



LIFE

NATURE



2020 Activity and Sustainable Development Report



ROQUETTE
Offering the best of nature™



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 and Anticorruption.



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.

Our Sustainable Development approach is based on 4 pillars and connected to 11 of the 17 SDGs since their launch in 2015.

These enlighten our actions. Thus, we are part of an international approach that goes beyond our sphere of activity and facilitates the sharing of best practices.



The news continues...

Discover, all along the year, all our actions on the new web platform: www.sustainability.roquette.com

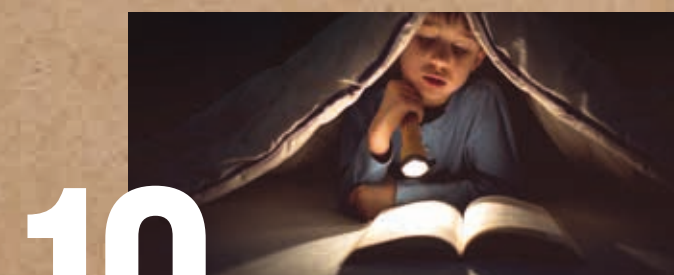
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Life and nature are our inspiration sources. To better feed people and treat patients throughout their life mobilizes us for present and future generations.

The picture of our 4 pillars (Innovating, Sourcing, Biorefining, Acting) reflects the life cycle.



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EDITORIAL

Life and nature are our inspiration sources for decades.

Thanks to our expertise in the field of food and health, we are constantly creating new synergies between these two worlds and revealing the potential of nature to improve the lives of everyone while caring for our planet.

We are driven by innovation, deeply rooted in our DNA for over 85 years. We develop and deliver high-quality plant-based ingredients that better feed people and treat patients.

In 2020, we embodied our values more than ever. With **authenticity**, we have listened to and understood the expectations of our customers and consumers. Imbued by our vision of **forward-looking** and our thirst for **excellence**, we have accompanied the evolution of their needs and innovated alongside them. Thus, our plant proteins have begun to propel a new gastronomy that is part of the current food revolution. Our activity in the field of health has contributed to the joint efforts of the scientific and pharmaceutical communities for the treatment and prevention of emerging viruses.

Finally, in a year marked by the pandemic, we have changed our working methods and paid particular attention to the **well-being** of our employees.

This new Activity and Sustainable Development Report demonstrates our commitment to all current and future generations. We have built this commitment around four pillars: Innovating, Sourcing, Biorefining and Acting. It is based on many initiatives that make us proud.

We would like to thank all our employees, partners, and customers who, every day, help us to accomplish our mission for a better, healthier future that respects life and nature.

We wish you an excellent reading!



ÉDOUARD ROQUETTE
Chairman of the Board of Directors



PIERRE COURDUREUX
CEO of the Roquette group

EXECUTIVE OFFICE

Pierre COURDUREUX
CEO and Finance

Jeremy BURKS
Commercial

Armand CHEN
Business Transformation

Delphine DESRUMAUX
Legal

Virginie DUBOIS
Research & Development

Pascal LEROY
Product Line Management

Gianfranco PATRUCCO
Operations

Marc PEETERS
Human Resources

GOVERNANCE



5

Family Directors including the Chairman

5

Independent Directors

2

Directors representing employees

4 COMMITTEES:

- APPOINTMENTS AND COMPENSATION COMMITTEE
- AUDIT COMMITTEE
- ETHICS AND SUSTAINABLE DEVELOPMENT COMMITTEE
- STRATEGY COMMITTEE

This pandemic period has had a lasting impact on society.

This unprecedented global context has confirmed the soundness of our strategy dedicated to food, nutrition and health, as decided by the Board of Directors, as well as our capacity to adapt and innovate. The new Executive Office is committed to this strategy for the long term and is continuing to transform the group.

Building sustainable and profitable growth is necessary for our continuity, but we must be even more committed. Under the impetus of the Ethics and Sustainable Development Committee, the group must contribute to climate and social issues. To this end, objectives have been formalized, and the Board of Directors will ensure their progressive implementation. In parallel, our digital transformation is also a major challenge. The Board is mobilizing to accelerate its implementation while paying close attention to the deployment of compliance and data protection measures.

The virtual meetings organized this year for shareholders enabled us to maintain a link and answer all questions. These moments of exchange are necessary for the relationship of trust that has been maintained between the group and its family shareholders since its creation.

In the photo, from left to right: Antoine Fady, Véronique Demolliens (Employee Representative, appointed in June 2020), Caroline Catoire, Christophe Roquette, Jean-François Rambicour (Vice President), Sophie Roquette, Édouard Roquette (President), Lise Nobre, Hervé Catteau (Employee Representative), Roma Roquette, Stéphane Baseden, Denis Delloye.
This photo has been modified to include the entire Board of Directors.

OUR ACTIVITIES

HOW WE CREATE VALUE FOR THE LONG TERM

What we rely on

Best of nature

PLANT BASED RAW MATERIAL

FARMERS

PEOPLE

SKILLED AND EXPERIENCED WORKFORCE

- 8 360 employees worldwide
- 45 nationalities

ONE Roquette

Customer oriented organization

OPERATIONS

MANUFACTURING

- 25 industrial sites
- best in-class technologies
 - _ ENERGY
 - _ WATER
 - _ SUPPLY CHAIN

INNOVATION CAPABILITIES

- 300 employees dedicated to R&D
- More than 85 years of innovation know-how, expertise
- Open innovation
- Customer Technical Services
- 40 patents / year

FAMILY CAPITAL

- Nearly 300 family shareholders
- More than 85 years of investments

What makes us unique

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 associated to its 85 years history, creates our business model. The family heritage and strong values at the heart of our organization drive our vision of long-term growth for everyone's benefit.

What we do and why we matter

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

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



PHARMA



FOOD & NUTRITION



COSMETICS



ANIMAL NUTRITION



INDUSTRIES

How we create value



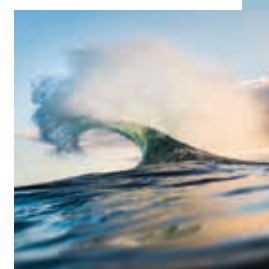
BY INNOVATING SUSTAINABLY

- **Understand** customers' needs and anticipate consumers' expectations
- **Develop** a sustainable development journey inspired by our customers' expectations
- **Strengthen** sustainability in our innovation processes



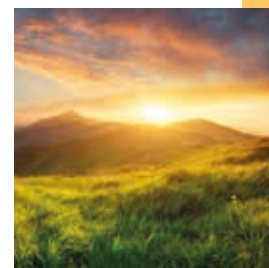
BY SOURCING SUSTAINABLY

- **Source** sustainably (local supply + means of transportation optimization)
- **Improve** continuously our raw material quality
- **Strengthen** relationship with our raw material suppliers



BY BIOREFINING SUSTAINABLY

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



BY ACTING SUSTAINABLY

- **Put** health, safety and well-being at the heart of our concerns
- **Empower** employees
- **Build** on our diversity
- **Develop** our activities with the local communities

Who we create value for

CUSTOMERS & CONSUMERS

COLLABORATIVE RELATIONSHIP

- 5,000+ end customers
- Commercial network in 100+ countries
- Close collaboration to innovate in nutrition and health
- Global network of distributors
- **MARKET KNOWLEDGE**
- **HIGH QUALITY INGREDIENTS**
- **REGULATORY SUPPORT**

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
- ~23 hours training/employee

ENVIRONMENT

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

FINANCIAL PARTNERS

- 3.7 Billion € turnover
- 10% of revenue per year reinvested in R&D and Capital projects
- Roquette Ventures
- Return to shareholders

OUR ECOSYSTEM

- Employment
- Attractiveness of new talents
- Territorial projects with local communities
- Dialogues with stakeholders and policy-makers
- Roquette Foundation for Health





TO DISCOVER MORE, SCAN THIS CODE:



COMMITMENT #1

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.

COMMITMENT #2

Develop a sustainable development journey inspired by our customers' expectations

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

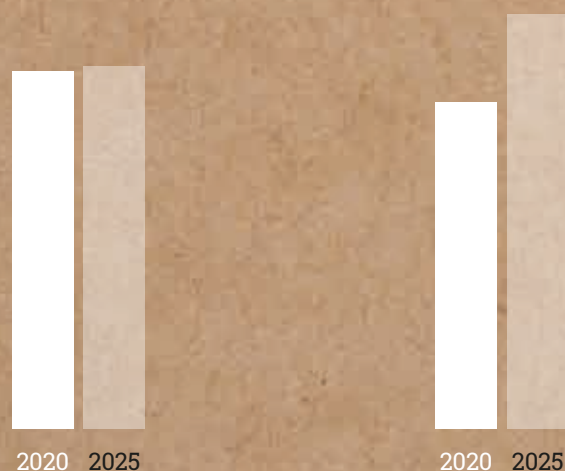
COMMITMENT #3

Strengthen sustainability in our innovation processes

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

INNOVATING SUSTAINABLY

INDICATORS



2020: **69 %** of projects meeting several "sustainable chemistry" criteria

2020 : **63 %** of solutions offered to our customers meeting the Sustainable Development Goals of the UN

2025 target: **70 %**

2025 target: **80 %**

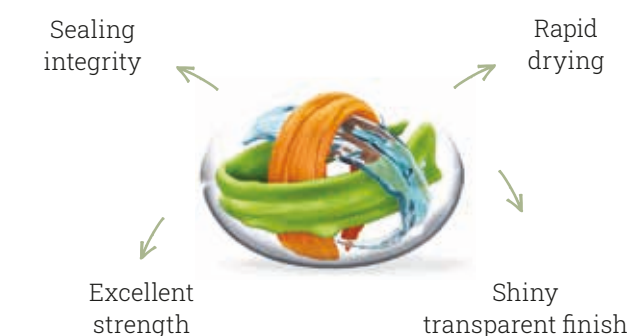
The Role of Roquette's KLEPTOSE® HPβCD in the Fight against Coronavirus

Roquette has identified that its **KLEPTOSE® hydroxypropyl beta-cyclodextrin (HPβCD)** product, a functional excipient and a specialty **active pharmaceutical ingredient (API)**, may be effective to help the joint efforts of the scientific and pharmaceutical communities working on **treating and preventing new emerging viruses** such as the coronavirus.

HPβCD can effectively act as a safe, enabling excipient for solubility enhancement of antiviral drugs, stability improvement of therapeutic monoclonal antibodies, and as a vaccine adjuvant.

LYCAGEL™: A New Pea Starch-Based Technology for Softgel Capsules

Thanks to its innovative technology, LYCAGEL™ allows our nutraceutical and pharmaceutical customers to offer vegetarian alternatives with their products.



It provides great flexibility in the manufacture of softgel capsules while meeting consumers' needs for plant-based ingredients.

FOOD Revolution

A new gastronomy thanks to NUTRALYS®

Roquette has developed a **wide range of NUTRALYS® textured proteins** based on peas and fava beans. They meet a growing consumer demand for a **new vegetal cuisine** with new flavors, new textures and an alternative to meat, while respecting a good dietary balance.

Our Food Ingredients Anywhere, Anytime, in the USA

To better answer customers' needs for more convenience, innovation and faster go-to-market, we now offer our ingredients on an ecommerce platform for our US food customers.

We collaborate with **Knowde**, the cutting-edge innovative marketplace for ingredients, to offer a simplified digital customer experience.

Search, filter, sample, quote, and purchase all in one place: ordering products is now easier than ever.

A Certification for Our Easy-to-Digest Ingredients

Our **NUTRIOSE®** soluble fiber range has obtained the **Low FODMAP** certification from Monash University, Australia. FODMAPs are a group of sugars that are not entirely digested in our intestines and may induce digestive symptoms in people with a highly sensitive gut.

● **an outstanding digestive tolerance** (slowly and progressively fermented throughout the gut)

● **rigorous testing to meet the Low FODMAP criteria**

This certification is another important milestone in our commitment to support our customers in developing tasty and nutritious foods that enable healthier lifestyles.



TO DISCOVER MORE, SCAN THIS CODE:



COMMITMENT #1

Source sustainably

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

COMMITMENT #2

Improve continuously our raw materials' quality

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

COMMITMENT #3

Strengthen relationship with our raw material suppliers

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

SOURCING SUSTAINABLY

INDICATORS



2020: **37,4 %** of "sustainable" raw materials

2025 target: **20 %** *

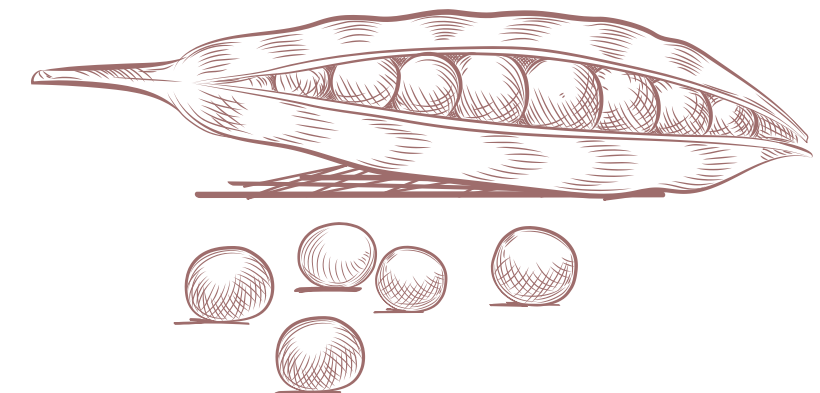
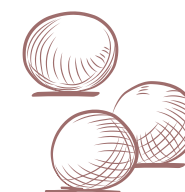
* This objective is under review

125,000

This is the tonnage of yellow peas, which will be annually processed in our new pea protein plant in Portage la Prairie, Manitoba, Canada.

Roquette Invests in Manitoba, Canada

In addition to its French site, Roquette is building its pea business in Canada and contributing to the development of the Manitoba region. Thanks to a financial investment and collaboration with local producers, we are building lasting relationships that will make this region even more dynamic by maintaining the local farming operations.



NUTRALYS® and NUTRIOSE®
Ingredients Obtain the Non-GMO
Project Verified Certification



- Used in foods and beverages
- Designed without genetically modified organisms (GMO) to satisfy consumers' need for transparency and traceability

Obtaining this certification underlines our commitment in developing healthy products for the well-being of all.

Partnership for a better quality

Logistics Intelligence to Improve Our Raw Materials' Quality

Thanks to partnerships continued in 2020, Roquette is strengthening the quality and traceability of its ingredients.

By sharing the same vision of innovation and food safety, Roquette and **H&S**, one of Europe's largest providers of intermodal logistics services, are strengthening their partnership. We are now collaborating and evolving strategically towards the conception of flexible, reliable and responsive supply chains, while reducing environmental impact.

Roquette and **Ocean Insights**, a leader in real-time maritime traceability, are now working together on the traceability of maritime containers worldwide. Thanks to the **Container Track and Trace** tool, developed by Ocean Insights, we are taking a proactive approach to optimize flows and logistics operations.



TO DISCOVER MORE, SCAN THIS CODE:



BIOREFINING SUSTAINABLY

COMMITMENT #1

Optimize our energy consumption

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

COMMITMENT #2

Preserve water

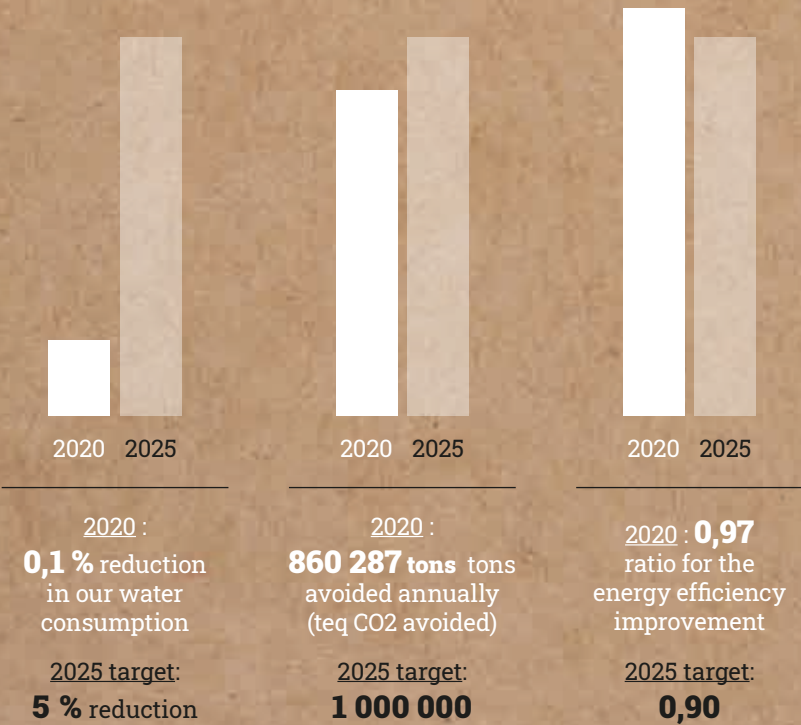
By optimizing our process to minimize consumptions and by installing efficient treatment technologies.

COMMITMENT #3

Further reduce other environmental impacts

By implementing the most relevant solutions based on local specificities.

INDICATORS



A New Indicator to Measure the Water Consumption in Our Plants

In 2020, our performance indicator was reevaluated to reflect our actual consumption more accurately. It is now total fresh water consumption in relation to the tonnage of plant-based raw materials.

-5 % ↓

This is our objective to reduce the freshwater consumption in 2025, compared to 2019.

Continuously Improve Our Energy Efficiency

Reducing our energy consumption and our CO₂ emissions is one of our priorities in our Sustainable Development approach.

A project to monitor our energy indicators daily and follow the energy performance was launched in May 2020.

All the data are now centralized and analyzed to be useful and improve our energy efficiency. This project will be implemented at all of our production sites by the end of 2021.



Beineim plant (France)

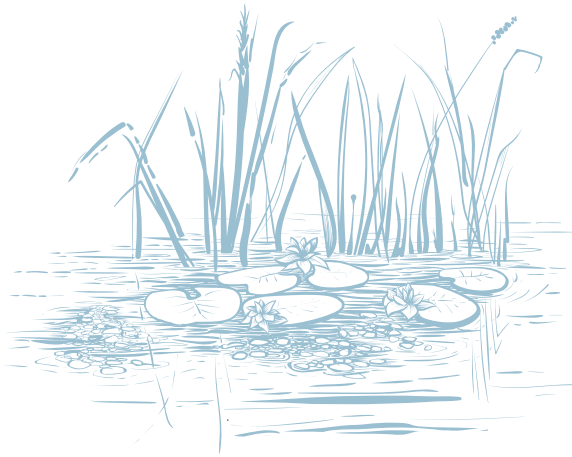
Our Sites Supplied with Green Electricity

The group continues to reduce its environmental impact by supplying the Vic-sur-Aisne (France) and Panevėžys (Lithuania) sites with 100% green electricity.

A Reeds Pool for Our Lithuanian Site

Using the natural capacity of reeds, our site at Panevėžys (Lithuania) adopted an ecological, sustainable method of purifying its rainwater.

Thanks to this sanitation system, runoff water is treated in a natural way before being discharged into a public water system.



Mobilizing Our Sites to Reduce Our Environmental Impact

The group has set up a worldwide initiative to reduce energy consumption at our production sites. Thanks to the mobilization of employees and their ideas, many sites have seen their energy reduction projects succeed.

In Lianyungang and Nanning (China) and Panevėžys (Lithuania), in particular, thermocompressors and heat recovery exchangers for fatal heat recovery have been installed in the sites.

1,200

This is the tons of CO₂-equivalent avoided thanks to the new cooling unit installed at our site in Benifaió (Spain), to contribute to reduce our environmental impact.



COMMITMENT #1

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.

COMMITMENT #2

Empower employees

By promoting dialogue, fostering engagement and developing skills.

COMMITMENT #3

Build on our diversity

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

COMMITMENT #4

Develop our activities with local communities

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

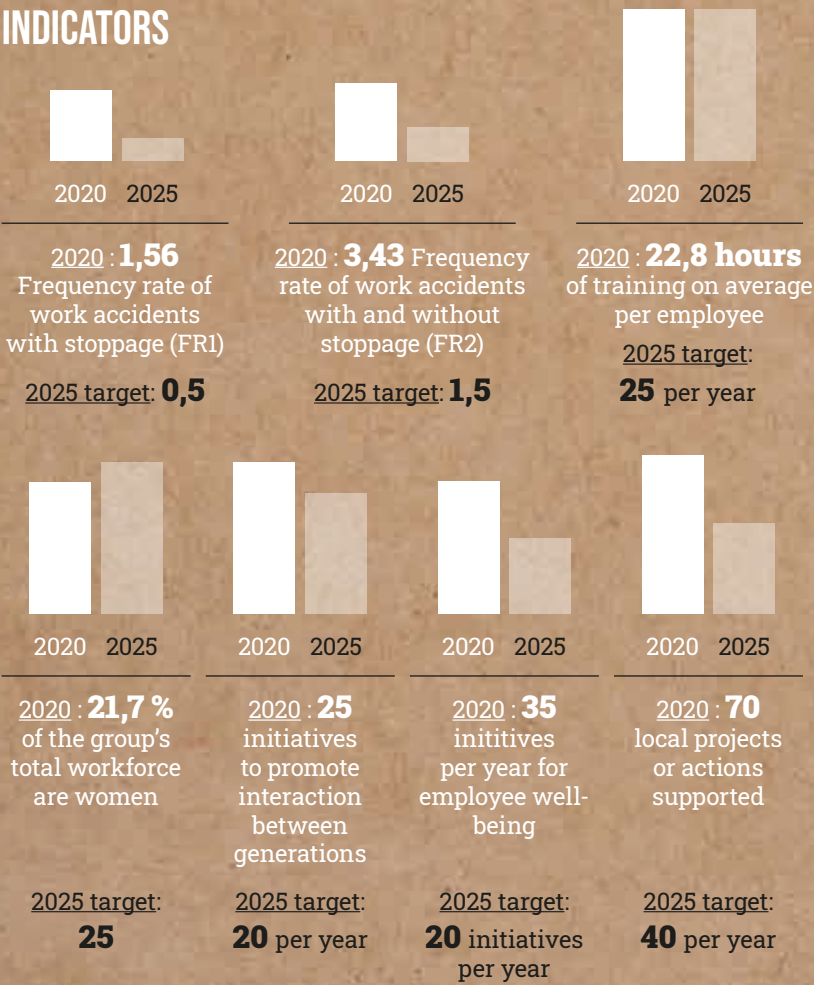


TO DISCOVER MORE, SCAN THIS CODE:



ACTING SUSTAINABLY

INDICATORS



#GoodVibes

During the COVID-19 pandemic's challenges, Roquette played a key role to supply food, medicines and essential products. Roquette's internal campaign #GoodVibes shared testimonies of gratitude from customers and partners, showing our global solidarity and thanking our teams for their support. For example, several pharma customers shared positive feedback on our teams' responsiveness and technical services.

+820,000

The number of monthly digital exchanges between employees since March 2020, which illustrates our desire to communicate and stay connected in these times.

Training to Progress and Develop Knowledge

In 2020, 6,700 employees took part in the first edition of "Learning Week." This dedicated week enabled them to maintain up-to-date skills and knowledge, develop and grow, and contribute to business strategy and performance. A new training method was also used for the first time in Canada by **augmented reality** to allow employees to continue training and immerse themselves into complex field cases. qui ont ainsi pu parfaire leur formation.

Safety Bravo !

In 2019, many initiatives were implemented at our sites to continue **improving the safety of our employees**.

These initiatives pay off in 2020, **especially in hazard analysis and risk control**. Particularly in India and the United States, the commitment of leaders with a strong presence on the site has been a decisive contribution.

Our employees in China have continued to train and involve local management in this area, as well as in the management of emergency situations.

On the right, the map of the sites without lost-time accidents.

2020, more solidarity than ever!

In these special times, the Roquette group has shown more solidarity than ever by taking decisive initiatives for the health of the greatest number of people. Our production sites have been able to transform and adapt to today's needs: **4,000 liters of hydro-alcoholic solution were produced every week at our site in Lestrem (France), for hospitals and other health facilities in the Hauts-de-France region.** Offered meals and a place to refresh to the transporters coming to our sites in Spain, France and Italy. Initiatives to help hospitals and laboratories to fight against the COVID-19 pandemic.

The Roquette Foundation for Health has also been involved in this surge of solidarity by making donations to the University Hospital Centers of Lille and Strasbourg. In addition, it has continued its close relations with the nonprofit organizations already supported, and has validated its support for four new projects, acting in the fields of research and health prevention.

#Supporting Each Other

All along the year, Roquette has deployed a wide **"People Care" program** to care and support employees beyond the COVID-19 pandemic. Enriched week after week based on the needs, this program set the pace for various initiatives to accompany employees working on site and remotely: Employee Assistance Program for all employees in all locations, practical guides and reference sheets to "support each other," surveys and focus groups to collect perceptions, analyze trends and identify areas for improvement to continue enhancing the action plans for the well-being of Roquette employees, etc.



“Offering the best of nature”

Roquette is a global leader in plant-based ingredients,
a pioneer of plant proteins and a leading provider
of pharmaceutical excipients.

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.

In collaboration with customers who are also
passionate about the ongoing food revolution,
Roquette contributes to developing a whole new gastronomy
that meets consumers' demands.

In the pharma sector, Roquette offers solutions that play
a critical role in medical treatments that cure and save lives.

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.

Founded in 1933, Roquette is a family-owned company
which operates in more than 100 countries, has a turnover
of around 3.5 billion euros, and employs 8,360 people worldwide.



ROQUETTE

Offering the best of nature™