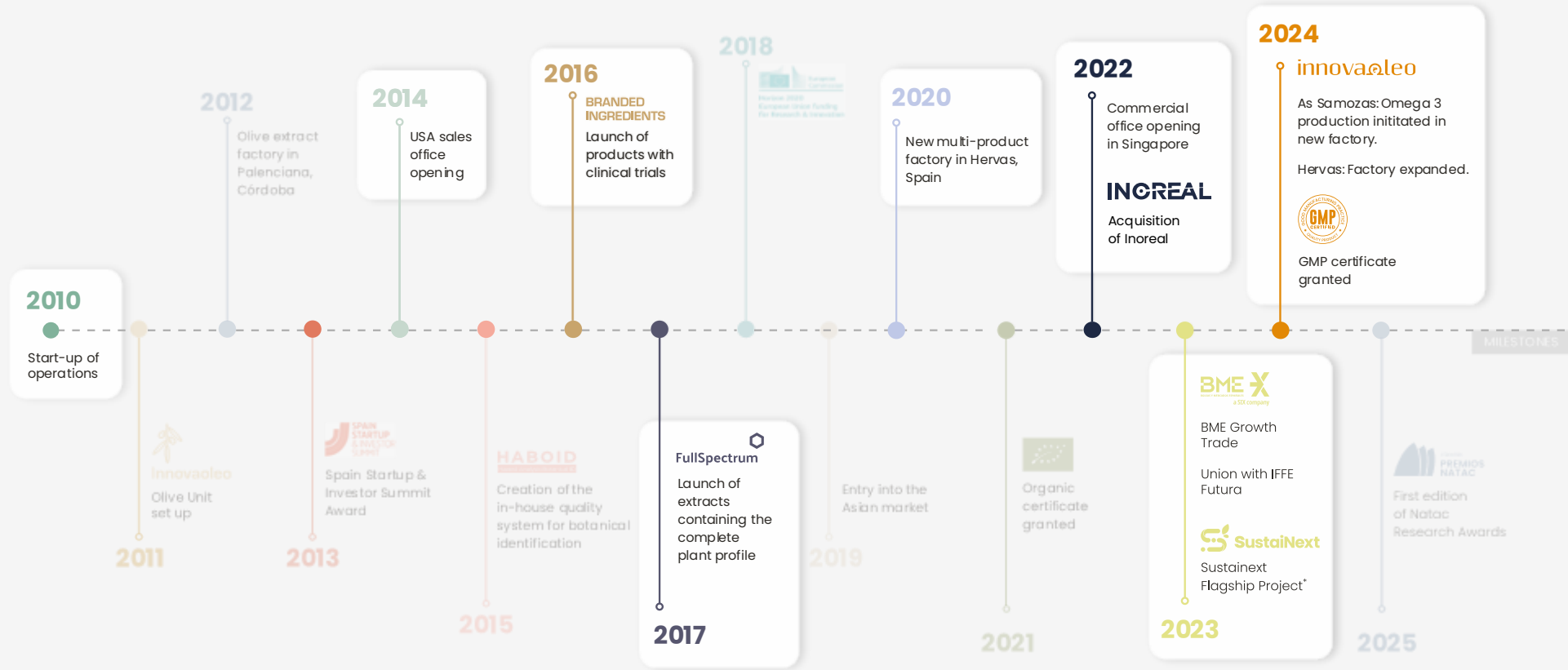


Transferring scientific knowledge to **industrially viable** and **sustainable projects** that create value and improve people's lives.

Where nature, science, and sustainability meet



Milestones



Our Outreach



The strategic location of our production, R&D and Quality units in Spain guarantees European standards.



Export
Countries where we currently export our products

90% in exports

+500 clients

Global knowledge of regulatory affairs and trends.

Manufacturing Sites

MULTIPRODUCT EXTRACTS FACTORY



📍 Hervás (Extremadura)

- ✓ **21,000 m²** with various extraction technologies and state-of-the-art equipment.
- ✓ Capable of manufacturing **3.000 tons** of raw materials per year.
- ✓ **1,500** automation points that serve us to:
 - Ensure quality.
 - Maintain efficient processes that preserve all bioactives throughout.
 - Optimise resources, making our production more sustainable.

OMEGA-3 FACTORY

📍 As Somozas (La Coruña)

- ✓ **28.000 m²** with state-of-the-art equipment to refine and deodorize fish oils.
- ✓ Capable of manufacturing up to **5.000 tons** of **Omega-3** annually.
- ✓ Operated through an efficient and fully automated production process.
- ✓ International agreements with fish oil producers.



Innovation

Areas in which the developed products are applied



Human Health



Animal Nutrition



Food and beverage



Cosmetic



Pharmaceutical

+50

R&D PROJECTS

+85

PUBLICATIONS



'The project is supported by the Circular Bio-based Europe Joint Undertaking and its members.'



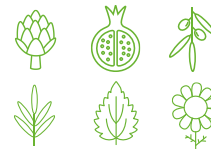
SustainNext

22 M€ Project

Project lead by Natac, in collaboration with **21 European partners.**

First-of-its-kind Flagship Biorefinery in Spain

- ✓ **Smart, Dynamic and multi-product biorefinery.**
- ✓ Maximising the value of the feedstocks with a cascading approach "Zero waste" "zero pollution" ambition.
- ✓ Model replicable by the European bio-based industry Adaptable to each type and quantity of the feedstock.



6 Feedstocks

12

Valorisation routes



46 Plant-based healthy extracts

13

Functional ingredients new in the market

At the forefront of innovation in the botanical extract industry

MULTIPRODUCT EXTRACTS FACTORY



Context

- Our path in project management and implementation: More than 50 projects, 10 European projects, 4 BBI, 2 CBE, 1 FLAG.
- From Project partner, WPL, RIA coordination, FLAG
- The vision of a medium sized company
- FLAGSHIP as a whole:
 - Do we have a flag?
 - A blueprint for a real industrial Project
 - "Little kids, little problems. Big kids, big problems."



Before writing the proposal. **Do I really have a flag?**

- **Strategic alignment and C-level commitment:**
A flagship must be a real company project, fully embedded in corporate strategy and backed by top management.
- **Readiness beyond technology: TRL, BRL and RRL:**
Technology maturity is essential, but market readiness and regulatory feasibility are just as critical.
- **Financial credibility beyond the grant:**
The grant is only a catalyst: the broader CAPEX logic, co-funding needs and investment case must already be clear.
- **Local feasibility and stakeholder acceptance:**
Permits, authorities, local stakeholders and social acceptance must be assessed early, before writing begins.



Preparing the proposal (I): **A blueprint for a real industrial Project**

Building the right consortium

- **Build the consortium from the inside out:**

Start with the **core partners** needed to make the **flagship real**, then add satellite partners that strengthen impact and replication

- **Choose commitment over project experience:**

Each partner should have a **clear motivation** to stay engaged. Quality, credibility and commitment matter more than prior EU project experience

Understanding the programme and administrative framework

- **Understand programme-specific requirements from the start:**

Elements such as BIC membership, IKOP and other programme commitments should not be treated as formalities, as they can also have practical implications during implementation.



Preparing the proposal (II): **A blueprint for a real industrial Project**

Shaping a credible and executable proposal: Full eclipse

- **Read the user manuals:** Read the call and all supporting documents carefully, and make sure the proposal fully fits the scope, logic and expected outcomes.
- **Someone needs to conduct the orchestra:** A flagship proposal needs a small team that controls the full picture and keeps the story coherent from start to finish.
- **Write for implementation, not just for evaluation:** Be ambitious, but realistic. In a flagship project, overpromising on TRL, complexity or deliverables creates serious problems later during execution.
- **Convince about project feasibility:** TRL, BRL, RRL.



Project implementation (I). “Little kids, little problems. Big kids, big problems.”

From proposal to industrial execution

- A flagship is an industrialisation project, not an R&D project:

At this scale, everything is magnified: technical, operational and organisational challenges. Moving from demo to flagship is not incremental – it is a different level of complexity, so **prior industrial experience is essential.**

- Do not carry proposal optimism into execution – **keep an eye on the big rocks”**

What looks manageable on paper often becomes much harder in reality. Scale-up challenges, implementation risks and unforeseen deviations are inevitable, so **risk analysis and contingency planning must be real from the start.**

- Execution takes place in a VUCA/BANI environment:

Markets move, delays happen, constraints change and new issues appear. A flagship needs the ability to adapt while keeping the overall direction under control. – **keep an eye on the big rocks”**



Project implementation (II). **“Little kids, little problems. Big kids, big problems.”**

Consortia management

- **Big budget, big responsibility**

Flagship projects require much tighter financial control than smaller collaborative projects. Regular budget reviews (6-month), early detection of deviations and active monitoring of partner financial health are essential.

- **Strong internal governance is critical**

Monthly work package meetings, close follow-up and management routines at different levels are needed to keep such a large and complex consortium aligned and operational.

- **The right partners are not always the easiest to manage**

Some of the most valuable partners may have little experience in EU projects. Involving them can greatly strengthen the project, but it also requires more internal resources, more training, more patience and more hands-on coordination.



Project implementation (III). **“Little kids, little problems. Big kids, big problems.”**



Stakeholders, authorities and permits

A flagship must also be managed outside the consortium

Success depends not only on the internal project team, but also on the wider external environment around the project site and its implementation.

Authorities, permits and external stakeholders require proactive management

Local and regional authorities, licensing processes, political actors, associations and communities can strongly influence implementation. They need to be engaged early and kept aligned throughout the project.

Communication is a strategic success factor, especially in rural areas

If the social and territorial context is managed well, it strengthens acceptance, impact and long-term value. If it is managed badly, it can become a major barrier to project success.



Final Remarks

Take-home ideas

- Make sure you really have a flagship project before you start writing
- Build the proposal around the real industrial core
- During implementation, keep the big rocks under control

Why a flagship is worth it

- A project tailored to your industrial ambition: aligned consortia around the flag.
- Financial leverage and investment credibility: Eu Seal of excellence, investment track, etc.
- Visibility, positioning and corporate impact



Thank you!

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