UPTODATE The Newsletter for GELITA Customers #33

Applications GELITA Gelatine for art casting

201-21

Dear Reader,

GELITA constantly brings new and innovative products into the market. However, how does our company manage to generate and promote such good ideas? And what makes a good idea an innovation? With these questions we have interviewed Hans-Ulrich Frech, Global Vice President Business Unit Collagen Peptides, Health & Nutrition, Medical and Dr. Alexander Raab, Global Vice President Business Unit Gelatine. What we can be said is: stringent checking is a principal component.

More on this topic in the interview. The new product NOVOTEC[®] CL800 is a prime example of innovation by GELITA. The functional proteins in NOVOTEC[®] CL800 can be substituted for mineral oils in cooling lubricants, rendering these sustainable, more effective and less harmful to health.

The demand for animal foods is increasing – as is the mindfulness of owners to do everything possible for the health of their beloved pets. GELITA has recognized this trend and has consequently developed a new dog food: PETAGILE[®]. The Bioactive Collagen Peptides[®] it contains counteract degenerative arthritis of their joints as well as significantly providing relief from symptoms.

Further examples of GELITA innovations: The up*to*date newsletter is now available on-line, under www.gelita-online.com, with all articles in English, German, Portuguese and Spanish – plus additional pictures and videos. Thus, in the future, you will be able to access past articles. We wish you good reading!

Michael Teppner, Global Vice President Marketing & Communication GELITA AG

Technical Innovation Cool proteins – NOVOTEC[®] CL800



GELITA worldwide GELITA plants in USA



Social commitment The GELITA Trail Marathon







The editors of uptodate interviewed Hans-Ulrich Frech and Dr. Alexander Raab, GELITA AG

> Interview "Why are we concentrating on innovation? Because we want to grow!"





Applications Pure artistry! Ballistic gelatine from GELITA in artistic casting Technical innovation

Cool proteins

NOVOTEC[®] CL800 is not just a product with properties that make it ideal as a cooling lubricant; it is also one of the best examples of GELITA's innovative culture.

Where to begin? Perhaps in metal-processing companies who wish to use sustainable, healthy cooling lubricants? With the GELITA researchers who have recognized the all-powerful abilities of certain functional proteins? Or in the GELITA workshops where highly ambitious engineers helped to develop cooling lubricant formulations based on NOVOTEC° CL800?

"NOVOTEC[®] CL800 has performed exceptionally well as a coolant lubricant", explains Dr. Matthias Reihmann, Manager Photo/Technical Applications and Sales at GELITA. "And it is also a very good example of the vitality of our company values."

Patented NOVOTEC[®] CL800 is designed as a substitute for mineral oil components in cooling lubricants where these have proven not to be as sustainable as desired. In Germany alone, the consumption of watermiscible coolant concentrates per year is around 70,000 tons. Processing and disposal are correspondingly costly.

In addition, when working with such conventional lubricants based on

mineral oil, a sort of oily smog is created that workers are exposed to which is very harmful to health. As metal tends to heat up during processing, water is used to cool it down. However, a lubricant is also required – oil. The disadvantage: The said combination is actually counterproductive as the oil film formed actually prevents proper cooling.

Well cooled but clean

GELITA, in cooperation with a wellknown automobile parts manufacturer and the vocational college TFS Eberbach in Germany, has developed a product that can be substituted for mineral oil in cooling lubricants: NOVOTEC® CL800. In this way, it also fulfills several functions, e.g. not only is the product sustainable and completely harmless to health, it also improves the cooling process significantly. "Our proteins interact excellently with metal surfaces", explained Dr. Reihmann. "In this way, no oil is required for lubrication and only a little heat is generated."

An additional benefit is that the metal parts being processed remain

clean and need not be subjected to as much costly subsequent processing to remove residues. In introducing NOVOTEC[®] CL800. GELITA is able to make reference to the coolant formulations developed in its own workshops as "proof of concept". Suggestions for improvement were provided by the GELITA workshops in Eberbach, Minden and Memmingen. With the help of GELITA's Material Management, the collected data was utilized to define the requirements and specifications of NOVOTEC® CL800. Currently, a number of cooling lubricant manufacturers are testing NOVOTEC® CL800 in their products in close cooperation with the experts at GELITA. Volker Sigmund, Head of Maintenance at Eberbach, is certainly satisfied. "The main advantages are quite obvious: NOVOTEC® CL800 is odor-neutral, biologically degradable, forms no problematic oil film on the surface of the part being processed and provides the same cooling performance. A truly clean solution."

Piston rods lubricated with NOVOTEC° CL800.

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"Innovation is the central theme of our company."

DEADER FEASTS RICHA

Since 2010, GELITA has been focusing more on the topic of innovation than ever before. Hans–Ulrich Frech and Dr. Alexander Raab explain just how they promote creativity, what role spaghetti plays and how customers can benefit from GELITA's new innovation culture.

Mr. Frech, Dr. Raab, how important is innovation at GELITA?

Dr. Reads: Very important. Innovation means creativity, vitality and a willingness to change. However, it also means living with some degree of risk and uncertainty. Only hard work and discipline can bring about success. For these reasons, it is practically a necessity for GELITA to be innovative as part of its culture.

Freeh: The topic of innovation is anchored in our entire company planning, in our vision and in our values. One of the reasons for our employee survey at the beginning of 2012 was to confirm this.

What did the survey bring in terms of findings?

Dr. Raab: Innovation is seen as the greatest opportunity for not only the company, but also for individual members. It is thus a very good basis for developing such an innovation culture. However, we did learn that the term innovation will have to be more precisely defined.

How have you approached this?

Dr. Ranb: Our goal is to establish such an innovation culture worldwide within GELITA in a viable form. All the processes and definitions must help people to achieve this goal. In concrete terms, this

means a specific topic becomes part of the culture if all involved are allowed to participate. This in turn means that even the tiniest of ideas should be the subject of evaluation.

'Only those who can think globally and are open for new ideas can enrich themselves."

How do you differentiate between improvement and innovation?

Ur. Raab: This is indeed quite a challenge because both can create significant values. GELITA thus decided to promote both idea management and innovation management. In both cases we start with an idea: if this idea has the potential for a new product, a new application, a new process or a new market, it becomes an innovation. By process, however, we don't just mean the manufacturing process; it also includes other areas such as administration and finance and even new business models. All have the same common goal: they should contribute to profits.

What were the first steps in building up a GELITA innovation culture?

Frech: We began with innovation management. First, we established all available innovation projects within the company in a so-called stage-gate process. This demonstrated to our people that we in fact had the necessary structures for implementing ideas. This created trust in the practical implementation of the GELITA innovation culture system.

"GELITA should continually be receptive to everything connected with innovation culture."

Which structural changes were made within the company?

Ur. Raab: Our employees should not primarily be involved with the innovation processes but more the content. Our so-called Innovation Champions, people trained in the innovation process, provide support to the Project Leaders and liase closely with the Idea Navigators. Their job is to generate the production of ideas, evaluate and allocate them either to improvement or innovation. If the criteria are fulfilled for innovation, the stage-gate process is started. Within this formal framework, the Gate Decision Board, to which our CEO Dr. Konert belongs, evaluates the project presented by the Project Leader.

Hans-Ulrich Frech,

Business Engineer and Global Vice President Business Unit Collagen Peptides, Health & Nutrition, Medical, has been with GELITA for four years. Before that, he spent 18 years with the Südzucker Group.

Dr. Alexander Raab,

chemist and Global Vice President Business Unit Gelatine, joined GELITA in 1993. Having held various positions in photography and sales, he has been responsible for Business Area Gelatine since 2010.

Mr. Frech and Dr. Raab jointly head the Research and Business Development Unit.

GELITA

Freeh: This quite clearly shows just how intensively GELITA supports its employees. In order to check the value of an innovation, we have put together the so-called Five Golden Points:

- How attractive is the innovation for the market or, in other words, why should a customer buy it?
- How does it affect our competitiveness?
- What about the commercial aspect i.e. can GELITA earn money with it?
- How feasible is it?
- How about the legal aspects (e.g. patents) and regulatory requirements (e.g. import)?

If an innovation fulfills all of these criteria, it can be implemented. The Five Golden Points also have another advantage: the criteria are transparent and understandable. Disappointment and frustration can thus be avoided; for competition between ideas and projects remain within the scope of the stagegate process.

Dr. Reads: The innovation process was surely a decisive but very good change. Everyone was able to learn a lot and this will continue. Everyone is a winner! The process strengthens company thinking, inter-disciplinary cooperation, mutual understanding and transparency in all our dealings. A special experience during a project demonstrates that success is always coupled with good cooperation between many, whether locally or globally.

"Why are we concentrating on innovation? Because we want to grow!"

GELITA is an international company. How have you managed to establish this innovation culture in the various regions?

Ur. Raab: The framework of innovation management and idea management was developed by an international project team and approved by Company Management. As soon as it was approved, communication started. A broadly conceived road show was undertaken and discussed in detail along with our company goals. This was a considerable undertaking by Project Leaders Heinrich Schmidt and Dr. Stefan Hausmanns with their team. The project has already been started, however, real innovation culture will exist only once it has been sustainably established and experienced globally.

How do you promote creativity?

Freeh: GELITA bases its success on innovation management. We organize Innovation Days involving employees from all over the world and teach them creative techniques. Anyone can for example participate in our "Crazy Lunches" for instance here, the object was to build a tower out of spaghetti. According to the motto "Thinking outside the box", we look for new solutions in the form of games.

Br. Reab: Creativity cannot be prescribed – we can only contribute towards developing an environment in which creativity can flourish. For example using the G-Lounge we can create a possibility for people to come together in an environment where they can cooperate and (hopefully) feel comfortable. We believe these are important preconditions for promoting creativity and cooperation. I am convinced that people inherently like solving problems actively rather than waiting passively for a solution.

What are the goals of the innovation program?

Dr. Raab: Ten percent of our profits should result from innovations that are not older than four years – surely an ambitious goal, especially as it should be sustainably achieved.

Is GELITA now investing more in innovation?

Dr. Heads: We have continuously increased our investment for research and development over the past years. There are surely branches of industry that spend more; however, within our gelatine/collagen industry we are amongst the leaders. But money alone is not enough; it must be efficiently and effectively spent. We then have to be able to convince Company Management to invest on the basis of the projects we develop.

How do our customers benefit from the new focus on innovation?

Frech: Here is a good example: our customers can utilize our most recent clinical studies to promote the nutritional and physiological advantages of our collagen peptides such as FORTIGEL[®], VERISOL[®] or PEPTIPLUS[®] in their markets and hence gain new customers.

Dr. Radit: Good innovations are always the result of competence. This demands focusing on core topics and project clusters with the goal of utilizing this knowledge on a global basis. Here too is another example: RXL Gelatine, which controls the dissolution and hence the stability of a gelatine capsule, was originally a solution for a specific customer problem. However, starting with South America, customers in the USA and Europe are meanwhile enjoying the advantages of this type of gelatine. For 2014, we are planning its introduction in Australia and China. Using such experiences we are now in a position to further optimize our production processes and to expand our product portfolio.

One very pleasing effect this has generated is inter-disciplinary exchange. In this way, pharmaceutical and application projects benefit and a much larger multiplicator effect is generated.

Freeh: The potential of gelatine, collagen peptides and proteins is anything but exhausted. For our customers it is good to know that they have a partner in GELITA that will continue to provide them with innovations over the coming years.



GELITA



Hans-Ulrich Frech and Dr. Alexander Raab at the interview in Eberbach.



Highly coveted innovations

Visitors to the Food Ingredients Europe (FIE) trade fair in Frankfurt couldn't believe their eyes! GELITA was serving its customers with very special "hot dogs": and the sauce was grated onto the sausages! However, that wasn't the only surprise at the GELITA stand.

The hot dogs were the big attraction at the fair. More than 500 were given out at the GELITA stand. The special solid sauces often produced the "Wow!" effect. They were made of gelated ketchup and mustard. Once grated onto the hot dogs they began to melt, to the customers' delight. However, this inviting snack contained more innovative solutions: the sausages used contained the collagen protein PARGEL[®]; which reduced the fat content by 30% without influencing texture or taste. And the roll served with it was enriched with 20% PEPTIPLUS[®] protein.

The Fortified Gums presented also roused keen interest. These healthy low-sugar fruit gums based on special GELITA[®] Gelatine concepts contain functional ingredients such as vitamins, ballast and, for brilliant appearance, the collagen peptide VERISOL[®]. Of special interest was the toothfriendly variant with reduced sugar content and adapted pH. With concepts such as these, GELITA is acting in an anticipatory and proactive way in view of a currently much-discussed EU regulation. According to this, for example, a higher vitamin content in confectionery products may not be promoted directly if they contain too much sugar.

A new fizzy beverage developed by GELITA and the beverage ingredients company Döhler also generated great interest. The beverage containing collagen peptides was enriched with carbonated water. Visitors to both company stands were able to sample the refreshing beverage.



Social commitment





1000



Made it! Victor Marco Sturm crosses the finishing line.



40,000 steps to the finishing line

On October 27, some 2,200 participants were at the start of the first GELITA Trail Marathon in Heidelberg. In front of them they had long and steep ascents, some very difficult terrain but some really beautiful views. The spectators too had their fill of action during the spectacular run.



"Even more beautiful, even higher, even tougher": this was the motto of the Trail Marathons as sponsored by GELITA. The race was indeed a real challenge: it was not only over the classical marathon distance but, overall, some 1,500 meters of height had to be mastered. The start was in the morning, from University Square in the center of Heidelberg. The runners first had to run through the Old City then high up over the "Königstuhl" hill on the other side of the river Neckar. On the way, the runners had spectacular views of the city and its world-famous castle - although they may not all have had the time to enjoy these!

GELITA employees also took part

33 GELITA employees were also amongst the starters: they had come from all over the world – e.g. Brazil, USA and Australia. Toni Wise from Australia had the longest trip to participate: he had traveled 16,000 km to run the 42.195 km of the race. Other GELITA employees too, 35 in all, did a great job of helping out distributing drinks to the runners.

GELITA decided to sponsor the event because it stands for health and mobility. GELITA also knows what athletes need to remain fit: for this purpose it produces collagen peptides for the protection of joints and bones. And its FORTIGEL* promotes joint cartilage growth that counteracts joint wear and tear brought about by mechanical stress.

Casting gummy bears

Not only the Trail Marathon provided enjoyment on the fine Sunday in October. Visitors were entertained during the race at the University Square. In the marquee, they were able to cast gummy bears and make table jelly. The GELITA staff were there to help get the right gelatine consistency in the mixes. The goods produced could of course be eaten along with ready-made samples!

Beauty surprise

GELITA also had a surprise waiting for beauty fans: they were able to purchase GELITA's beauty cosmetic innovation QYRA* at a favorable discount. QYRA* Intensive Care Collagen, made of highly concentrated GELITA Collagen Peptide VERISOL*, stimulates the skin cells in a completely natural way to produce collagen. QYRA* thus distinctly improves the flexibility of the skin, thus making it smooth, firm and healthy. Clinical studies have demonstrated the effectiveness of this cosmetic product.

Everything for race fans

Back to the Trail Marathon: shortly after noon, Marco Sturm crossed the finishing line as victor. His time was a good one -3h 34min 8 sec. It was clear from the faces of the first finishers that the race had indeed been a challenging one. Muddy shoes and wet sludgy shirts showed just how difficult conditions had been - but subsequently, the happy smiles were evidence of the success of the event. Marco Sturm's comments were: "A highly interesting and adventurous race - it had everything a runner could wish for." And Dr. Christian Herbert, from the organizers m3 GmbH summarized: "We are highly satisfied with how the GELITA Trail Marathon Heidelberg turned out and really relieved that everything went well with this premiere. The runners were really enthused by the whole event - a really unique one in Germany and one with much potential."



Lots of applications: Ballistic gelatine from GELITA

Pure artistry with gelatine

In Thomas Ihle's art foundry precision is the prime factor. Each contour, fold and curve must meet the requirements of the artist. In the case of the bronze fountain "The Dancer" designed by the sculptor Vinzenz Wanitschke from Dresden for the city of Görlitz, Thomas Ihle achieved the desired result with the help of GELITA[®] Gelatine.

In Thomas Ihles' company, Bildguss in Dresden, things tend to get hot: the bronze melt ready for pouring into the mold is at 1200 °C. Before, though, there have been a number of other steps - and just watching can bring on a sweat, e.g. the transport of the plaster mold from the atelier to the foundry. "Some of the items we have to process are so big that they cannot pass through doorways; we then just have to dismantle them", says Thomas Ihle. Transporting such parts is also a delicate maneuver as mostly they are very fragile. Before Thomas and his staff - he employs two apprentices and three journeymen - start breaking up into parts and labeling them clearly, everything is photographed for the record.

Gelatine: favorite for individual parts

Casting work is done in the foundry. "Normally we use silicone rubber for casting as we can then use the mold a number of times", explains the master "chaser" and artist. "However, gelatine has a great advantage, even though the mold cannot be reused: Gelatine can be applied in thicker layers than silicone rubber and is firmer in the mold. This means that the item being processed is more precise", says Thomas. For individual items such as "The Dancer", gelatine is therefore the material of choice."

"First of all, we produce a plaster mold; we then place the item to be processed in this using special spacers. The liquid gelatine, now about 70°C, is then poured into the mold through holes. The gelatine must be able to

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withstand high temperatures and must remain firm. The ballistic gelatine from GELITA is ideal for the purpose", says Thomas, who set himself up in business in 1991 and who now does all sorts of casting and sculpturing for artists, cities and private collectors.

A very fine touch with the brush is absolutely essential

Once the gelatine has hardened, the negative mold is waxed with a brush. This sounds fairly simple; however, Thomas explains: "The art in the process is to apply the wax without dissolving any of the gelatine – because the melting points of both are very close. We brush on very thin layers of wax and cool it down as quickly as possible by fanning it. We then repeat the process until the wax is 6 mm thick. We fill the assembled mold with a mixture of refactory clay and plaster. The gelatine layer is removed leaving a core covered in wax; this is then peeled or washed off. The bronze melt at 1200°C is then filled into the mold."

Now is the time for the fine artwork. "We now file and grind the sculpture or apply polish", says Thomas. It took four months to finish "The Dancer". The artist, however, was no longer able to see it as he had died shortly after completing his work. In September 2012 the fountain was inaugurated in Görlitz. GELITA produces three types of ballistic gelatine. Apart from the type described here for art molding, there are types for high-speed filming and for the simulation of human tissue in medical tests (see uptodate # 27).



Healthy joints, happy dogs

PETAGILE[®] from GELITA keeps dogs mobile well into old age



More than 20% of all dogs older than one year suffer from arthritis. With Bioactive Collagen Peptides[®] in the form of PETAGILE[®], this painful joint disease can be optimally prevented.

Almost every dog owner is confronted at some point by the fact that his dog is suffering from arthritis. This progressive disease is one of the five most common affecting dogs. There are severe consequences: the constant pain limits mobility and also has a psychological effect. In an effort to protect their joints and spare themselves the pain, dogs tend to move differently but by doing so they overtax their muscles. Muscle hardening and shortening are the result – and this causes pain too. This all tends to make the dogs depressive, irritable and anxious. The veterinarian tends to prescribe painkillers and anti-inflammatory medicines; however, these all have sideeffects. As arthritis in dogs is frequently seen as a degenerative disease of the breed rather than being typically agerelated, it is particularly important to begin with prevention at an early stage to maintain joint metabolism and good blood circulation. Only in this way can degeneration of joint cartilage be avoided.

This is where PETAGILE[®] comes in: the Bioactive Collagen Peptides[®] have been proven to stimulate the metabolic processes within the joint cartilage, hence rendering the affected joints fully functional – and free from side-effects. Even once the disease has commenced, PETAGILE® can bring significant improvement. This has been proven in numerous scientific studies. In one of the first conducted on 26 German Shepherd dogs, a spreading of the arthritis could be prevented in all of the dogs. In 70%, secondary disease could be reduced and mobility significantly increased. A further study involving over 30 dogs showed significant improvement when treated for 12 weeks with a 2.5g oral daily dose of PETAGILE®.



For mobility in all stages of life



Simply add to the pet's food



Contains healthy ingredients

With its excellent solubility, ease of use and the fact that it contains no fat, purines, cholesterol, coloring or synthetic aromas, PETAGILE[®] is just about the perfect ingredient for dog food. And it makes dogs happy!

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New market opportunities thanks to EDQM Certificate

The GELITA plant in Cangnan, China, has been awarded the EDQM (European Directorate for the Quality of Medicine) Certificate for its beef gelatine – thereby opening up new opportunities on the European market for Chinese pharmaceutical companies: the certificate is a precondition for registration of products in Europe.

uptodate goes online

Effective immediately, you can now access uptodate on the Internet. All articles of the company newsletter will appear in English, German, Portuguese and Spanish. Just click into www.gelita-online.com to view this and the previous edition of uptodate.

GELITA presents PETAGILE[®] in Las Vegas

The Supply Side West (SSW) trade fair, the world's biggest for healthy and innovative food ingredients, took place in Las Vegas from November 12 – 16.

As a result of the increasing demand for pet food – almost one third of all exhibitors presented products for this market – GELITA utilized the opportunity to launch PETAGILE[®] into the US market. As ingredients in dog food, Bioactive Collagen Peptides[®] help to prevent



painful joint disease.PETAGILE® is a Bioactive Collagen Peptide® proven to regenerate joint cartilage in animals, specifically dogs. In addition, GELITA introduced its beauty innovations VERISOL®, GELITA® RXL and GELITA® Gelatine for capsules and fruit gums with functional ingredients. Visitors interested in these products were able to attend an "Edu-tainment" session providing additional information. Here, the attendees were able to inform themselves of the products whilst playing games. GELITA – worldwide USA Plant portrait Is there anything that hasn't already been said and written about the USA? More has been reported about this country and its unlimited opportunities than any other country in the world. And even so, whatever has been recorded will remain a tiny portion of what this country, so overwhelmingly rich in history, has to offer. In 1492 Christopher Columbus "discovered" the American continent (although, throughout his life, he stuck to his opinion that it was in fact the east coast of Asia); in fact, history shows that the real discoverers had come from Asia some 12,000 years before, using the overland route that existed at the time. The designation "America" was used for the first time in 1507 by a German cartographer who named this new world "America" after his Italian colleague Amerigo Vespucci. Cross-cultural relations were evidently the practice of the day even then.

Today, USA is the third largest country in the world. It stretches over four time zones but has no official language. Since 1790, a census has been carried out every ten years; at the last census, 382 languages were registered, 169 of these being American Indian. The gross domestic product of the USA was 15.66 trillion dollars in 2012. 78% of this was generated by the services sector and only 1.25% by agriculture. This is a little difficult to believe for anyone who travels across lowa – where, in Sioux City, one of two GELITA plants is located and where the HQ of GELITA USA is – and sees only cornfields stretching to the far horizon. In the USA, gelatine was synonymous with the name Knox for a very long time: Charles Knox brought granulated gelatine onto the market as early as 1890. And as he was also a pioneer in marketing, he advertised on trucks traveling the country and even used hot air balloons trailing promotional banners to promote his products. By his death in 1908, Knox was the world's largest manufacturer of taste-neutral gelatine. Kind & Knox was acquired by GELITA at the beginning of the 1990s. It was already a strong base then but continues to grow under GELITA.

Calumet City

GELITA USA Inc. Sioux City (Sergeant Bluff, Iowa)

GELITA USA Inc. Chicago (Calumet City, Illinois)







Can be seen throughout the world: "The Stars and Stripes". 13 stripes and 50 stars.

As all over the United States, the people of Iowa and Illinois just love American Football.

Gigantic farms, endless fields: agriculture in the mid-west.



GELITA USA Inc. Chicago (Calumet City, Illinois)

Specialist in the manufacture of gelatine from US-quality pigskin for use in food, pharmaceuticals and for special technical applications. The plant is located near its main raw material suppliers.

Employees (excluding administration): 57

Area: 38,100 sq. m. (125,000 sq. ft.)

History: Gelatine has been produced at the Calumet City plant since 1907, up to 2003 under the name DYNAGEL. The current plant has existed since 1981.

GELITA USA Inc. Sioux City (Sergeant Bluff, Iowa)

This is the largest gelatine production facility in the world. It is well-known for the constant, high quality of its products that can be used in numerous applications. Its gelatine is produced from pigskin and cattle bone. The HQ of GELITA USA is also located here.

Employees (plant): 184

Administrative staff: 64

Area: 136,55 sq. m. (448,000 sq. ft.)

History: Gelatine has been produced in Sergeant Bluff since 1965; the plant was expanded in 1978 and again in 1997. In 1992, GELITA AG acquired the plant that had until then belonged to traditional US manufacturer Kind & Knox. Gelatine continued to be produced under the Knox name until 2003. In 1995, the size of the plant was doubled and certificated according to 150-001.

DATES TO NOTE

Why not visit GELITA to see our innovative products for the megatrends of tomorrow? In 2014 we will be attending the following trade fairs:

Engredea Anaheim	March 7-9
FIC Shanghai	March 25-27
Vitafoods SA Sao Paulo	April 8-9
Vitafoods EU Geneva	May 6-8
IFT New Orleans	June 22-24
Foodpro Melbourne	June 22-25
HNC Shanghai	June 26-28
FISA Sao Paulo	August 5-7
SSW Las Vegas	October 8-9
HIE Amsterdam	December 2-4
and a second	50 CE

Masthead

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