



The Best of *Nature* for Your  
**Well-Being**

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## WE SUPPORT



The UN Global Compact brings together businesses, organizations, UN agencies, labor stakeholders and civil society around ten universally recognized principles designed to build companies that are more stable and more inclusive. Since 2009, Roquette has been a member of the UN Global Compact. Every year, our Sustainable Development and Activity Report gives us the opportunity to describe our actions in support of these 10 principles, based on four topics: Human Rights, Labor, Environment, Anti-corruption.



Like many other leading companies, we are aware of the societal stakes, and we strive to consistently integrate the Sustainable Development Goals (SDGs) of the United Nations (UN) into our strategy and our Sustainable Development commitments. Roquette supports the SDGs.



## EDITORIAL

*Because we ourselves are consumers, citizens, parents...*

**R**oquette's story is a human and family adventure. It began almost a century ago with two brothers, Dominique and Germain Roquette, who saw exceptional potential in the lands of northern France. This potential is that of nature, of the plant-based raw materials that we transform.

Since then, thousands of men and women, driven by this unique vision, have committed themselves to imagining and proposing solutions to better nourish and care for people. All over the world, talents from different origins, skills and backgrounds have come to reveal the best of nature to contribute to your well-being.

United by this common vision and inspired by our diversity, we are constantly seeking to reinvent ourselves. Every day, we work together to meet the expectations of our customers and consumers. As a pioneer of new plant proteins, we are developing with our partners a new cuisine that meets the ever-increasing demand for healthy, sustainable and enjoyable food.



**Édouard Roquette**  
Chairman of the Board of Directors



**Jean-Marc Gilson**  
CEO of the Roquette group

Through our know-how and concern for excellence, we help our customers in the pharmaceutical industry to save and preserve lives.

This responsibility drives us, motivates us, and directs us. Because we ourselves are consumers, citizens, parents, we work daily to contribute to the well-being of everyone, while taking care of our environment. This commitment makes the men and women of Roquette unique. This is what makes us proud to lead this business. This year, we therefore wanted to honor them and share with you their passion, enthusiasm and expertise in this Activity and Sustainable Development Report.

Thank you to all of the group's employees, our partners and our customers, who help Roquette grow every day. Happy reading!

## EXECUTIVE OFFICE



**Jean-Marc Gilson**  
CEO



**Jérémy Burks**  
Commercial



**Armand Chen**  
Business Transformation



**Emmanuel De Geuser**  
Finance



**Nathalie Joannes**  
Legal



**Thierry Marcel**  
Research and Development



**Gianfranco Patrucco**  
Operations



**Marc Peeters**  
Human Resources

# How we create value for the long term



## WHAT WE RELY ON

### The Best of Nature

**PLANT-BASED RAW MATERIALS**  
and **FARMERS**

**ONE ROQUETTE**  
customer-oriented organization

### WORKFORCE

#### Skilled and experienced

- 8,670 employees worldwide
- 45 nationalities

### OPERATIONS

#### Manufacturing

- 25 industrial sites
- Best-in-class technologies (energy, water, supply chain)

### INNOVATION CAPABILITIES

- 300 employees dedicated to R&D
- 86 years of innovation know-how, expertise
- Open innovation
- Customer Technical Services
- 40 patents/year

### FAMILY CAPITAL

- 250 family shareholders
- 85 years of investments



## WHAT MAKES US UNIQUE

**A world leader in plant-based ingredients and a pioneer in new vegetal proteins**

### OUR VISION

Nature has the answer to provide people with the food, nutrition and health they need according to their lifestyle choices, their age, where they live and what they do.

### OUR VALUES

Authenticity, Excellence, Forward-looking, Well-being

## WHAT WE DO

Using plant-based resources, we collaborate with our customers and partners to imagine and other ingredients to better feed and cure people.

Each of our ingredients responds to unique and essential needs, and they enable healthier lifestyles.



**Pharma**



**Industries**



**Cosmetics**



**Animal Nutrition**



**Food and Nutrition**



## HOW WE CREATE VALUE

### SOURCING

- **Source** sustainably
- **Improve** continuously our raw material quality
- **Strengthen** relationship with our raw material suppliers

### BIOREFINING

- **Optimize** our energy consumption
- **Preserve** water
- **Further** reduce other environmental impacts

### ACTING

- **Put health**, safety and well-being at the heart of our concerns
- **Develop** a sustainable development journey inspired by our customers' expectations
- **Strengthen** sustainability in our innovation processes
- **Developing** our activities with local communities

### INNOVATING

- **Understand** the needs of our customers and anticipate consumer expectations
- **Develop** an approach sustainable development inspired by our customers' expectations
- **Strengthen** the sustainable development approach in our innovation processes



## WHO WE CREATE VALUE FOR

### CUSTOMERS AND CONSUMERS

#### Collaboration

Market knowledge, High quality ingredients, Regulatory support

- 5,000+ customer
- Commercial network in 100+ countries
- Close collaboration to innovate in nutrition and health
- Global network of distributors

### SUPPLIERS PARTNERSHIPS

- Long-term relationships and partnerships
- Innovation and capability development

### EMPOWERED PEOPLE

- Safe working conditions
- Positive and attractive work environment
- Leadership and people development

### ENVIRONMENT

- Reduced environmental impact (GHG emissions)
- Water preservation
- Efficient resources consumption

### PROFITS AND SHAREHOLDERS

- 3.7 billion € turnover
- 10% of revenue per year reinvested in R&D and industrial capital
- Return to shareholders

### OUR ECOSYSTEM

- Employment
- Territorial projects with local communities
- Dialogues with stakeholders and policymakers
- Roquette Ventures
- Roquette Foundation for Health



THE BOARD OF DIRECTORS, in the photo, from left to right: Antoine Fady, Caroline Catoire, Christophe Roquette, Jean-François Rambicur (Vice President), Sophie Roquette, Édouard Roquette (President), Lise NOBRE, Hervé Catteau (Employee Representative), Roma Roquette, Stéphane Baseden, Denis Delloye.



## GOVERNANCE

*Thriving in a Changing Environment  
While Preserving Our Roots,  
Which Are Our Strength*

**T**he continued implementation of the best practices of good governance is essential to support the transformation of our family group.

Guided by a search for sustainable meaning, the Board of Directors and its committees structure the governance of the group to give the ability to anticipate, invest and transform ourselves to be at the heart of innovation.

During the General Assembly, the Board of Directors

explains, in addition to the presentation of the accounts and the activity of the group to 250 family shareholders, the essential features of the strategy, the development of its implementation, as well as the pursued objectives in terms of Corporate Social Responsibility (CSR) issues. The extra financial information is also assessed and published each year.

The background of the new 2020-2024 strategic plan must ensure the continuity of the company. In particular, the objective is to provide value

11

Members of the Board of Directors

5

Family Directors including the Chairman

5

Independent Directors

1

Director representing employees

to customers, to engage women and men who enrich Roquette, to protect the environment and to create long-term value for the shareholders.

The Board of Directors is also particularly attentive to the compliance system deployed in all of the Roquette group's entities, for cybersecurity and data protection issues and more broadly to all the key risks.

To guarantee proper functioning and in addition to their annual self-assessment, the Board is audited every two years by an independent external consultant. The result of this assessment and the areas of improvement to implement will be shared in the 2020 General Assembly. At the 2020 meeting, an amendment of the statutes will be proposed to appoint a second Director to represent employees.

4

COMMITTEES



Appointments and Compensation Committee



Ethics and Sustainable Development Committee



Audit Committee



Strategy Committee





# HIGHLIGHTS



## COLLABORATE WITH OUR CUSTOMERS

Collaboration with our customers is key to our growth and success in several areas.



### ► IMPROVING TASTE AND TEXTURE, WITH A SUSTAINABLE NUTRITION

Consumers desire more diversity and improvements in taste, texture and sustainable nutrition in the meat alternatives they eat. To address consumer demands, Roquette announced during Food Ingredients Europe (FIE) 2019 the launch of two new textured plant proteins, one from peas and one from fava beans. Visitors at our booth at FIE could sample food such as plant-based fish products made with these new ingredients, which expand our range of premium plant proteins for meat alternatives and help support our customers in search of food innovations, new cuisines, etc.

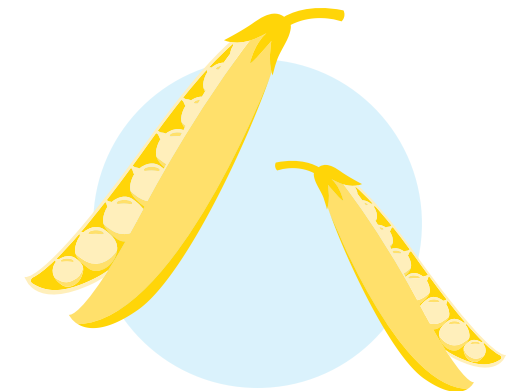
### ► CUSTOMER TECHNICAL SERVICES IN SINGAPORE

We welcomed our customers and business partners to the newly opened Customer Technical Services (CTS) Center for Food, as part of Roquette's Asia Innovation Center in Singapore, in April 2019. The new facility combines technology and expertise to develop solutions with a unique sensory experience in dairy, baking, confectionery, savory and specialized nutrition market segments. Rod Quin, Head of Global Business Unit Food, said, "The CTS is, in fact, a stimulus of change, connection and action. When we collaborate and keep the conversation going about better food and nutrition based on robust science, we can contribute to preventing the next generation of health issues. Our new CTS facility helps our team turn great ideas into must-have, nutritious products to meet consumer needs and expectations throughout Asia."



### ► A NEW GLUTEN-FREE, SUGAR-FREE AND NON-GMO PHARMACEUTICAL EXCIPIENT

This year, Roquette launched a nutraceutical product PEARLITOL® SW-F mannitol with a gluten-free claim to respond to consumer demands. Roquette is now offering more choices in our PEARLITOL® SD mannitol range. The stronger non-hygroscopic quality promotes active stability and a pleasing cool taste appreciated by consumers in oral disintegrating tablets in different dosage forms. Thanks to a secure supply chain and manufacturing process controls, our new PEARLITOL® SW-F mannitol is sugar-free, gluten-free and non-GMO for health-conscious consumers and those with dietary restrictions.



### ► "FEED YOUR FUTURE" WITH PEA PROTEIN

"Feed Your Future" was the theme at the 2019 International Food Technologists (IFT) trade show in New Orleans, USA.

The Roquette team served the latest innovations in plant-based foods at our Cantina by Roquette booth. Julia Bosman, Vegetal Proteins Communications Manager–Americas, said, "The highlight of the show was the veggie tacos featuring our NUTRALYS® T70S pea protein. We also had great success with our fiber-enriched chips and salsa, the margarita-flavored drink mix made from NUTRIOSE® soluble pea fiber and the mango protein smoothie with NUTRALYS® S85 Plus."

These examples show how we work as ONE Roquette to share our passion and help our customers innovate, develop new cuisines and lead the way with healthy food choices for the world.



*We have a passion for food and a long history of pea protein innovation."*

**JEAN-PHILIPPE AZOULAY** leads our Pea and New Proteins Business Line, a key sector at the heart of Roquette's global growth strategy.



## INNOVATE TO OFFER THE BEST OF NATURE

**Innovation is essential to offer the best of nature for our customers and consumers.**

### ► CHINA TEAM OPENS A NEW INNOVATION CENTER FOR CUSTOMERS

**We have also opened a new Innovation Center in Shanghai, China, as our employees' innovation keeps moving full speed ahead.**

The state-of-the-art facilities and Customer Technical Services for food and nutrition will allow us to better tailor our products and address our customers' innovation requirements such as sugar reduction, fiber enrichment, protein enhancement, and texture and taste improvement. Bernard Pora, Head of China R&D, said the Innovation Center offers our customers two main things: "the opportunity to access our world-class capability; and the ability to quickly create and enhance solutions for different market segments." The ongoing growth in China is exciting as we work to meet the fast-growing demand of customized requirements for food and nutrition. These investments are another step in confirming Roquette's global leadership in the specialized proteins and plant-based markets.



### ► ROQUETTE VENTURES INVESTS IN ADVANCED PROTEIN TECHNOLOGIES

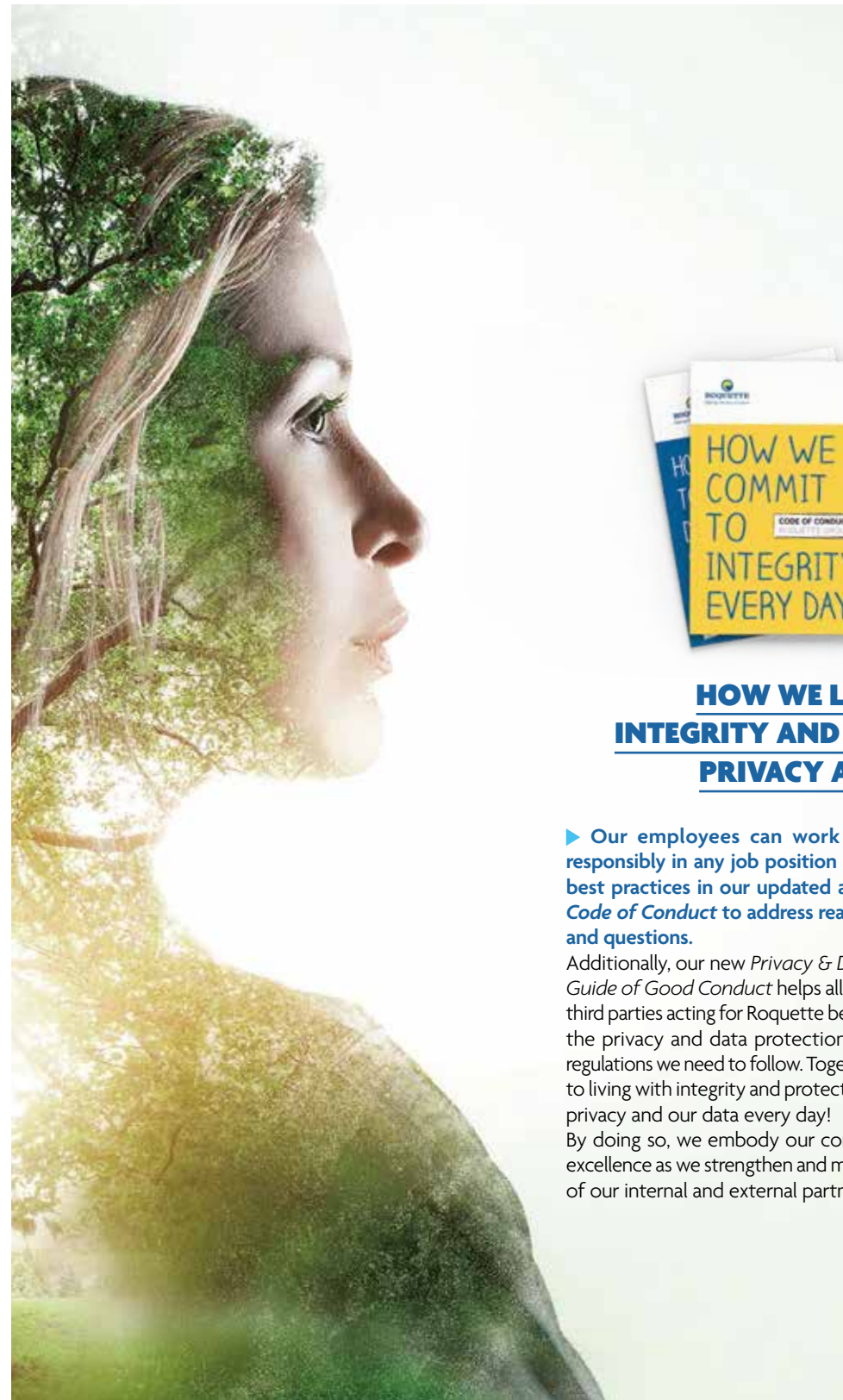
**As part of its ambition to support pioneer innovations for food, nutrition and health markets, Roquette Ventures signed an agreement with Advanced Protein Technologies (AP Technologies) in South Korea.**

AP Technologies is developing Human Milk Oligosaccharides (HMOs), cognitive and immune-activating ingredients that only exist in human breast milk. The collaboration will help develop these new promising ingredients for use in food and pharmaceuticals globally.

### ► LARGER R&D LABORATORY IN LITHUANIA

**Our global growth in innovation continued with the move of our R&D team in Panėvėžys, Lithuania, to a new analytical laboratory, three times larger than their former facility.**

This new state-of-the-art hub facility reinforces the company's presence in Northern Europe to better address industrial, nutrition and health challenges. Thanks to a team of experts, the laboratory will guarantee highest-quality goods and services for our clients, along with improved productivity and sustainability that respond to their specific demands. Danas Tvarijonavičius, Head of Lithuania R&D applauded the new laboratory, which enables closer partnerships with our business partners and universities, and creates opportunities for new innovations, thus creating a safe and ethical working environment for our employees.



## HOW WE LIVE WITH INTEGRITY AND PROTECT PRIVACY AND DATA



► **Our employees can work ethically and responsibly in any job position with the aid of best practices in our updated and re-released *Code of Conduct* to address real-life situations and questions.**

Additionally, our new *Privacy & Data Protection Guide of Good Conduct* helps all employees and third parties acting for Roquette better understand the privacy and data protection principles and regulations we need to follow. Together, we commit to living with integrity and protecting each other's privacy and our data every day!

By doing so, we embody our company value of excellence as we strengthen and maintain the trust of our internal and external partners.





# Innovating

Sustainably

## COMMITMENTS

### 01 Understand customers' needs and anticipate consumers' expectations

By developing pharma, nutrition, food and industrial innovative solutions that help improve our consumers' health and well-being.

### 02 Develop a sustainable development journey inspired by our customers' expectations

By offering them environmentally friendly, innovative, sustainable and competitive solutions.

### 03 Strengthen sustainability in our innovation process

By including Sustainable Development criteria as a key element in our innovation projects.



**Lucas Goh,**  
Biopharma Scientist

*“Sustainable development is an integral part of our activity at the Singapore Innovation Center.”*

We regularly coordinate brainstorming sessions to stimulate our commitment in favor of sustainable innovation. That is very important. I am convinced that working for sustainable development is, above all, a state of mind to maintain on a daily basis. Indeed, minor changes may lead to major progress, making it possible for new products or new market segments to emerge. The idea is to broaden our viewpoints and put ourselves in the consumer's shoes! It is the best way to optimally address consumer expectations.”

## SUSTAINABLE DEVELOPMENT GOALS OF THE UNITED NATIONS



## INNOVATING INDICATORS

**2019:** 66% of projects meeting several “sustainable chemistry” criteria

**2025 target: 70%**

**2019:** 95% of solutions offered to our customers meeting the Sustainable Development Goals of the UN\*

**2025 target: 80%**

\* The method of calculating this indicator will be reviewed from 2020 in order to increase the severity.

*Meeting our customers is essential  
to innovate and offer them solutions adapted  
to their needs and those of consumers.*

#### CUSTOMERS TASTE INNOVATION AT GALLERY IN CHINA

More than 150 customers attended our second Roquette Customer Innovation Gallery in Shanghai, China. With a large variety of innovative food solutions available for customers to feel, taste and enjoy, the wonderful feast around innovation was a success. The event's theme "Travel to the heart of nature" gave customers a clear, reassuring message about our heritage, resilience and commitment to "offering the best of nature." Armand Chen, Country Coordinator – China, said, *"Each one of us cherishes the cooperation and innovation with our customers, because, through innovation, they, and us, achieve great success and differentiation in the market."*

#### VISITORS "SENSE THE DIFFERENCE" AT FOOD TECH SUMMIT & EXPO 2019

Roquette and one of our distributors hosted a booth at the Food Tech Summit & Expo 2019 in Mexico City in late September. Attendees could "sense the difference" in sampling our prototypes of reduced sugar chocolate thanks to NUTRIOSE® FM10 maize dextrin soluble fiber, SweetPearl® XTAB 160 maltitol sugar-free mints and veggie tacos with NUTRALYS® T70S pea protein, which were a big success and served with maize tortillas and hot sauces. Visitors commented on the "delicious Mexican flavor" and "great texture," and they strongly accepted our proposals featured at our booth. The Food Tech Summit reaches beyond Mexico to Central America, the Caribbean and Colombia, with approximately 16,000 visitors and 350 suppliers of raw materials for various uses. Our participation at the event helped reinforce our collaboration and mutual goals with our distributor as we shared our nutritious offer for the food market.



#### TELLING OUR STORY WITH PEA AND NEW PLANT PROTEINS

As we strengthen our position as a thought leader in pea proteins and new plant proteins, we participated in the Plant-based Foods Summit in Lille, France, with expert presentations by Bruno Géhin, Global New Protein Projects Leader, and Christophe Rupp-Dahlem, Head of Global Public Affairs. During this event, we organized for the first time a customer event in our offices at La Madeleine. Our Innovation Tour offered 35 visitors an introduction to Roquette via the Innovation Lounge. Our Food Marketing and Customer Technical Services teams shared our latest plant-based discoveries with visitors and showed them how our products fit in with current food trends. Roquette was also a Gold Partner at the Future Food-Tech Summit in London, where Jean-Philippe Azoulay, Head of Peas and New Proteins Business Line, participated in the roundtable discussion: "Taste, Texture & Nutrition: Ushering in the Next Generation of Alternative Proteins." The summit's theme was to bring together leaders, innovators and investors to map out the future of food, and it was only natural for Roquette to attend and share what healthy food options we can offer people now and in the future.



#### VISITORS DISCOVER OUR PLANT-BASED INGREDIENTS AT FI EUROPE

At Food Ingredients Europe in Paris, our booth's design was inviting like a home for visitors to learn more about how our plant-based ingredients are a part of daily life to help maintain a healthy lifestyle, whatever their needs at home and beyond. Besides our booth's high-tech, digital interactive features, we offered a menu of new tasty, nutritious food concepts. Visitors could try a meat alternative burger with tomato ketchup inspired by plants with NUTRALYS® textured plant protein and clean label Roquette FC 20 functional starch, a pound cake rich in NUTRIOSE® soluble fiber and reduced in sugar, and a dairy-free ice cream containing NUTRALYS® pea protein. During the event, we also announced the expansion of our plant proteins with textured proteins, one from fava beans and one from peas. Our teams continue to work every day with our customers to create healthy options for the food that consumers want and need!

#### FIVE WINNERS TAKE THE PRIZE AT OUR FIRST CUSTOMER INNOVATION AWARDS CEREMONY

We are proud of our employees who use out-of-the-box thinking to improve our customers' journey with Roquette. Our first Customer Innovation Awards ceremony took place in January 2019 where 10 finalists made presentations with support from their teams. The jury selected a winner for five different categories, resulting in awards for the Industry platform for its quick win project charter, NUTRALYS® S85 Plus plant

protein for nutrition and dairy alternatives, a mobile ordering solution for customers in India, NUTRALYS® T70S textured pea protein as a meat substitute, and a customer-centric selling approach for Beauté by Roquette®.

One of the prizewinners, Inès Sabatier, Innovation Project Leader for NUTRALYS® T70S textured pea protein, highlighted why nature is an important partner for us: *"As Roquette, it is in our DNA to take care of nature, our customers and our end consumers. To me, the real reason why NUTRALYS® T70S is the best solution, it's because our little, tiny pea made us, and makes us, learn a lot. Now we have a concrete solution to talk about with our customers. Now we can use our learnings from T70S to improve our future developments."*

Employees Showcase On-the-job Creativity  
DURING INNOVATION WEEK  
organized by Roquette

**1.500** Employees  
participated worldwide

**5** Meeting places

**10** Top 10  
Innovation Projects





*Today, we are innovating to meet the needs of our customers and are using digital tools to explore even more possibilities.*

#### **ROQUETTE LAUNCHES PHARMACEUTICAL PRODUCT KLEPTOSE® HPB-LB PARENTERAL GRADE TO HELP PATIENTS WITH GLOBAL ACCESS TO MEDICINE**

Roquette has pioneered the development of beta-cyclodextrin as a solution for administering Active Pharmaceutical Ingredients (API) to patients. Cyclodextrins help solubilize and stabilize APIs to make it easier for patients to absorb the medicine. As a leader of supplying cyclodextrins in the pharmaceutical and biopharmaceutical markets, we launched KLEPTOSE® HPB-LB parenteral grade for our customers to expand into the Chinese market: a new grade of hydroxypropyl β-cyclodextrin (HPBCD) excipient for use in parenteral applications which meets the strict China Pharmacopeia compliance requirements. We also have an approved China DMF on this product, which is necessary for our customers who want to supply their drugs to the Chinese population. In other words, our solutions help efficiently deliver drugs usually intravenously or by injection to patients all over the world.

Along with our goal to improve patients' well-being, our new KLEPTOSE® grade meets global compliance with the highest purity standards and Good Manufacturing Practices to help more pharmaceutical products reach global markets.

#### **ROQUETTE LAUNCHES WECHAT ACCOUNT AND DELIVERS BIOPHARMA WEBINAR IN CHINA**

To be closer to our customers and more accessible on social media, we set up a Roquette WeChat account in China. This allows WeChat users worldwide to have convenient and instant access to the latest news and information from Roquette by following our official WeChat username. The WeChat account shares more about our company, our values and commitments, and innovative solutions for customers.

In November, the Biopharma team delivered a webinar—launched and promoted solely via WeChat—on KLEPTOSE® Biopharma in the local language for the China market. In the hour-long, first-of-its-kind webinar within Roquette, Roy Ma, Area Market Manager for China, ➔

➔ introduced Roquette with an overview of this Global Business Unit (GBU). Dr. Peng Tao, Senior Scientist for Pharma GBU, then explained how KLEPTOSE® Biopharma offers an innovative protein stabilization solution as an alternative to polysorbates formulations. The Chinese webinar proved a good way to reach our audience as we address growing demand for biologic drugs. Following the webinar, several prospects requested product samples and/or to be contacted by a salesperson from Roquette.

#### **COLD BREW COFFEE WITH HEALTH BENEFITS FOR CONSUMERS**

Plant proteins are a booming market segment, and consumers are looking for protein in almost every category. They want great tasting products that also offer health benefits. Coffee beverages inspired one of our latest innovations. Our Customer Technical Services team collaborated with our Marketing, Sales, and Marketing Communications teams to develop a delicious, nutritious cold brew coffee formulation that includes our NUTRALYS® pea protein and NUTRIOSE® soluble fiber. Cameron Pombert, Application Technician Food, said, “The process of creating the cold brew coffee started with talking to the customers, having them define what they wanted in a cold brew coffee.” Now with a created product, thanks to internal and external partnerships, we can help customers customize our cold brew coffee and flavoring for their specific needs.

#### **ROQUETTE BEAUTÉ: OUR SOLUTIONS AND SUCCESSES IN COSMETICS**

Our cosmetics team saw their hard work become reality in the first customer product on the market using our Beauté by Roquette® DS 146, a blend of three plant-based materials. We have received great feedback from customers who evaluated our new ingredient, and the words became action with a company in South Korea. Our customer worked with us to develop a new skin cream made available to consumers in June 2019. The



customer has also expressed excitement about introducing more Beauté by Roquette® solutions into other projects in the future.

Roquette Beauté's brand launched in April 2018 during in-cosmetics Global in Amsterdam along with our first two innovative plant-based solutions for the cosmetics market. The momentum continued in 2019 with the release of Beauté by Roquette® ST 720, a new 100% plant-based film former from pea starch. Clinically proven, it acts as an effective protective skin barrier against atmospheric pollutants. More than a market trend, sustainable beauty is all about skin health and nutrition, and we keep on listening to our customers and what consumers need with more natural-based products that are high performing and pleasant to use.

#### **ROQUETTE EARNS GOLD RATING FOR SUSTAINABILITY**

65/100

**With such a score, Roquette**

ranks in the top 6% of the 55,000 companies participating in the EcoVadis Corporate Social Responsibility (CSR) assessment.



# Sourcing

Sustainably

## COMMITMENTS

01

### Source sustainably

By encouraging local supply and optimizing means of transportation to combine economic profitability and low environmental footprint.

02

### Improve continuously our raw materials' quality

By clearly specifying our needs, strictly selecting our suppliers and reinforcing quality control chain from fields to biorefineries.

03

### Strengthen relationship with our raw material suppliers

By building partnerships with breeders and farmers to select and use most suitable agricultural resources.



**Fabienne Pointier**  
Senior Agronomist

00

*Act today, using past experience and open-mindedness to project into the future: this is how I conceive my job.*

This forward-looking in various fields allows us to meet customer expectations by following procurement requirements for our plant-based raw materials.

To respond to environmental, economic and agronomic issues, we develop specific crop itineraries and work in partnership with the agricultural cooperatives and directly with the farmers.

The day-to-day efforts of farmers provides us access to a best-in-class raw material; these efforts are recognizable in a lasting and cost-effective way.

Our family, our loved ones and we consume these plant-based raw materials: their quality is very important!"

## SUSTAINABLE DEVELOPMENT GOALS OF THE UNITED NATIONS



## SOURCING INDICATOR

 **2019:** 24,1% of "sustainable" raw materials\*

**2025 target:** 20%

\* The target for this indicator has been revised from 2020 in order to increase the severity.

*We encourage local supply and optimize transportation for economic profitability and a low environmental footprint.*



#### ROQUETTE BECOMES MEMBER OF THE SAI PLATFORM

To reinforce our sourcing commitment, we applied for membership with the SAI Platform (Sustainable Agriculture Initiative Platform), the primary global food and beverage value chain initiative to promote sustainable agriculture. We are proud to start working with SAI Platform members. "As Roquette has fixed an ambitious objective to reach 20% of our raw material supply certified or rated as sustainable by 2025, we are very interested to improve our knowledge about responsible sourcing through the SAI Platform," said Massimiliano Benso, Head of Global Supply Chain. "Roquette looks forward to sharing experience with such a professional network and further developing our sustainable approach."

*We clarify our needs and strictly select our supplies while reinforcing quality control.*

#### MORE SUSTAINABLE AND CERTIFIED WHEAT IN LITHUANIA

Today, we want healthy, more sustainable food. As a consumer, but also as an employee, we understand the importance of eating better and consuming local products. This is why, at our Panevėžys site in Lithuania, we purchased 50,000 tons of certified sustainable wheat from local farmers in 2019. For better quality wheat and better product traceability, we collaborate directly with local farmers. The International Sustainability

and Carbon Certification (ISCC) commits us to continue our efforts and ensures the quality of our products, from the field to their consumption. We have established a relationship of proximity and trust with farmers around common commitments: quality, traceability, control and preservation of the environment. We will strengthen this commitment in 2020, with the aim of doubling our purchase of sustainable wheat in Lithuania.



*We build partnerships with breeders and farmers to select and use the most suitable agricultural resources.*

#### COLLABORATION TO SERVE THE ENVIRONMENT

We continue advancing towards excellence. In Vic-sur-Aisne (France), almost 100% of the peas we use are already compliant with the pea chain specifications that Roquette has developed to meet very high requirements in terms of quality, traceability and durability of finished products. And already nearly 60% of peas are sustainable, a percentage that keeps growing. The Roquette French sustainable pea chain was created more than two years ago and is based on a relationship of trust with cooperatives and their farmers.

This success results from rigorous control of the good practices from the fields until the arrival to our site. We can meet our customers' requirements for plant-based proteins because of selecting varieties with our suppliers, monitoring the agricultural technical route with the limited use of plant health products, and optimizing logistics. Beyond offering high quality ingredients, this collaboration allows us to develop a close relationship with cooperatives and farmers, while limiting our environmental impacts.





# Biorefining

Sustainably

## COMMITMENTS

01

### Optimize our energy consumption

By installing energy-efficient solutions and using relevant renewable energies.

02

### Preserve water

By optimizing our processes to minimize consumptions and by installing efficient treatment technologies.

03

### Further reduce other environmental impacts

By implementing the most relevant solutions based on local specificities.



**Amitabh Tiriari,**  
Head of India Manufacturing

“

*Well-being is an essential value to me.*

You must first feel well yourself in order to help others and give them the best you have to offer. In India, we are proud to contribute to the well-being of others. We have enabled a number of schools to access drinking water. Together, thanks to the volunteer involvement of so many employees, we have been able to help more than 15,000 schoolchildren. Water is vital to us. It must be protected and made accessible to as many people as possible. The children that we are helping are our neighbors, in some cases the sons and daughters of our colleagues. They are the citizens of tomorrow's India, those who will help conserve water and reduce our environmental impact!”

## SUSTAINABLE DEVELOPMENT GOALS OF THE UNITED NATIONS



## BIOREFINING INDICATORS

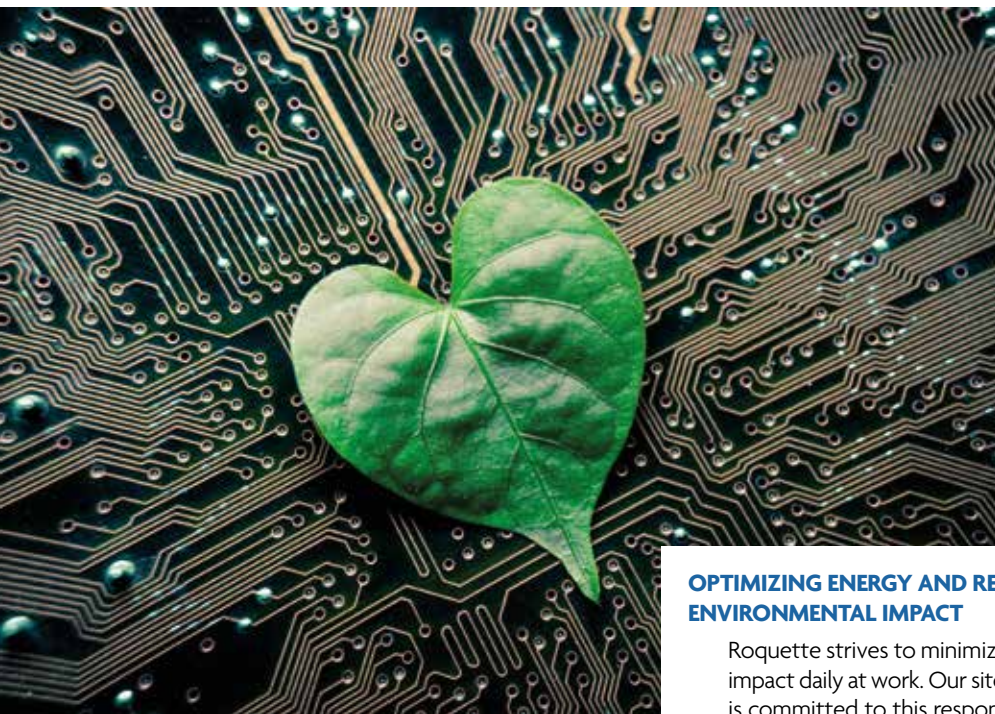
2019: 829,504 CO<sub>2</sub> tons avoided annually (teq CO<sub>2</sub> avoided)

2025 target: 1,000,000

2019: 0.99 ratio for the energy efficiency improvement

2025 target: 0.90

*Improving our energy consumption  
allows us to offer more environmentally  
friendly ingredients.*

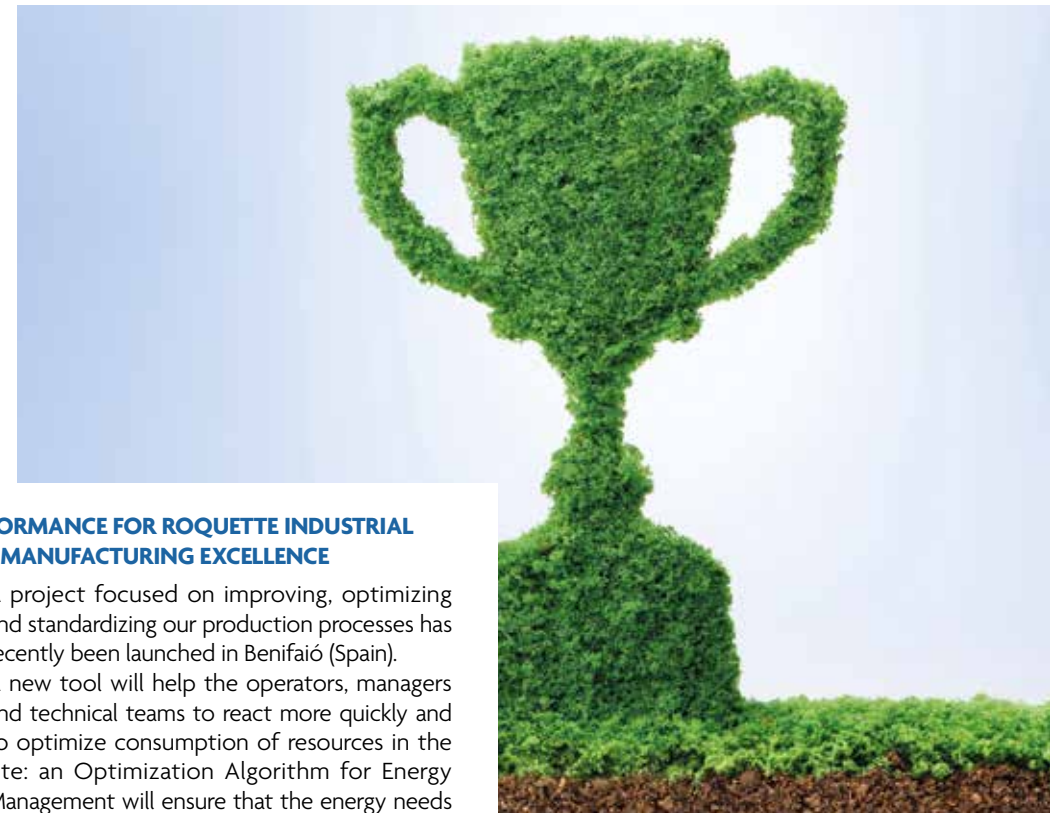


#### OPTIMIZING ENERGY AND REDUCING ENVIRONMENTAL IMPACT

Roquette strives to minimize our environmental impact daily at work. Our site in Beinheim, France, is committed to this responsible and innovative environmental approach, through ambitious projects like geothermal power and biomass. Using geothermal power and wood energy from plants provides an energy supply that is 75% renewable on-site. Additionally, the site has decided to use artificial intelligence to help control its methanation process to be more efficient with the natural treatment of organic waste and thus produce renewable energy (biogas). To support our growth in the plant proteins business while minimizing our impact, Roquette also decided to source 100% green electricity for our site in Vic-sur-Aisne (France).



**7/8**  
European sites  
of the Group are certified  
ISO 50001



#### PERFORMANCE FOR ROQUETTE INDUSTRIAL AND MANUFACTURING EXCELLENCE

A project focused on improving, optimizing and standardizing our production processes has recently been launched in Benifaió (Spain).

A new tool will help the operators, managers and technical teams to react more quickly and to optimize consumption of resources in the site: an Optimization Algorithm for Energy Management will ensure that the energy needs of the site are met while we reduce the cost of producing it.

A multidisciplinary, well-prepared team, created an effective working environment that led to the successful implementation of this project, which will use trends and KPIs to better follow the performance of our systems. This project is also an opportunity to reduce our environmental impacts.



#### WINNERS OF OPERATIONS AWARDS 2019

Our global Operations teams achieved positive changes in 2019, and their initiatives and innovations received recognition at the annual Operations Awards ceremony. Almost 800 Roquette employees were involved with the 107 submitted projects. Congratulations to the winners who shared their experiences in the following categories: HSE and Sustainability (Lestrem), Total Quality and Customer Centric (Vic-sur-Aisne), Competitiveness and Cost Reduction (Benifaió), Operational Excellence (Vic-sur-Aisne), People and Leadership (India), and Technology and Innovation (Lianyungang). There were also 12 special prizes by the jury symbolized by a hummingbird to show that every action counts no matter how small it might seem. Our teams in Lithuania, France, the USA, Spain, India and China received these special prizes for their contributions to improve operations at their facilities.



*We are committed to preserving our planet's resources, like water, and we work to provide sustainable solutions.*

#### THE ZERO LIQUID DISCHARGE PROJECT IN INDIA

Water recycling helps reduce consumption of this precious resource in areas where it is rarer. In Viramgam (India), we have established Zero Liquid Discharge Technology. This project uses advanced technologies like reverse osmosis systems to recycle effluents after treatment. This recycled water is used especially to produce steam and enables reducing more than 50% of fresh water consumption at the site.

#### SAFETY AND ENVIRONMENT AWARDS IN INDIA

Our Gokak and Viramgam sites in India received the Gold Award for Environment and Sustainability at the 17th Greentech Environment Awards. Organized by the Greentech Foundation, the awards are presented to organizations that demonstrate a high commitment to environment management through best practices and evidenced by a positive impact to the business and contributing to sustainability. Additionally, our Viramgam and Gokak sites took home three awards at the 4th Annual Health, Safety and Environmental Awards given by the OHSSAI Foundation, an independent non-profit organization that promotes Health, Safety, Environment and Sustainability (HSE&S) in India. Two of our employees Amitabh Tiriar, Head of India Manufacturing, and Raju Sekhar, Gokak Plant

Manager, also received a Leadership Award for their dedication and leadership in HSE&S. Amitabh said, "At Roquette, safety is a constant priority and is an essential condition to ensure our sustainability. It is a mind-set; it goes beyond processes and manuals. Regular dialogues and trainings help our employees understand that this culture is maintained because we care about their well-being. Fundamentally, these awards really belong to our employees."

*We help reduce our environmental impacts daily through joint actions around the environment and biodiversity.*



#### WORLD ENVIRONMENT DAY ACTIONS

Roquette employees from over 10 countries participated in World Environment Day globally in June. The groups at our sites focused on different topics linked to biorefining, one of our four sustainable development pillars. We organized actions to educate the next generation: for example, students and employees' children were invited to our offices to learn about how to improve our energy usage. Reducing plastic was another objective as we collected waste and replaced plastic coffee cups.

Nature is our number one partner, and it is important to give back to the environment. Employees took that concept seriously by planting trees in India and Spain. Employees in Lithuania cleaned the surrounding area and then planted flowers and trees in different parts of the work site. Besides the delight we receive from nature, planting more natural life helps sustain our lives with the health benefits nature provides.

World Environment Day is the second time that all Roquette employees acted on initiatives globally during a time set aside to maintain our commitment to sustainable development.

#### ROQUETTE SUPPORTS BIODIVERSITY WITH CONSERVATION FOR MONARCH BUTTERFLIES AND SWALLOWS

Roquette, as a member of the Corn Refiners Association (CRA), is proud to support CRA's work with the Keystone Policy Center's Monarch Collaborative to improve the sustainability of monarch butterfly populations, which have declined over the last 20 years in the USA. Farmers and agribusinesses are among those working to help preserve the habitat and food sources for monarch butterflies.

Another conservation effort Roquette helps support in France is protecting the swallow populations that have declined in Europe due to environmental factors and decreased nesting sites. We can take care of their natural habitat, keep nesting sites accessible and install artificial nests to strengthen their populations.

We help maintain our world's biodiversity by raising awareness and fostering a healthy environment for the creatures who share this planet with us.





# Acting

## Sustainably

### COMMITMENTS

#### 01 Put health, safety and well-being at the heart of our concerns

By continuing the implementation of worldclass HSE (Health, Safety, and Environment) management systems and developing a culture in which people safety is a core value.

#### 02 Empower employees

By promoting dialogue, fostering engagement and developing skills.

#### 03 Build on our diversity

By valuing our differences and promoting the sharing of best practices in a multicultural network.

#### 04 Develop our activities with local communities

By partnering with our local communities and contributing to their development through sustainable relationship.



**Laura Colenthiez,**  
Engineering Knowledge Management Leader

“The birth of my daughter in 2018 sensitized me to women in society.

By advocating values of equality and by promoting a connection between their members, women's networks help advance the place of women, and men, at all levels of the organization. I'm sure they're contributing to the transformation of society. I appreciate the richness and the diversity from the Women@Roquette network; we have antennas in almost all of the group, and member sites are extremely optimistic! Women@Roquette allows us to catalyze our energy, support our fulfillment, reveals our potential while advancing Roquette and the place of women.”

### SUSTAINABLE DEVELOPMENT GOALS OF THE UNITED NATIONS



### ACTING INDICATORS

2019: 1.61 Frequency rate of work accidents with stoppage (TF1)

2025 target : 0.5

2019: 2.90 Frequency rate of work with and without stoppage (TF2)

2025 target: 1.5

2019: 75 local projects and actions supported\*

2025 target: 20

\* The target for this indicator has been revised from 2020 in order to increase the severity.

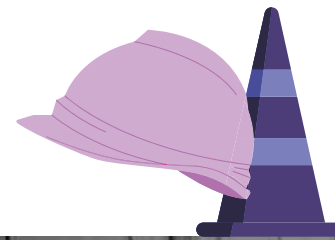
*The safety of our employees  
is our priority. We pay special attention  
to it at all times.*



#### EMPLOYEES PARTICIPATE IN WORLD DAY FOR SAFETY AND HEALTH AT WORK

On April 28, 2019, our employees joined in the worldwide focus on workplace safety and health with numerous activities to reinforce our commitment to safety first. Our sites in India had safety commitment and awareness campaigns, along with training and a safety painting workshop. Canada observed the National Day of Mourning to honor workers who have died or been injured or ill related to the workplace, and to emphasize key prevention actions. Employees in China practiced emergency response drills and had

safety contests. Brazil employees dedicated the day in engaging various safety dialogues beyond operations and launched the standard safety cross in their performance routines. The sites in France held several different games and activities to increase learning about risks awareness. Italy focused on our Golden Rules for safety, while Spain hosted relaxation sessions for health. Safety is everywhere, at Roquette and beyond, for example, in a very impactful partnership with local schools in Lithuania.



#### HEALTH AND SAFETY IN ACTION WITH GEMBA WALK

“Keep calm and go to Gemba” is the slogan of 158 employees who walk the Gemba (i.e., go to the ground and walk the workplace) at our site in Italy. The first group of 84 people started the Gemba Walk project four years ago in Cassano, Italy. Now, the group includes employees from several business functions to share their skills in walking through the worksite to identify and solve real-time issues that differ from standard situations in business activities and processes. The focus of the Gemba has also grown over time beyond safety to help address the environment, waste and maintenance issues, and quality. Thanks to our employees for helping each other work safer and better on the job!

“*Keep calm  
and go to Gemba.*”



*At Roquette, we care for our employees  
and people in our communities,  
staying true to our value of well-being.*



#### ROQUETTE IN ASIA LAUNCHES A REWARDS AND RECOGNITION PROGRAM

Employees can now thank their colleagues with style through the new Rewards and Recognition program in Asia. To recognize an employee or team, employees can submit an online nomination form that managers use to reward employees with different types of awards depending on the nature of their contribution. Award categories range from "Spot Awards" for everyday excellence to "Quarterly Rock Star Awards" for projects that support the business with "Annual Champion

Awards" as the highest level of contribution for longer-term projects. Acknowledging someone's contribution at work can also take the form of a simple thank-you card or over lunch with the individual or team.

The Rewards and Recognition program helps ensure a consistent and transparent system of timely recognition, and it is an easy way for our teams to celebrate achievements and success with each other.

#### NEW LEARNING STRATEGY PUTS LEARNING IN THE HANDS OF EMPLOYEES

Our commitment to empower employees extends to promoting dialogue, fostering engagement and developing skills. Our new learning strategy launched in January 2019 and continues to expand! Learning encompasses all possible ways to learn and develop, such as classroom or face-to-face training, e-learning, reading, mentoring, peer coaching, etc. With the launch of Roquette's learning platform on Workday, employees now have broad access to their learning history and offerings. They can select courses from different topics to constantly learn and share engaging learning contents, maintain up-to-date skills and knowledge, develop and grow, and contribute to business strategy and performance.

*Our site in Brazil in  
Itapevi received the  
certification Great Place  
to Work in 2019.*



#### ROQUETTE AS A GREAT PLACE FOR EMPLOYEES TO WORK

**From Brazil to Canada to China, people are learning what we already know, that Roquette is a great place to work.**

*"Our team in Canada received two first-time awards, one from The Career Directory as one of Canada's best employers for recent college and university graduates, and another award as a Top Employer in Manitoba. This is a tremendous honor for Roquette and will certainly help us to attract the best talent in Manitoba and all of Canada for the new state-of-the-art pea processing plant we are building."*

**Dominique Baumann**, Global Project Director – Canada.

*"For the second year in a row, Roquette in China was officially recognized by the Top Employers Institute as a 2020 Top Employer in China for our sustained excellence in advancing employee value propositions. At Roquette, we firmly believe that business is all about people in the end. And we mean it!"*

**Armand Chen**, Country Coordinator – China.



*Combining our talents and cultures  
contributes to creating a pleasant working  
environment at Roquette:  
all together, let's make a difference!*



From left to right: Lucia Castillo, Jianbo Wang, Karine Baert

#### TOGETHER, WE FOSTER DIVERSITY AND INCLUSION AT ROQUETTE!

We are committed to build on our diversity, by valuing our differences and promoting the sharing of best practices in a multicultural network. Strengthening diversity and inclusion at Roquette is a key lever for business growth and customer satisfaction, which contributes to creating a great place to work and to being strongly rooted in our local communities.

In a short video spotlight, some employees shared their personal words and convictions on diversity and inclusion. *"We all have a role to play to shape great teams, with diverse backgrounds, expressing*

*their talents to generate creative thinking and innovation, to foster well-being and mutual caring, to become collectively a high performing team and to be proud of it. Inclusion is about treating people equally and respectfully. It starts with me, with you, with each and every one of us, every day, with openness and tolerance!"*

Along with the video, Roquette proposed an e-learning course to share and learn about diversity and inclusion challenges, and to continue translating our ambition into concrete local and global actions to foster positive behaviors and create an inclusive workplace at Roquette.



#### WOMEN@ROQUETTE NETWORK FOR WOMEN, BY EVERYONE

Women@Roquette is a voluntary network open to all employees, not just women, to ensure that we have gender diversity in the company at all organizational levels. The network encourages everyone to flourish and reveal their full potential, and it is valuable in boosting the company's performance and making us stronger as a team. Another mission of Women@Roquette is to help women grow in their careers, enhance and share their skills, and give them opportunities to build relationships and network effectively. Many employees at our various sites have participated in diversity discussions and volunteer activities sponsored by Women@Roquette that help keep the conversation going.

#### INTERNATIONAL WOMEN'S DAY CELEBRATION IN GREATER ASIA

Several locations in Greater Asia celebrated International Women's Day (IWD) 2019 with some treats for everyone in the office to enjoy and a reminder of the importance of diversity and inclusion in the workplace.

*"At Roquette, we consider diversity and inclusion to be vital to our business performance and employee engagement. Achieving a better balance whether it's gender, cultural, generational or language starts with raising awareness against bias,"* said Richard Harding, Head of Human Resources in Greater Asia.

The global 2019 IWD theme was "Balance for Better," based on the idea that "A balanced world is a better world," connecting with our Roquette values of authenticity, excellence, forward-looking and well-being as we strive to promote sustainable practices in our workplace and our business operations.



#### LITHUANIAN TEAM RECOGNIZES WOMEN IN SCIENCE

Our team in Lithuania launched a public photo exhibition to commemorate the United Nations' International Day of Women and Girls in Science that recognizes their role and addresses the worldwide reality of women still making up a minority of the global scientific community.

The exhibition "(No) Simple Everyday Innovators" recognized women and addressed stereotypes and myths surrounding science in everyday life, such as that the work is boring or not easily understood. The photos displayed the work of women at Roquette Amilina who find solutions through their daily jobs in science, technology, chemistry and engineering.

Edita Mažonienė, R&D scientist, said, *"The role of women in science is certainly no less than that of men. Their thoughts and work make significant contributions to scientific progress and innovation."*

For this occasion, the employees also came together to complete a puzzle that symbolized the meaningful contributions of women and the unity, patience and teamwork that produces innovative solutions in our daily work.

*We volunteer in several different ways to improve well-being in our communities.*



#### BRIGHTER SMILES FOR 3,100 CHILDREN IN INDIA

Roquette in India is actively involved in bettering the community and held a two-day dental health camp for schoolchildren living in areas around our Gokak site. Adequate access to oral healthcare is a persistent issue in rural India, and Mummella Jyotsna, Medical Specialist, led the effort to raise awareness about the importance of oral hygiene to help prevent tooth decay and other dental issues. The KLE Dental College in Belgaum helped the dental camp with 16 faculty members who examined 3,100 children ranging from 5 to 16 years of age from five different schools.

Mummella said, “From simple check-ups to scaling and administering tooth fillings, the volunteers from KLE and Roquette joined hands in ensuring the long-term impact of this Corporate Social Responsibility effort through the message that prevention is better than cure.”

#### EMPLOYEES VOLUNTEER AROUND THE WORLD

Roquette sponsored the 14th annual Testathlon organized by DigestScience in Lille, France. Several employees participated in the walk/run/bicycle event to benefit research and raise awareness for digestive diseases.

Employees at our site in Benifaió, Spain, celebrated International Volunteer Day on December 5, 2019, to thank and recognize volunteers for their dedication. They collaborated throughout the year to address sustainable development goals related to poverty, inequality, education, health, infrastructure, clean water and sanitation, and protection of the planet. For example, their actions included collecting hygiene items for children and food for people in need.

#### FEEDING OTHERS WITH “PROJECT EAT BETTER” IN SINGAPORE

The Singapore Food Bank’s program “Project Eat Better” seeks to reduce food waste and end food insecurity, and 28 Roquette employees volunteered with the program to improve well-being in the community. They collected surplus fruits and vegetables donated from sellers at the Pasir Panjang wholesale center, and then redistributed the food to low income groups in need of healthy food. The food items were either slightly damaged or unsold but still good to eat instead of thrown away.



*“In a developed economy like Singapore, it is easy to forget that there are members of society who may not have regular or healthy meals. It was great to see colleagues from different functions coming together to give back to the community,”* said Lucas Goh, Biopharma Scientist – Innovation Center.

#### GLOBAL GIVING TUESDAY

Employees at various Roquette sites showed kindness and generosity as we supported the global Giving Tuesday event on December 3 to collect items for vulnerable people and communities.

Colleagues from Singapore supported the call for donations of daily necessities to benefit the residents of Lions Home for the Elder. One contribution even came all the way from our office in Vietnam.

Employees in Geneva, Illinois, U.S.A. helped two underprivileged families through the United Way Adopt-A-Family program by donating toys, clothes, household supplies, and more to the families. In Korea, our employees volunteered with Shalom House, a shelter for adults with disabilities, where they have helped before. This time, our employees donated household items and nutritious food with Roquette ingredients, as well as helping wash blankets and clean the yards.

Employees in La Madeleine, France, collected items for three organizations, including games, toys and books for children at hospitals, and hygiene products distributed to adults and children. Thanks to our colleagues around the world, the spirit of Giving Tuesday was kept alive because small acts of kindness when multiplied can make a world of difference to those in need.



## Good Nutrition for Good Health with the Roquette Foundation

Created in November 2017 under the aegis of the Fondation de France, the Roquette Foundation for Health's mission is to support innovative or educational projects in the fields of food and nutrition.

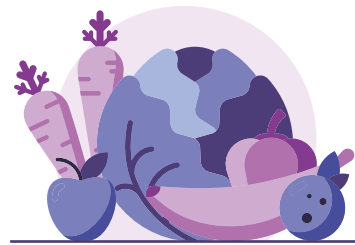
*Believing in progress,  
sharing knowledge  
and changing behavior  
guide the Foundation's  
steps every day.*

### BELIEVE IN PROGRESS

Food plays a key role in diseases of the digestive system, which is why the Foundation supports several medical research projects.

The work of Professor Déchelotte and his team, through the Microbiome Foundation, focuses on the role of the intestinal microbiota in the appearance and maintenance of functional digestive disorders frequently observed in anorexia or obesity, in order to facilitate therapeutic management and quality of life for patients.

Another example, the Pensine project, led by Professor Hermann, will give rise to new dietary recommendations for children from birth, following a study of mother-child couples, from conception and up to four years of age of the child.



### CHANGE BEHAVIORS

"Health goes by the plate." Many people know this, but changing eating habits is not easy. The Foundation also acts to facilitate behavioral change by supporting several projects. In France, the Sport dans la Ville association introduces young people to nutrition while offering sports activities in the heart of their neighborhoods. In Vietnam, the Foundation supports the Thien An Home II association, which helps people from ethnic minorities. This program's objective is to help children and young people in the community by providing them with good food, an educational and health prevention program, thus giving them every chance to integrate into society.



The exhibition "Microbiota, after the Discreet Charm of the Intestine," the City of Science and Industry museum, in Paris.

### SHARING KNOWLEDGE

Spreading knowledge about food and nutrition is essential for everyone's well-being.

In India, the Roquette Foundation supports two associations: Life Project 4 Youth's "Lifeline" program, by developing a mobile application, disseminates or shares good advice with the populations of Mumbai's slums in matters of hygiene and food. In parallel, the Magic Bus Association and its education program in Gokak (India) aims to promote and raise awareness among young people of the importance of good health and the nutritional challenges related to it, while leading them toward social and professional integration.

The Roquette Foundation also allows employees who wish to do so to invest in the projects it supports by making their skills available and thus strengthening the impact with the target populations.

### THE MICROBIOTA, OUR SECOND BRAIN

Aware of the importance of microbiota and related research, this year the Roquette Foundation for Health supported the exhibition "Microbiota", after *The Discreet Charm of the Intestine* at the City of Science and Industry museum in Paris. Bacteria, viruses and other fungi are 99% contained in our microbiota. Its role is essential to good health. Taken from the book *The Discreet Charm of the Intestine*, this exhibition brought together more than 380,000 visitors, who thus discovered the small people of the intestine to take better care of them.





# SCORECARD

SOCIAL DATA	2019	2018	GRI
Workforce (Entire group / total permanent staff and fixed-term contract staff as of Dec. 31)			
<b>PER GEOGRAPHIC REGION</b>			
Europe	5,078	5,018	G4-10
America	1,079	1,024	G4-10
Asia	2,511	2,557	G4-10
Group	8,668	8,559	G4-11
<b>PROFESSIONAL EQUALITY</b> (Entire group-total permanent staff and fixed-term contract staff as of Dec. 31)			
Male employees	6,764	6,763	G4-LA12
Including % of managers	16.5 % *		G4-LA12
Female employees	1,904	1,836	G4-LA12
Including % of managers	16.5 % **		G4-LA12
Ratio of women/men	28.1	27.1	G4-LA12
<b>HIRES/RETIREMENTS</b> (Entire group)			
Hires	524	540	G4-LA1
Resignations	283	329	G4-LA1
Layoffs	111	73	G4-LA1
Death	7	9	G4-LA1
Retirement	43	44	G4-LA1
(common agreement, others sites, etc.)	68	134	G4-LA1
<b>TRAINING</b> (Limited scope)			
Hours/employees	22.6	21.4	G4-LA9
<b>INTEGRATION OF WORKERS WITH DISABILITIES</b> (France scope)			
Workers with disabilities	213	186	G4-LA12
<b>SAFETY ***</b>			
Days lost	1,455	810	G4-LA6
Severity rate	0.09	0.06	G4-LA6

\* 16.5% – 1,084/6,555 (based on total permanent staff, excluding temporary).

\*\* 16.5% – 292/1,773 (based on total permanent staff, excluding temporary).

\*\*\* In Spain, an accident on a low voltage electrical installation occurred in October 2019. One of our employees died from his injuries. An investigation is underway in accordance with local regulations and our internal practices. Understanding this event will allow us to determine the evolution of standards and practices associated with electrical risk.

ENVIRONMENTAL DATA	Units	2019	2018	GRI
<b>FOSSIL ENERGY USED</b>				
Electricity	GWh	2,519	2,567	G4-EN3
Natural gas	GWh	7,068	6,526	G4-EN3
<b>RENEWABLE ENERGY USED</b>				
Wood (100% MS)	kt	207*	127.5	G4-EN3
Rice husk	kt	122	127.6	G4-EN3
<b>ENERGY PRODUCED</b>				
Electricity	GWh	1,420	1,468	G4-EN3
Biogas	GWh	60	67	G4-EN3
<b>PUMP WATER</b>				
Process water (rivers, aquifers, urban network)	10 <sup>6</sup> m <sup>3</sup>	48.2	49.0 **	G4-EN8
Water returned	10 <sup>6</sup> m <sup>3</sup>	22.6	35.7	G4-EN22
COD discharged	/kt of starch	2.26	2.32	G4-EN22
<b>AIR</b>				
CO <sub>2</sub> emissions (scope 1 and 2)	teq CO <sub>2</sub> /kt of starch	805	790	G4-EN21
<b>PERFORMANCE INDICATORS</b>				
<b>BIOREFINING INDICATORS</b>				
Energy efficiency	Ratio	0.99	0.98	0.9
Specific water consumption	Ratio	0.87	1.14	1
CO <sub>2</sub> tons avoided annually	teq CO <sub>2</sub> avoided	829,504	813,912	1,000,000
<b>SOURCING INDICATOR</b>				
% of “sustainable” raw materials	kt	20	10.2	20
<b>INNOVATING INDICATORS</b>				
% of projects meeting several “sustainable chemistry” criteria	%	66	61	70
% of solutions offered to our customers meeting the Sustainable Development Goals of the UN	%	95	92	80
<b>ACTING INDICATORS</b>				
Frequency rate of work accidents with stoppage	(FR1)	1.61	1.49	0.5
Frequency rate of work with and without stoppage	(FR2)	2.9	2.72	1.5
Local projects and actions supported		75	55	20

\* This calculation takes into account the biomass boiler used on our site in Panevėžys (Lithuania).

\*\* Note that the 2018 data has been revised following the evolution of the group directive. Unused cooling water in the process is no longer counted in the group's water consumption.

# ABOUT ROQUETTE



## —“OFFERING THE BEST OF NATURE”—

Roquette is a global leader in plant-based ingredients and a pioneer of new vegetal proteins. In collaboration with its customers and partners, the group addresses current and future societal challenges by unlocking the potential of nature to offer the best ingredients for food, nutrition and health markets. Each of these ingredients responds to unique and essential needs, and they enable healthier lifestyles. Thanks to a constant drive for innovation and a long-term vision, the group is committed to improving the well-being of millions of people all over the world while taking care of resources and territories. Roquette currently operates in over 100 countries, has a turnover of around 3.7 billion euros and employs 8,670 people worldwide.



## REPORTING METHOD

To ensure the reliability of our information, protocols prepared by the various group departments are the basis of Roquette reporting. These documents define the scope and provide, in a precise and easy to understand way, the definitions of the indicators chosen in this report and in the management reports. Indeed, as part of the transposition of the European directive on extra-financial information (2014/95/EU) to French law, which modifies article 225 of the French Commercial Code, extra-financial reporting is a requirement for the company. To this effect, the indicators and the information published in the management report are reviewed by one of our independent external auditors, KPMG. Much of the information published in the management report is also listed in this report. Roquette was also inspired by the “G4 Guidelines” of the Global Reporting Initiative (GRI), and our indicators are listed according to the GRI classification (workforce indicators G4-10 and G4-11, for example).



## SCOPE

Several scopes have been defined, based on the following indicators.

**Social indicators:** the group scope includes the legal entity Roquette Frères and all its directly or indirectly controlled sites with a stake of more than 50% at December 31 of the year of reference. The limited scope includes the legal entity Roquette Frères and its industrial subsidiaries with a workforce of over 50 employees, directly or indirectly controlled at more than 50% and counted as part of the Roquette group for at least one full year on January first of the reference year.

**Environmental indicators:** (a) performance indicators for centralized heat production facilities and avoided CO<sub>2</sub> emissions performance are calculated for all of the group's industrial sites whose total annual energy consumption is greater than 5,000 TOE (Tons of Oil Equivalent), during the two years preceding 2018, and whose capital has been held at more than 50% for at least 3 years; (b) the process water consumption performance indicators are calculated for all group corn and wheat starch plants, with a unit capacity rating of more than 400 commercial tons of clean grain per day and the capital of which is held for at least 3 years more than 50%; (c) all the other energy and environment indicators come from all industrial sites whose energy consumption is above 1,000 TOE per year and whose capital has been more than 50% owned for at least 3 years.

This report was prepared with the help of many Roquette employees, as well as other stakeholders outside the group.

We thank each one of them for their valuable collaboration and contribution to the development of this edition.

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The mark of responsible forestry



**ROQUETTE**

*Offering the best of nature™*