



DECLARATION OF EXTRA-FINANCIAL PERFORMANCE
ROQUETTE
2019

DECLARATION OF EXTRA-FINANCIAL PERFORMANCE

The medium- and long-term development plan of the Roquette Group is founded on a sustainable approach that is based on economic, social and environmental pillars. In 2008, Roquette initiated, within the Group, a specific approach concerning Sustainable Development. This approach is based on four pillars: *Innovating Sustainably*, *Acting Sustainably*, *Biorefining Sustainably* and *Sourcing Sustainably*. These pillars make it possible to favor the innovation of proposed solutions and the performance of the actions implemented at the service of customers and of all of the other stakeholders. Each one of them has been associated with precise commitments, supplemented in 2016 with performance indicators. These pillars, commitments and performance indicators are presented in this report.

Since last year, a significant change for extra-financial reporting, induced by the transposition of the European Directive on extra-financial information (2014/95/EU), into French law, which modifies article L225-102-1 and R225-105 of the French Code of Commerce in its version that was initially amended by the Grenelle II law. This new approach is an opportunity for Roquette to bring its Sustainable Development approach to the forefront.

Thanks to a description of the Group's business model, of the main stakes concerning Corporate Social Responsibility (CSR) and of the actions implemented in order to respond to this, this report reflects the way in which Roquette responds to the expectations of all of its stakeholders, creates value for the Group, its shareholders, its customers, its employees and interacts with its ecosystems.

REGULATORY FRAMEWORK

The corporate, social and environmental information of a Group scope has been defined, consolidated and analyzed at December 31, 2019. In order to respond to the new regulatory framework, the Roquette Group describes in this extra-financial performance declaration the company's business model, the main CSR stakes linked to its activity or to the use of its products and services, as well as the policies applied in order to meet these stakes and their results (including selected performance indicators). In accordance with the new regulation, this report will be available on the Group's internet site.

Verification of this information was entrusted to KPMG, as an independent third-party body and Co-Auditor. The latter given rise to a reasoned opinion attached to this report concerning the compliance and the sincerity of the extra-financial performance declaration. The procedures for measuring and reporting, inspired by good practices, have been defined by a team of experts representing

the various functions and professions of the Group. The latter were shared and distributed in order to consolidate the qualitative and quantitative information as at December 31, 2019. These methodologies are part of a continual improvement approach internal to the Roquette Group.

This report meets the requirements of article R 225-105-2 of the French Code of Commerce on the Declaration of consolidated Extra-Financial Performance concerning the period ended December 31, 2019, in application of the provisions of article L 225-102-1 V of the French Code of Commerce and of decree no. 2012-557 of April 24, 2012 such as modified by order no. 2017-1180 of July 19, 2017 and of decree no. 2017-1265 of August 9, 2017.

The consolidation scopes concern all of the activities in the world for which Roquette Frères has operational control. Any scope limits are described here in below.

1. Social Scope

Depending on their type, indicators and social data refer to one or the other of the following consolidation areas (except for special cases):

- **Group perimeter:** Roquette Frères and all of its subsidiaries, controlled directly or indirectly at more than 50%, on December 31 of the reference year.
- **Restricted perimeter:** Roquette Frères and its industrial subsidiaries with a workforce of over 50 employees, controlled directly or indirectly at more than 50% and counted as part of the Roquette Group for at least one full year on January 1 of the reference year. The existence of this Restricted Perimeter is justified by the operational complexity of reporting certain social indicators and data.

The Group and restricted perimeters for 2019 have not changed with respect to those of 2018.

In 2019, the workforce of the Roquette Group included 8,668 employees, including 340 temps (fixed term contracts and in alternation). Recall that the workforce in 2018 was 8,599 employees.

As at December 31, 2019, the Restricted Perimeter represents nearly 93% of the Group's permanent workforce (8,036 employees out of 8,668).

For the collection of information, the Roquette Group proceeds as follows:

- The data required for social reporting is extracted from the Group's Human Resources Information System (HRIS), set up in 2017 for the main subsidiaries. The management and the updating are decentralized at the Human Resources Division of the main subsidiaries.
- The social data that is not managed in the Group's HRIS is collected by the Human Resources Divisions of each of the countries. The latter are in charge of collecting the social data for their respective organizations based on a standard form.

The Group's Human Resources (HR) Division as well as the Group's HSE (Health, Safety and Environment) provide for the consolidation of the social data based on the information contained in the Group HRIS and feedback from the various countries, after a coherency check conducted by them.

An HR Group manual was also published explaining the management of human resources within the Group and in particular presents the organization, the processes and the directives that apply throughout the Group.

The various HR expertise centers around the world focus on three areas of intervention, of which two are directly related to the extra-financial social reporting of Roquette Group:

- The compensation, social welfare benefits and the HRIS (see sections on compensation);

- The development of employees and training (see sections on training);
- Change management.

2. Societal Perimeter

The activities of the Group's sites generate direct employment for 8,668 people and also develop a local fabric of companies, which very often are subcontractors of Roquette Group. The impact of the local companies is important and involves open, transparent and responsible exchanges. All of the production sites maintain permanent exchanges with the local authorities (town halls, local governments, etc.). In addition, many support actions are conducted with local communities by the Group or thanks to the Roquette Foundation for Health.

3. Environmental Perimeter

Various perimeters were retained for the reporting of environmental indicators:

- The performance indicators for centralized heat production installations and the performance indicators for avoided CO2 emissions are calculated for all of the Roquette Group's industrial sites for which the total annual power consumption exceeds 5,000 TOE (tons of oil equivalent) during the two years before 2019, and for which the capital is owned by more than 50% for at least 3 years;
- The performance indicators for process water consumption are calculated for all of the Group's corn and wheat starch plants, for which the nominal unit capacity exceeds 400 commercial tons of cereals per day, and for which the capital is held for at least 3 years by more than 50%;
- All of the other energy and environment indicators stem from all of the industrial sites for which the power consumption exceeds 1,000 TOE per year and for which the capital has a majority holding for more than 3 years.

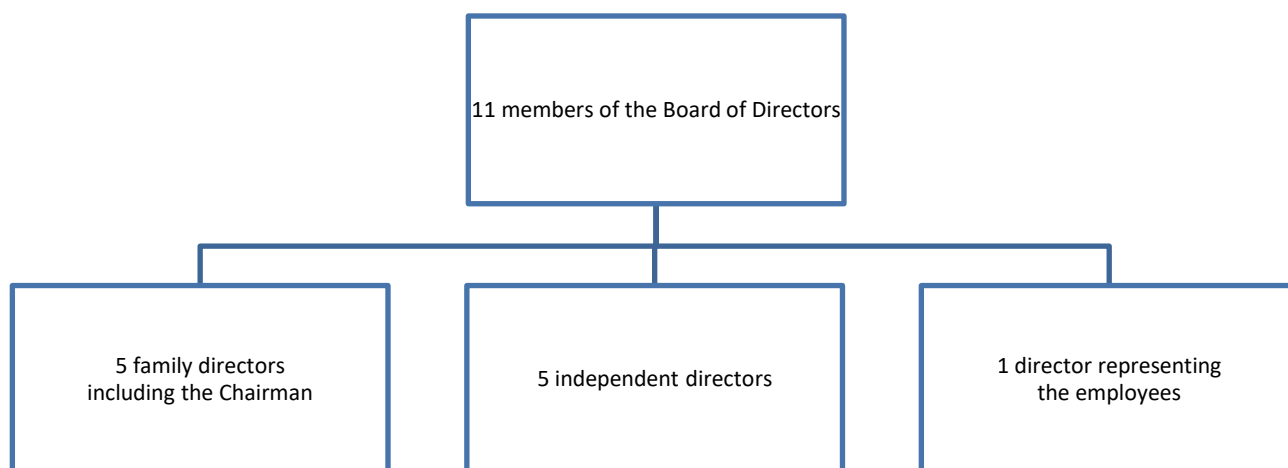
Consequently, for the tables presented in this report, the industrial site of Itacel Farmoquímica, located in Brazil (acquired in 2017), and the acquisitions made by the Group in 2018 (Sethness Product Company - US, India, France, China, and Crest Cellulose in India), are excluded.

The reporting perimeter for the various environmental indicators represents more than 98.5% of the Group's turnover

GOVERNANCE

The governance of the Group changes regularly in order to adapt to the circumstances and the ecosystem in which it operates, thus preparing the Roquette Group's future in a responsible manner. The Board of Directors, which mainly determines the strategic orientation, is particularly keen on societal issues. The Group strives to promote sustainable human practices and draws its strength in

respecting its values of Authenticity, Excellence, Forward looking and Well-being. These core values enable the entities of the Group, around the world, to reconcile financial performance and environmental concerns with the development of the men and women who form the Group.



There are four committees formed of persons from the Board of Directors:

- Appointments and Compensation Committee
- Strategy Committee
- Audit Committee
- Ethics and Sustainable Development Committee

The ethics and sustainable development committee has a mirror committee formed of employees from the Group and coordinated by the "Communication and Public Affairs" department. This operational Sustainable Development committee takes account of the main functions of the company and works very closely with the Ethics and Sustainable Development Committee of the Group's Board of Directors. The operational committee meets every 2 months and suggests the main CSR themes to be treated to the Ethics and Sustainable Development committee, which meets 3 to 4 times a year.

BUSINESS MODEL

1. Methodology

The business model of Roquette, a world leader in plant-based ingredients for the food, nutrition and health markets, aims, for financial year 2019, to describe the way in which the company creates value and maintains it over the long term, by presenting its activity and its global operation in interaction with a broader business environment. To do this, its definition and its content stem from the regulatory framework of the extra-financial performance declaration (law of August 9, 2017) and of the crossing of the recommendations of the main guides and current reference systems relative to business models (IIRC - International Integrated Reporting Council, MEDEF guide, Business Model Canvas, etc.). As such, it presents five major categories of interdependent information and proper to Roquette:

- **the indispensable resources on which its activity is based ("what we rely on")**

The activity is based on several capital items: on the one hand the potential of plant resources and of the farming world; on the other hand, a global customer-oriented organization, rich with 8,668 employees representing more than 45 nationalities, 25 industrial sites, innovation capacities with more than 300 persons dedicated to R&D, as well as 250 family shareholders.

- **a proposition of unique value (what makes us unique)**

The conviction according to which Nature has the response to the various needs of men and women in terms of Food, Nutrition and Health, the values of the company (Authenticity, Excellence, Anticipation and Well-Being), combined with 85 years of history, create a uniqueness in the Roquette Group's business model to date.

- **the description of the activity and of the markets served via the product and services offering ("what we do and why we matter")**

Using plant-based resources, Roquette collaborates 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. They contribute to healthier lifestyles. The products and solutions proposed by the Group serve the pharmaceutical industry, cosmetics, food and nutrition and animal nutrition markets as well as other industrial sectors.

- **the strategy through which the company generates value ("how we create value")**

The Group's Sustainable Development approach is based on 4 pillars: Innovating, Acting, Biorefining and Sourcing. This can be broken down through concrete commitments that can be measured, thus making it possible to favor the innovation of proposed solutions and the performance of the actions implemented at the service of customers and of all of the company's other stakeholders.

- **the way in which the added value created is distributed among the various stakeholders of the company (who we create value for)**

Thanks to its activities, the Group serves more than 5,000 customers in the world, maintaining close relations in order to innovate with them and develop high-quality ingredients, while still contributing its market expertise and its regulatory support. The company favors long-term partnerships with its suppliers and all of its other partners. It is committed to developing its employees and in empowering them. Preserving the environment and working very closely with the ecosystem is essential for the company. Together, the Group is as such committed, involved and anchored in the local committees. The family heritage of the Roquette Group and values attached to it are at the heart of its organization. They guide its growth vision in the long term, for the benefit of everyone.

Maintaining this process of creating value over the long-term results in Roquette's capacity to create a feedback loop, wherein the value that is generated is reinvested in order to provide new resources as well as material and immaterial capital for the company.

This representation of the business model is the result of the collaboration of the communication team with the operational sustainable development committee and the various functions of the company, with support from the governance bodies and validation by the management.

2. Context - Future trends

The Group creates value by echoing the needs and societal stakes of today and tomorrow. The world is changing and is confronted with many challenges such as demographical growth, the increase in the middle classes, urbanization, new food habits, the aging population, allergies and food intolerances, preservation of the health capital, and sustainability. By 2050, the world population should reach 9 to 10 billion inhabitants, involving significant health and food stakes. We are seeing increasing demand from consumers for ingredients of plant origin, foods that benefit health, pharmaceutical products of very high quality and industrial solutions that respect the environment.

By unlocking the potential of Nature in order to offer the best ingredients in the Food, Nutrition and Health markets, Roquette's ambition is to respond to the needs of consumers, today and in the upcoming decades.

3. Description (see the next page)

What we rely on

BEST OF NATURE



PLANT BASED RAW MATERIAL



FARMERS



ONE ROQUETTE CUSTOMER ORIENTED ORGANIZATION

PEOPLE



SKILLED AND EXPERIENCED WORKFORCE

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
85 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

The combination of 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 eat - and our Mission - We create value for everyone - has created a unique 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.



How we create value

BY INNOVATING SUSTAINABLY

Understand customers' needs and anticipate consumers' expectations
Develop a sustainable development journey inspired by nature and plant-based ingredients
Strengthen sustainability in our innovation processes
→ In 2025, 70% of our projects meet the criteria of "sustainable chemistry" and 80% of the new solutions offer to our customers from the same projects meet the UN SDGs

BY SOURCING SUSTAINABLY

Source sustainability (local supply means of transportation optimization)
→ In 2025, 20% of our supplies certified or rated as "Sustainable or Responsible"
Improve continuously our raw material quality
Strengthen relationship with our raw material suppliers

BY ACTING SUSTAINABLY

Put health, safety and well-being at the heart of our concerns
→ In 2025, Frequency Rate 1 of 0,5 and Frequency Rate 2 of 1,5
Empower employees
Build on our diversity
Develop our activities with the local communities
→ Every year, support a minimum of 20 projects or activities

BY BIOREFINING SUSTAINABLY

Optimize our energy consumption
Preserve water
Further reduce other environmental impacts
→ In 2025 compared to 2015, energy efficiency improved by 10%, water consumption reduced by 10%, and production of CO₂ reduced by 1 million tons of CO₂ prevented by implementing technical installations producing less CO₂

Who we create value for

CUSTOMERS & CONSUMERS



COLLABORATIVE RELATIONSHIP
5,000+ 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
~22 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 industrial capital
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

IDENTIFICATION OF THE EXTRA-FINANCIAL STAKES

1. Methodology

The materiality matrix defined in this extra-financial performance declaration presents the analysis of the environmental, social and societal stakes linked to Roquette's activity.

These stakes have been identified according to their gross risk, in line with the Group's activities and the expectation of the stakeholders. They have been defined based on the information mentioned in Decree no. 2017-1265 of August 9, 2017, which was supplemented with the principles of actions of standard ISO 26 000 (standard concerning the Corporate Societal Responsibility) and a sector benchmark, as well as the commitments of the Roquette Group.

For each one of the stakes, coming from 40 themes completed beforehand and mentioned in article R225-105 of the French Code of Commerce and the adding of stakes specific to the activity of Roquette, the associated risk being evaluated (impact and likelihood of occurring) and crossed with an assessment of the level of expectations of the stakeholders. These levels were estimated through quotes, taken via 21 interviews with internal strategic stakeholders representing the various functions present within the Group. The assessment of the level of risk is based on the internal methodology used by the Risk Management department, as well as on standards ISO 31 000 (standard relating to the management of risk).

Following this notation, the upper right-hand third of the matrix presented hereinafter (dark blue area) defines the 14 CSR stakes identified and monitored, since 2018, according to their gross risk and stakeholder expectations.

Challenges	Number in the matrix	Pillars of Roquette's Sustainable Development approach
Product quality and food safety	1	Innovating
Customer satisfaction	2	Innovating
Innovation	3	Innovating
Data protection (security and cyber security)	4	Innovating
Health and safety	5	Acting
Training	6	Acting
Work organization	7	Acting
Activities with local communities	8	Acting
Preservation of water resources	9	Biorefining
Energy efficiency	10	Biorefining
Adaptation to climate change	11	Biorefining
Procurement in raw materials (including the aspects relative to the farming supply chain)	12	Sourcing
Supplier selection	13	Sourcing
Environmental and human rights in the value chain	14	Sourcing

2. Pillars and commitments of the Sustainable Development approach

The stakes have been classified according to the four pillars of the Group's approach to Sustainable Development.

Indeed, as mentioned in the introduction, Roquette's development plan in the medium and long term is based on a sustainable approach that is based on four pillars: Innovating, Acting, Biorefining and Sourcing. These four pillars, as well as the associated commitments and performance indicators, are explained hereinbelow. And the commitments made in the last few years remain unchanged.

INNOVATING

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.

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Develop a sustainable development journey inspired by our customers' expectations by offering them environmentally friendly, innovative, sustainable and competitive solutions

Strengthen sustainability in our innovation processes by *including sustainable development criteria as key element in our innovation projects*.

KPI (Key Performance Indicator): Innovating for our customers is in our genes. **In 2025 we are committed to ensuring that 70% of our projects meet the criteria of “sustainable” chemistry and that 80% of the new solutions offered to our customers from the same projects meet the Sustainable Development Goals of the UN.**

- ACTING

Put Health, Safety and well-being at the heart of our concerns by *continuing the implementation of world-class HSE (Health, Safety, Environment) management system and developing a culture in which people safety is a core value*

Empower employees by *promoting dialogue, fostering engagement and developing skills* # Build on our diversity by *valuing our differences and promoting the sharing of best practices in a multicultural network*.

Develop our activities with the local communities by *partnering with our local communities and contributing to their development through sustainable relationship*.

KPI:

Safety is one of our priorities.

In 2025 we are committed to achieving a Frequency Rate 1 of 0.5 and a Frequency Rate 2 of 1.5.

Every year, we implement our commitment to local populations and communities by supporting a minimum of 20 projects or activities.

BIOREFINING

Optimize our energy consumption by *installing energy-efficient solutions and using relevant renewable energies*

Preserve water by *optimizing our processes to minimize consumptions and installing efficient treatment technologies*

Further reduce other environmental impacts by *implementing the most relevant solutions based on local specificities*

KPI: Our industrial performance is at the heart of our concerns.

In 2025 we are committed to ensuring that, compared to 2015, our energy efficiency improves by 10% and our water consumption per product ton reduces by 20%. At the same time, we are committed to implementing technical installations that produce less CO₂ thereby preventing 1 million tons of CO₂ emissions by 2025.

- SOURCING

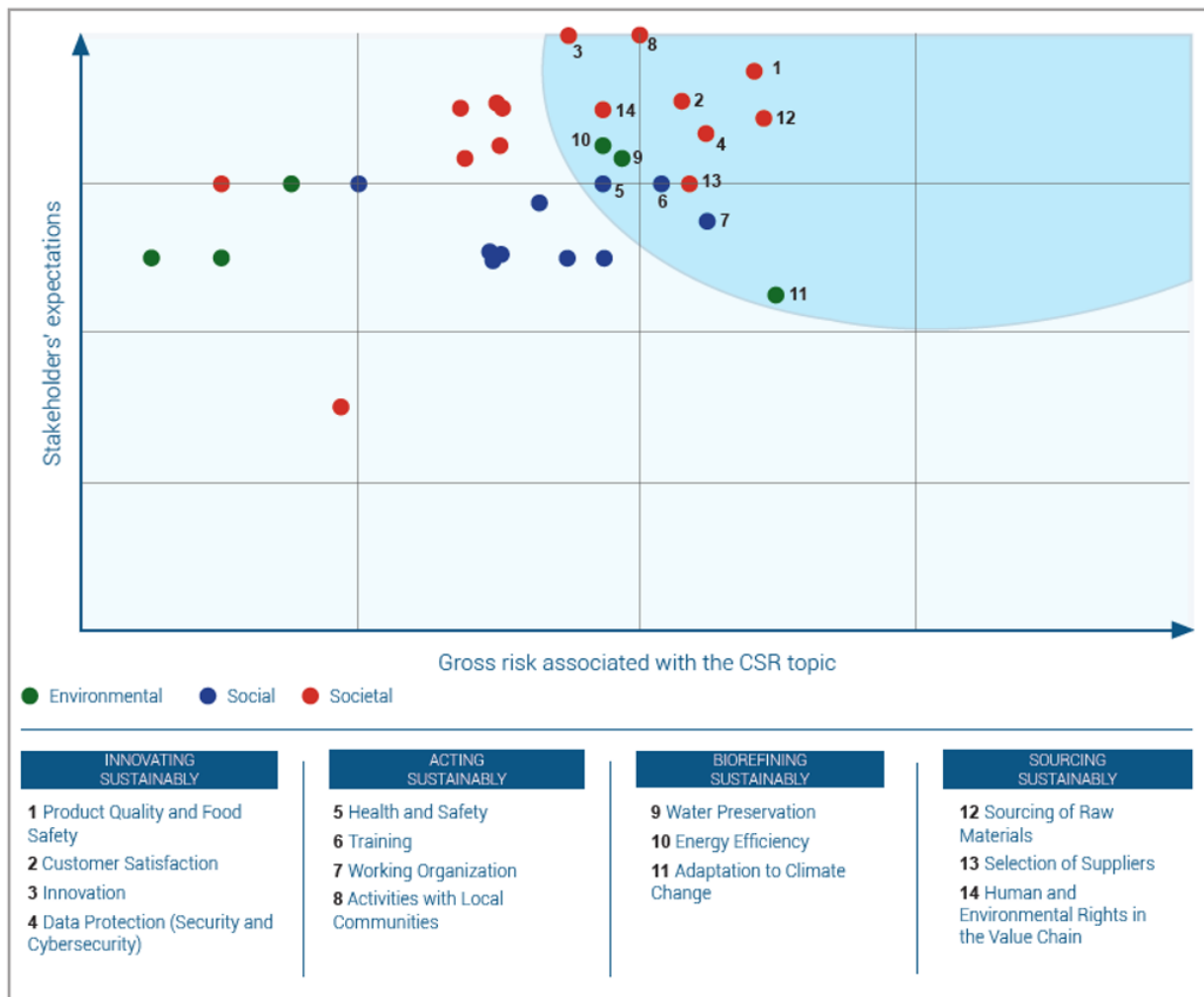
Source sustainably by *encouraging local supply and optimizing means of transportation to combine economic profitability and low environmental footprint*.

Improve continuously our raw material quality by *clearly specifying our needs, strictly selecting our suppliers and reinforcing quality control chain from fields to bio-refineries*

Strengthen relationship with our raw materials suppliers by *building partnership with breeders and farmers to select and use the more suitable agricultural resources*

KPI: We fully optimize all of our raw materials. They are derived from agriculture and as such annually renewable.

In 2025 we are committed to ensuring that 20% of our supplies be certified or rated as “sustainable and responsible”.



The CSR stakes identified thanks to the materiality matrix are therefore naturally integrated into this Sustainable Development approach initiated for more than 10 years by the Group. The policies, actions and results linked to the CSR stakes that have major risks are described in the following sections and they are supplemented with

the additional mandatory information described in article R225-105 of the French Code of Commerce (themes not listed with an asterisk): responsible, fair and sustainable food, social dialog diversity, respect of animal well-being, fight against food insecurity, food waste, circular economy. This information is noted with asterisks.

EXTRA-FINANCIAL STAKES

1. INNOVATING

Product quality and food safety (1)

In order to guarantee the satisfaction of its customers and of the final consumers in a sustainable manner, Roquette undertakes to significantly change the rate of complaints from its customers directly in line with the quality of the manufactured product.

The objective is to sustainably maintain less than 25 complaints (product reason) for 1,000,000 bags sold (25 kg bags).

For several years, the Group has already set up several actions in this direction:

- The creation of Global function dedicated to Quality reporting directly to the General Management since 2018
- Continuous leading of the complaint process with an update of the group directive and the organizing of forums in 2019.
- The planning and completion of master plans and quality investments in the sites.
- Continuous improvement of the processes and the setting up of operational excellence in order to satisfy customers
- The development of skills and of quality culture supported in particular by an offering of "e-learning" modules.

The good results from 2018 are confirmed in 2019. A new classification for complaints will be deployed in 2020 in order to increase the level of requirement and identify other paths for improvement, especially in the area of food safety.

As for food safety, Roquette makes use of the HACCP system (Hazard Analysis Critical Control Point), a recognized method for controlling the health safety of food and that makes it possible to guarantee the safety of the products during the final application thereof. The latter is applied all throughout the manufacturing and supply chain, from the receiving of raw materials and packaging to deliver to our customers.

In order to meet the requirements of the food and nutrition markets, Roquette has for example reinforced its expertise by opening a new application center in China in 2019.

Responsible, fair and sustainable food*

Following the increased concerns pertaining to health, the environment or animal well-being, many consumers diversify their supply sources with proteins benefiting sources coming from plants. Anticipating this demand, Roquette continues to invest in order to develop solutions with a plant-based protein, in particular coming from peas and broad beans. Peas need very little water and fertilizers and enrich the soil for future crops. Peas are an excellent source of plant protein. They offer multiple nutritional and function properties. Not included in the list of major allergens (EU), and possessing excellent digestibility, it forms a supplement to animal proteins.

Pea or broad bean proteins have many applications in vegetarian, flex, dietetic food or for athletes, clinical nutrition and traditional food.

In 2019, Roquette announced the expansion of its plant protein range in the area of meat alternatives. With this new offering, Roquette is proposing new perspectives for innovation to stakeholders in plant food. To its existing range of pea proteins, Roquette is adding two plant-based textured proteins, one with a yellow pea base and the other with a faba bean base.

Food insecurity*

Roquette is developing close relationships with its neighboring local communities. Thus, in Singapore, nearly 30 Roquette employees met on a volunteer basis for an activity that allowed them to get a better understanding that waste and food safety concerns exist in different forms. By joining the "Project Eat Better" program, launched by Food Bank Singapore, Roquette employees collected surplus fruits and vegetables from stand owners in order to distribute it afterwards. Through these initiatives, Roquette is involved in contributing to the fight against insecurity around its locations.

Customer satisfaction (2)

The Group undertakes to better understand its customers' needs and anticipate their expectations by developing innovative solutions that are adapted for pharmacy, nutrition, food and industrial sectors; and this in order to contribute to improving our consumers' health and well-being.

As such, Roquette wanting to go beyond all of the actions that have been set up to satisfy its customers (second CSR stake of the Innovating pillar), many meetings have been organized this year in various regions of the world. Responding to the increasing concern from customers and markets on this subject, the Group strives to reinforce its CSR approach in the process of innovation, by integrating sustainable development criteria.

The UN's Sustainable Development Goals (SDG) give the approach to follow in order to respond to these requests. They echo the global challenges that everyone is confronted with. Three of these SDGs form an opportunity for transformation and innovation for the Group: "Good health and well-being" (SDG 3), "Clean water and sanitation" (SDG 6), and "Responsible consumption and production" (SDG 12). For each one of these goals, the company has developed internally specific criteria that make it possible to check that the new solutions proposed to customers also provide a benefit in terms of sustainability. Roquette undertakes that, in 2025, 80% of the new solutions supplied to its customers, coming from projects that meet the criteria of sustainable chemistry (see the stake hereinbelow), meet the UN's Sustainable Development Goals.

Innovating Indicator	2018	2019	2025 Goal
% of solutions offered to our customers meeting the Sustainable Development Goals of the UN	92%	95%	80%

The internal directive of the Group "Sustainability Assessment of Innovative Developments" aims to set up the tools required to assess the sustainability of the Group's development projects as well as that

of the new innovating solutions intended for customers or final consumers.

Innovation (3)

As mentioned hereinabove, the Group undertakes to develop a sustainable development approach inspired by the expectations of its customers by providing them with solutions that respect the environment, are innovating sustainable and competitive, and complying with the Group's internal directive "Sustainability Assessment of Innovative Developments".

Two products can be mentioned in terms of examples for 2019.

The new NUTRALYS® TP-C (pea) and NUTRALYS® TF-C (faba bean) ingredients offer new options in terms of taste and texture and allow for the development of several unique recipes such as 100% plant-based steak and fish stick alternatives that are nutritionally balanced.

The Group undertakes that in 2025 70% of its projects will meet the criteria of "sustainable" chemistry.

Innovating Indicator	2018	2019	2025 Goal
% of projects meeting several "sustainable chemistry" criteria	61%	66%	70%

In order to define this indicator, Roquette has developed internal criteria based on the 12 principles of green chemistry that in particular take account of the prevention of waste, atom economy, reducing risks and energy efficiency. This approach makes it possible to quantify the sustainability of innovation projects.

Innovation, the third stake in the Innovating pillar, is in Roquette's genes. It is for this reason that the Group is undertaking to go further and reinforce its sustainable development approach for these innovation processes by integrating sustainable development criteria as key elements in its innovation projects.

Data protection – Security and cyber security (4)

Roquette Group has established a policy concerning data protection and privacy that is compliant with the laws and regulations that apply in this area. This policy defines the principles, requirements and rules that all employees and third parties who act on behalf of Roquette must comply within terms of Data protection and Privacy.

It can be broken down into a document base on three levels:

- The Roquette Code of Conduct which shows the management's commitment;
- A Manual and internal guidelines on Personal data protection;
- Operating documentation governing the Data Protection Management System (according to the principle of continuous improvement).

In order to increase the awareness and inform the employees and the persons concerned by this policy, a Privacy & Data Protection Guide of Good Conduct was developed. It presents in a simple manner, the rules and good practices to adopt in the Group's daily activities.

The publication of this guide is accompanied internally by a 6-month communication campaign called "Think Privacy" and related training on GDPR (General Data Protection Regulation) and on the good practices in the Guide.

This "Privacy & Data Protection Guide of Good Conduct" is also available on our site on the page <https://www.roquette.com/data-protection>.

In addition, in the framework of its Compliance Program, Roquette has developed software for managing the protection of personal data

that meets the principle of responsibility and other requirements of the GDPR, such as:

- Keeping a log of data processing,
- Managing the associated risks,
- Managing the exercising of rights for persons concerned,
- Managing incidents and data violations.

At the heart of the Group's strategy, this Compliance Program on Data Protection:

- Secures our activity,
- Demonstrates our ethical and responsible approach,
- Reinforces the trust of our customers,
- Consolidates our "competitive ethical advantage".

Respect for animal well-being*

Roquette solutions are committed to complying with the regulatory requirements, in particular on the conducting of tests on animals for various industrial applications.

The Group has many ingredients that are not dedicated to a single application. It is therefore essential that the products be compliant with the minimum regulatory requirements according to each target application.

In certain cases, Roquette can as such be bound to conduct on its products a limited number of tests on animals, for several reasons:

- compliance with regulations such as REACH (Registration, Evaluation, Authorization and restriction of CChemicals), laws on foods, pharmacopoeia, etc.
- maintain the commitment in terms of safety, health and environment;
- and characterize or prove the health or nutritional properties of the ingredients.

The Group is very sensitive to animal well-being. As such, it favors alternative methods that minimize recourse to tests on animals, each time that this produces equivalent results.

2. ACTING

Health and safety (5)

Roquette places health, safety and well-being at the heart of its concerns by continuing the implementation of a world-class HSE (Health, Safety, Environment) management system and developing a culture in which people safety is a core value. The final objective of this first CST stake of the Acting pillar is to reach zero accidents. For this purpose, the Group has set up a Health and Safety policy and has made substantial investments. Since 2017, the principles of OSHA (Occupational Safety & Health Administration) were this year applied to record the accidents, everywhere in the Group, as such making it possible to standardize the rules.

In 2025, Roquette committed to achieving a Frequency Rate 1 (FR1) of 0.5 and a Frequency Rate 2 (FR2) of 1.5, which corresponds to a level of excellence.

Acting Indicator	2018	2019	2025 Goal
Frequency rate of work accidents with stoppage per million hours worked (FR1)	1.49	1.61	0.5
Frequency rate of accidents declared per million hours worked (FR2)	2.72	2.90	1.5

The Frequency Rate FR1 as FR2 are up slightly in 2019, which does not make it possible to keep the expected rate of decrease. The main events are linked to tripping and the use of tools/equipment.

An approach was initiated with all of the sites concerning the three commitments of the managerial line: reinforcing the presence in the field, improving the robustness of the investigations and action plans, ensuring control of the basics (e.g. work permits, safety behavior visits).

In Spain, one accident on a low-voltage electrical facility occurred in October 2019. One of our employees died following their injuries. An investigation is underway in accordance with the local regulations and our internal practices. The understanding of this event will make it possible to draw conclusions on a change in the standards and practices associated with the electrical risk.

Training (6)

Faced with this second stake in the Acting pillar, the Group empowers employees by promoting dialog, fostering engagement and developing skills. Training forms a key axis in professional and personal development for employees and allows the company to perform better. At the crossroads between what the company needs and what its employees need, it makes it possible to respond to the

requirements of internal and external change, whether related to professions, technology or leadership, and to support the company's strategy, while still maintaining and reinforcing the employability of the employees.

The objective is to encourage a culture of performance and development, worldwide as well as locally. For this, in January the Group deployed its Learning strategy in order to allow all employees to keep their skills and knowledge up to date, to develop and to progress, as such contributing to the strategy and the performance of the company. Thanks to the launching of an "e-learning" platform, each employee thus has the opportunity to learn and constantly share attractive training content.

The need to invest in training can vary from one geographical zone to another. In 2019, the total number of hours of training in the restricted perimeter is 170,052 hours (164,264 hours in 2018).

The process for monitoring and declaring training hours was clearly improved in 2019 thanks to e-learning. Indeed, previously mostly manual, monitoring is this year included in the Group's HRIS. This improves employee access to training available for their development.

Number of hours of training and average per employee ("Restricted Perimeter – Permanent workforce")

		2018		2019
	Total (1) hours	Average H /employee	Total (1) hours	Average H /employee
Europe	83,857	18.7	94,007	20.8
Americas	20,215	23.4	22,291	24.9
Greater Asia	6,388	4.6	12,414	9.0
China	53,804	55.3	45,936	48.7
Group	164,264	21.4	174,648	22.6

Work organization (7)

The work organization, third CSR stake in the Acting pillar, can differ from one country to another according to the company's needs, which can vary according to the nature of the activities of the sites (industrial and/or commercial). It also takes the rules, agreements and practices at a local level into account. This also concerns the number of days worked per year, the number of hours worked per day, or the number and the days of paid vacation, etc.

However, common points do exist:

- Most of the Roquette Group's industrial sites operate continuously or over several shifts. Shift workers work during the day, at night and on the weekend.

- Internal regulations that are proper to each site govern shift work as well as the other working systems while still incorporating the required legal and regulatory provisions.
- Moreover, the company regularly informs its employees on the main changes in terms of organizing the work.

The Group's internal directive "Design and Manage Organization" assists in structuring, implementing and managing the organization in a coherent, simple and transparent way; and this in adequacy with the main keys defined by the Group and the Functions in accordance with the local laws and regulations.

As at December 31, 2019 ("Restricted Perimeter"), nearly 43% of the employees work in shifts compared to 45 % in 2018, demonstrating the stability of the production activities.

Organization of the workforce by Day/Shift work ("Restricted Perimeter – Permanent workforce")

	2018					2019				
	Total	Day schedule		Shift schedule		Total	Day schedule		Shift schedule	
		Men	Women	Men	Women		Men	Women	Men	Women
Europe	4,474	1,831	989	1,601	53	4,530	1,921	1,024	1,537	48
Americas	865	221	141	479	24	894	347	155	371	21
Greater Asia	1,380	475	69	833	3	1,372	499	86	787	0

China	973	314	192	414	53	944	216	163	489	76
Group	7,692	2,841	1,391	3,327	133	7,740	2,983	1,428	3,184	145

Organization of the Full Time/Part Time workforce ("Restricted Perimeter – Permanent workforce")

	2018					2019				
	Total	Full time		Part time		Total	Full time		Part time	
		Men	Women	Men	Women		Men	Women	Men	Women
Europe	4,474	3,403	781	29	261	4,530	3,424	808	34	264
Americas	865	700	165	0	0	894	718	175	0	1
Greater Asia	1,380	1,307	72	1	0	1,372	1286	86	0	0
China	973	728	245	0	0	944	705	239	0	0
Group	7,692	6,138	1,263	30	261	7,740	6,133	1,308	34	265

The company also offers the possibility the employees who make the request to work part time. The systems that govern part-time work can vary from one country to another according to the possibilities authorized by legislation, such as for example parental leave in France.

Number of employees

- Number of permanent employees ("Group perimeter")

	2018					2019					
	Total	Men	Women	Managers	Employ.		Total	Men	Women	Managers	Employ.
Europe	4,744	3,585	1,159	815	3,929	4,774	3,593	1,181	843	3,931	
Americas	1,006	800	206	153	853	1,057	831	226	168	889	
Greater Asia	1,537	1,431	106	179	1,358	1,505	1,387	118	185	1,320	
China	979	733	246	153	826	992	744	248	180	812	
Group	8,266	6,549	1,717	1,300	6,966	8,328	6,555	1,773	1,376	6,952	

- Number of temporary workers ("Group perimeter")

	2018					2019					
	Total	Men	Women	Managers	Employ.		Total	Men	Women	Managers	Employ.
Europe	274	174	100	2	272	304	190	114	4	300	
Americas	18	12	6	0	18	22	14	8	0	22	
Greater Asia	9	5	4	1	8	14	5	9	2	12	
China	32	23	9	7	25	0	0	0	0	0	
Group	333	214	119	10	323	340	209	131	6	334	

Recruiting

Recruiting, which consists in hiring personnel for identified work stations, forms one of the means that allows the Roquette Group to constantly adapt its strategy, its organization and its needs in terms of the workforce and expertise.

In 2019, 524 permanent employees were recruited within the Group. Number of recruitments ("Group Perimeter" – permanent workforce)

	2018				2019					
	Total	Men		Women		Total	Men		Women	
		Managers	Employ.	Managers	Employ.		Managers	Employ.	Managers	Employ.
Europe	17					181				
	1	17	103	5	46		13	107	7	54
Americas	16					168				
	9	6	131	3	29		2	120	2	44
Greater Asia	91	9	58	2	22	92	12	61	1	18
	10									
China	9	1	73	1	34	83	7	49	3	24

Group	540	33	365	11	131	524	34	337	13	140
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In the system for permanently adapting the organization, internal mobility is always favored. This results in the assigning of an employee to a new position as well as in long-term efforts which consist in definitively contractualizing employees who already held a temporary position in the company.

Departures

Number of departures ("Group Perimeter" – permanent workforce)

2019							
	Total	Resignations	Lay-offs	Joint agreement	Retirement	Death	Other
Europe	173	65	31	39	24	5	9
Americas	117	52	55	3	7	0	0
Greater Asia	118	99	2	6	9	2	0
China	104	67	23	11	3	-	-
Group	512	283	111	59	43	7	9

2018							
	Total	Resignations	Lay-offs	Joint agreement	Retirement	Death	Other
Europe	208	88	18	59	28	6	9
Americas	133	60	36	19	7	1	10
Greater Asia	137	114	4	14	3	2	0
China	111	67	15	13	6	0	10
Group	589	329	73	105	44	9	29

Social dialog*

The social relations within the company, between the representatives of the management and the representatives of the personnel, have many forms and are governed by legislation, whether regarding the exchanging of information, consultations or negotiations.

These regular exchanges between the representatives of the personnel and the management contribute to the quality of the management-staff dialog. They not only make it possible to inform the employees on economic, social and organizational subjects, but also to define and decide, jointly, internal rules, solutions that are concrete, precise and adapted to the specific circumstances of the Roquette Group and which are suitable to the parties in both the individual as well as collective aspects.

On the Group's French sites, the company dialogs with the personnel representative bodies, such as the Social and Economic committee (CSE) and the health and safety and working conditions committee (CSSCT)

Any employee can adhere freely to a union or be a candidate in the professional elections for the staff representative bodies. In the world (restricted perimeter), 14 agreements were signed in 2019 with the social partners in France, Italy, India, Spain and in the United States.

Diversity*

Roquette makes use of its wealth in diversity by valuing the differences and promoting the sharing of best practices in a multi-cultural network. An essential lever for the growth of the Group and customer satisfaction, Diversity and Inclusion contribute to a pleasant working environment and are strongly anchored in the local communities in which the Roquette Group operates.

In adequacy with its values and in accordance with its ethics charter, Roquette Group ensures strict equal opportunity among its employees as well as compliance with the principle of equal treatment between the latter. In order to continue making progress

in terms of Diversity and Inclusion, in 2019 Roquette launched an awareness campaign entitled "Together, we can make a difference! ". Thanks to a video testimonial, an interactive e-learning course or sharing workshops for an inclusive management, Roquette Group invites its employees to exchange on the challenges linked to Diversity and Inclusion, encourages getting feedback and continues to transform its ambition into concrete actions.

Regarding the mix, the proportion of women represented 22% of the total workforce in 2019. Female managers represent 16.5% of the female workforce (permanent workforce), a rate that is equal to the percentage for male managers (16.5% male managers out of the permanent male workforce). The Women@roquette network is continuing its boom and now has nearly 200 members in about ten countries.

New initiatives, such as mentoring, Group integrations programs for new arrivals, sponsoring came to light in 2019 in order to favor interactions between generations.

This year, Roquette initiated an "action handicap" diagnostic managed and financed by AGEFIPH (French agency for promoting disabled workers) on all the French sites with the contribution of various stakeholders: members of the SACHA group (Know How to Accompany Each Handicap), employees with a handicap, social partners, site directors, workplace health service, social service and HR teams. Three priority axes have been defined:

- Communication and awareness of the employees
- Awareness and training of managers
- Job retention and career management.

As such, during handicap week, several presentations were organized at Lestrem and at Vic-sur-Aisne (France). In parallel, a poster campaign was launched in order to increase employee awareness of the various handicap situations.

The Group is thus continuing its commitments in terms of Diversity and Inclusion through continuous work conducted over all its sites,

involving all the company's players and its stakeholders in order to create a positive and attractive workplace for everyone.

Activities with local communities (8)

For this fourth CSR stake in the Acting pillar, Roquette commits to developing its activities with local communities by working jointly with them and by contributing to their development through sustainable relationships.

The objective of the Group's internal directive "Support to Local Community involvement process" is to harmonize and formalize the guidelines for all support (financial, technical, human, etc.) in the local communities around Roquette's locations. Every year, the company is committed to the local populations and communities, with for objective to lend support to a minimum of 20 projects or actions in food, nutrition health and the environment.

In 2019, Roquette totaled 75 projects or action in food, nutrition and health (55 in 2018), distributed into 5 categories in the various regions:

- 30 for health
- 10 for nutrition
- 1 for nutritional education
- 16 for the environment
- 18 for local needs.

In Italy, Roquette lent its support to the Giro Rossa international women's cycle racing. This partnership, founded on common values pertaining to sport: health and nutrition, was a great opportunity for Roquette to be a stakeholder in the local life of Cassano and to assert its involvement in a healthier way of life while still preserving Human health.

Roquette Foundation for Health

The Roquette Foundation for Health, created in November 2017 under the aegis of the Fondation de France, gave its support in 2019 to 11 different projects, of which 3 internationally.

To choose these projects, it uses 3 fundamental principles as a basis: BELIEVING in progress, SHARING knowledge and CHANGING behavior. These 3 pillars guide all of the Foundation's actions and support.

The projects supported have a genuine impact on society, such as for example, the "Microbiote, according to the discreet charm of the intestine" exhibit, which received 380,000 visitors or the "Vivons en Forme" program that reached nearly 600,000 people in France.

3. BIOREFINING

[The environmental policy](#) of the Group aims to prevent any type of pollution and reduce the environmental footprint of our business. It is incorporated all throughout the production process and can be broken down into general objectives. Deployed at the factory and workshop level, these objectives are controlled and are audited on a regular basis. The four French sites (Lestrem, Beinheim, Vecquemont and Vic/Aisne) are subject to ICPE authorization and are integrated into the reporting.

This year, on the occasion of "Environment World Day", a day of awareness was organized in many offices and plants of the Group, in particular in France, Germany, Spain, Italy, Lithuania, India, China, and the United States.

The major stakes in the environmental approach are directly in line with customer satisfaction, employees and communities around the industrial sites. This is primarily based on controlling the environmental parameters, reducing waste, optimizing methods, the

search for new "cleaner" technologies and the reduction of the impacts linked to the logistics chain. For each one of the group's industrial sites, the environmental approach is based on ISO 14001 (standard concerning environmental management). The environmental information mentioned hereinbelow is calculated using established methodologies, each defining indicators, calculation or measurement methods and the units retained.

This year, the Global Environment function set up a software for collecting environmental data, integrated into SAP, so as to allow for a collection and a consolidation of environmental data for all of the sites concerned at December 31, 2019. Certain complex indicators however are still calculated using standard tables collected from sites by the Global Process Performance Department.

The Roquette Group devotes a substantial amount of resources and investment for preventing environmental risks and pollution.

Preservation of water resources (9)

For the first CSR stake of the Biorefining pillar, the Group is committed to preserving water by optimizing its processes in order to minimize consumption and by installing high-performance purification technologies. The objective is to achieve a reduction of 20% on its consumption of freshwater worldwide that is specific in 2025 with respect to the reference values of 2015. Water is an essential resource that has to be preserved. The extraction and manufacturing methods of Roquette's industrial units require the use of an aqueous solution. Certain locations are seeing their taking authorizations for water go down due to increasingly strict regulations. This therefore needs to be anticipated and new methods of working need to be implemented. The actions that stem from this revolve around two major lines:

- treating the pollution at the source in order to reduce treatment circuits;
- recycling water without however attenuating the quality or modifying the characteristics of the finished products (for example, the Viramgam site has implemented the Zero discharge technology on its site, allowing for a very substantial amount of recycling of the water of the effluents after treatment.)

In 2019, water pumping (rivers, tables and urban mains as a whole) is about 48.2 million m³ compared to 49 in 2018 (*note that the data for 2018 was reviewed following the change in the Group directive. The cooling water that is not used in the process is no longer counted in the Group's water consumption*). In terms of controlling the volumes consumed and prevention for the quality of the water, many investments have been made and high-yield internal treatment plants make it possible to treat most of the takings carried out before discharging into the natural environment. Some of these infrastructures are provided with a methanization unit of the effluents before biological treatment, which makes it possible to combine the purification treatment with the production of Biogaz.

Process water consumption performance indicators

Set up in 2012, this indicator is based on the water performance of the starch plants. It is defined as the ratio between the average consumption of process water for all of the starch plants and a target consumption. The ratio obtained therefore does not have a unit and the targeted objective is to be less than 1.

	2018	2019
Europe	0.86	0.84
Americas	3.05	0.83
Greater Asia	0.99	0.95
China	0.81	1.16
Group	1.14	0.87

Energy efficiency (10)

The Group undertakes to optimize its energy consumption by installing optimized energy solutions for this second CSR stake of the Biorefining pillar. This year, at Keokuk, the site integrated wood chips into the coal burner substituting a part of the coal.

In 2025, the Group commits to, with respect to the year 2015, an improvement in worldwide energy efficiency of 10%. Roquette is diversifying its energy sources by favoring renewable energies such as geothermal energy, biomass and biogas, the latter making it possible to fight global warming.

The two largest energy consumptions of the Group come from electricity and natural gas. In 2019, electricity consumption for the Group is 2,519 GWh compared to 2,651 in 2018 and natural gas consumption was about 7,068 GWh in 2019 compared to 7,463 in 2018.

Energy indicators

Set up in 2017, the energy performance indicator compares, workshop by workshop, the actual consumption of energy with a so-called reference energy consumption. This reference energy consumption is based on the specific consumption of the reference year (2015) and the production of the workshop. For a country, the energy performance indicator corresponds to the sum of the effective energy consumption of the sites divided by the sum of the reference energy consumption of the sites. For a region, the energy performance indicator corresponds to the sum of the effective energy consumption of the countries divided by the sum of the reference energy consumption of the countries. For the Group, the energy performance indicator corresponds to the sum of the effective energy consumption of the regions divided by the sum of the reference energy consumption of the regions.

The energies taken into account cover all of the energies used by the process and the utilities: electricity, steam, coal, natural gas, wood, oil, heat, cold, compressed air, etc.

	2018	2019
Europe	0.99	0.99
Americas	0.98	1.00
Greater Asia	0.89	0.86
China	1.00	1.03
Group	0.98	0.99

Adaptation to climate change (11)

In line with the provisions of the Paris Accord, the Group is aware that climate change is a major concern for the environment, the economy and all of humanity. As such, three main areas of action have been identified: greenhouse gas emissions, water and local communities in which actions will contribute to improving the environmental footsteps of the company and to consequently adapt its activities. Roquette commits to reduce the environmental impacts by continuing the setting up of solutions that most suited to the local specifics and by favoring competitive renewable energies. The Group commits to setting up technical installations that emit less CO₂ and as such prevent a million tons of CO₂ discharges by 2025 so as to meet this third CSR stake of the Biorefining pillar. For example, this year the Vic site, which produces pea protein, procured 100% of its electricity green, thanks to a power supply with guarantees of origin.

CO ₂ emissions	2018	2019
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Scope 1 eq t CO ₂ /kt of starch	683	724
Scope 2 eq t CO ₂ /kt of starch	97	83

This year, an evaluation of the CO₂ emissions was conducted on scopes 1 (direct emissions) and 2 (indirect emissions).

Performance indicators on avoided CO₂ emissions annually

The latter is defined as the sum of the benefits generated by a set of initiatives aimed at reducing the CO₂ emissions (tons of CO₂ avoided per year) equivalent to the Group's industrial facilities (variable speed drives, biofuels, cogeneration, etc.).

	2018	2019	2025 Goal
Europe	555,448	567,484	
Americas	34,367	20,400	
Greater Asia	179,876	208,423	
China	44,220	28,212	
Group	813,912	829,504	1 000,000

Food waste*

The activity of Roquette is to valorize all of the constituents of the plants and without generating waste. The plant-derived raw materials that come into the site are therefore almost fully recycled and generate very little waste.

4. SOURCING

Procurement of raw materials (12)

The Group's consumption of plant raw materials for the year 2019 is about 6.9 million tons.

All of the plant raw materials used are recycled almost entirely. They are derived from agriculture and as such renewable annually. That is why the company is committed to sustainably and responsibly sourcing by encouraging local supply and optimizing means of transportation to combine economic profitability and low environmental footprint. It also commits to continuously improving its raw material quality by clearly specifying its needs, strictly selecting its suppliers and reinforcing quality control chains from fields to biorefineries. For this first CSR stake of the Sourcing pillar, the company also wants to reinforce the ties with its raw materials suppliers by building partnerships with breeders and farmers to select and use the more suitable agricultural resources.

Roquette undertakes that in 2025, 20% of its supplies be certified or assessed as "sustainable or responsible". These commitments are shared in the supplier code of conduct.

	2018	2019	2025 Goal
% of "sustainable" raw materials	10.2%	24.1%	20%

The change in 2019 of this sourcing KPI can be explained by the increase in the number of contracts with our suppliers for raw materials certified as "sustainable or responsible", especially for wheat and potatoes.

Supplier selection (13)

[The Roquette supplier code of conduct](#) is shared with the Group's suppliers. In order to meet this second stake of the Sourcing pillar, this Code of Conduct for Suppliers is based on the Universal Declaration of Human Rights, the principles of the United Nations Global Compact and the conventions of the International Labor Organization (ILO), as well as Roquette's Ethics and Responsibility Charter and Code of Conduct. It does not serve as a substitute for the

various regulations, standards and current laws in the different countries. In the framework of its activities, each Roquette supplier is obliged to follow and communicate this Code of Conduct to all employees and to ensure that these or equivalent principles are known and followed by sub-suppliers and sub-contractors.

In 2019, the company wanted to go further and acquired a tool for qualifying suppliers that makes it possible to select its suppliers in a coherent and responsible way and in particular in relation to the human rights aspect (cf. Group directive DGP005). The deployment plan is scheduled over 2 years internationally.

Environmental and human rights in the value chain (14)

Environmental and human rights are a priority for the Group. For this third CSR stake of the Sourcing pillar, these two themes are as such brought to the forefront in the two codes of conduct: the [supplier code of conduct](#) and the [Roquette Code of Conduct](#). The Universal Declaration of Human Rights and the principles of the International Labor Organization (ILO) are the bases of the values defended by the company as well as respect for the environment and the preservation of natural resources.

Circular economy*

The Roquette markets, in particular those of Food, Nutrition and Health, are part of the circular economy. The industrial sites, as ecosystems integrated into the heat of the territories, are an illustration of the strategy of bioeconomy, as they make it possible for optimum recycling of the farming plant resources and are bearers of growth and therefore of jobs.

The Group responds in particular to three key factors of the circular economy: material effectiveness, economic and industrial efficiency, contribution to the territorial ecosystem.

Two examples can be mentioned:

- Material effectiveness, since all of the Group's plant raw materials are valorized almost entirely. As such, for the sector of protein peas, the plant proteins are available to the nutrition and health markets, and the other components of the plant are directed to other markets, such as animal food and nutrition.
- The economic and industrial efficiency, as on the Lestrem site (France), Vecquemont site (France), Italy, Spain, where the methanization of effluents generates biogas used in the boilers. This allows for a reduction in the use of natural gas.
- The contribution to the territorial ecosystem, thanks to the effluents of our factories which are used for farming fertilizer, by generating economy for the entire sector.

This report reflects the commitments and the actions of Roquette so as to meet the expectations of all of its stakeholders and to create value for the Group, its shareholders, its customers, its employees by interacting with its internal and external ecosystems.

