

Note 8. 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. Since 2008, the Group has initiated 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 2018, 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 the Group 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 Group 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 Thursday, December 31, 2020. In order to respond to the 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 Thursday, December 31, 2020. 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 Thursday, December 31, 2020, 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 Group has operational control. Any scope limits are described hereinbelow.

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.

In 2020, the Group perimeter did not change with respect to 2019. On the other hand, four sites joined the Restricted perimeter: Sethness US, Sethness France, Crest Cellulose in India and Lianyungang Jieneng New Energy Co., Ltd (Company carrying Roquette China's cogeneration plant) in China.

In 2020, the workforce of the Roquette Group included 8,361 employees, including 308 temps (fixed term contracts and in alternation). Recall that the workforce in 2019 was 8,668 employees.

As at Thursday, December 31, 2020, the Restricted Perimeter represents nearly 96 % of the Group's permanent workforce (7,761 employees out of 8,053).

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 four areas of intervention, of which all are directly related to the extra-financial social reporting of Roquette Group:

- ◆ compensation and social welfare benefits (cf. section on compensation);
- ◆ the HR systems and processes (cf. section on the workforce);
- ◆ the development of employees and training (cf. part on training);
- ◆ change management and organizational development (cf. section on diversity).

2. Societal Perimeter

The activities of the Group's sites generate direct employment for 8,361 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. (See the paragraph "Activities with local communities" page 45).

3. Environmental Perimeter

Various perimeters were retained for the reporting of environmental indicators:

- ◆ The energy performance and avoided CO₂ emission performance are calculated for all of the Roquette Group's industrial sites (producing ingredients) for which the total annual power consumption exceeds 5,000 TOE (tons of oil equivalent) during the two years before 2020, and for which the capital is owned by more than 50% for at least three years.
- ◆ The Process water consumption performance indicators calculated for all the plants (for which the capital is held for at least three years at more than 50%) that use the following plant raw materials: corn, wheat, potato and peas. The latter exclude the water used in the open loop cooling circuits.
- ◆ All the other energy and environment data stems from all of the industrial sites (producing ingredients) for which the power consumption exceeds 1,000 TOE per year and for which the capital has a majority holding for more than three years.

This year, the industrial site of Itacel Fermoquímica, in Brazil, was integrated into the reporting 2020 for the energy and environment data.

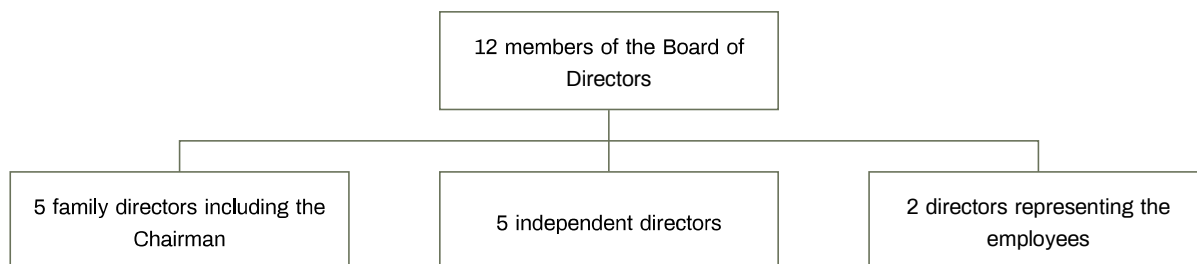
Furthermore, in 2020, the Lianyungang site is supplied with steam by a new entity (Lianyungang Jieneng New Energy Co., Ltd) which transfers direct emissions as indirect emissions.

The reporting perimeter for the various environmental indicators represents more than 96% 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 Board of Directors. The operational committee meets every two months and suggests the main CSR themes to be treated to the Ethics and Sustainable Development committee, which meets three to four times a year.

BUSINESS MODEL

1. Methodology

As in 2019, the business model of the Roquette Group, a global leader in plant-based ingredients for the food, nutrition and health markets, aims, for financial year 2020, 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 the Roquette Group:

- ◆ **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 8,361 employees representing more than 45 nationalities, 25 industrial sites, innovation capacities with more than 300 persons dedicated to R&D, as well as nearly 300 family shareholders.

◆ **A proposition of unique value (what makes us unique):**

The conviction according to which nature has the answer to provide people with the Food, Nutrition and Health they need, the values of the company (authenticity, excellence, anticipation and well-being), combined with 87 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, the Roquette Group collaborates with its customers and partners to imagine and offer ingredients to better feed people and treat patients. 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 four 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 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 the Group'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.

In 2020, the world dealt with a pandemic (Covid-19), which at the beginning of 2021 is not yet over. Many changes and/or adaptations took place, in particular at the consumption level, but also concerning human relations and work organization. The Group's objective, since the beginning of this pandemic, is to preserve the health and safety of all the employees, while still ensuring continuity of the activities so as to respond to the needs of the food and pharmaceutical markets.

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 plant-based ingredients, 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, Group Roquette's ambition is to respond to the needs of consumers, today and in the upcoming decades.

3. Description (see the next page)

This business model as well as the materiality matrix will be re-evaluated before 2023.

What we rely on

THE BEST OF NATURE



PLANT-BASED RAW MATERIALS



FARMERS



ONE ROQUETTE CUSTOMER-ORIENTED ORGANIZATION

PEOPLE



SKILLS AND EXPERIENCED WORKFORCE

8,360 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 more than 85 years of know-how and expertise
Open innovation
Customer Technical Services
40 patents per year

FAMILY CAPITAL



Nearly 300 family shareholders
Over 85 years of investment

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 do, **and our Values** – Authenticity, excellence, anticipation, well-being, associated with 85 years of history that has created 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

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



Pharma Cosmetics



Food & Nutrition



Animal nutrition



Industries

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

How we create value

INNOVATING

Understand customers' needs and anticipate customers' expectations
Develop a sustainable development journey inspired by customers' expectations
Strengthen sustainability in our innovation process
→ In 2025, 70% of our projects will meet "sustainable" chemistry criteria and 80% of the new solutions we deliver to our customers based on the same projects will meet the Sustainable Development Goals of the UN

ACTING

Put health, safety and well-being at the heart of our concerns
→ In 2025, a Frequency Rate 1 of 0.5 and a Frequency Rate 2 of 1.5
Empower employees
Build on our diversity
Develop our activities with local communities
→ Every year, support for at least 40 projects or actions

BIOREFINING

Optimize our energy consumption
Preserve water
Further reduce other environmental impacts
→ In 2025, with respect to the year 2015, our energy efficiency will improve by 10%, our water consumption per ton of product will drop by 5% (between 2019 and 2025), and 1 million tons of CO₂ discharge will be avoided by setting up technical installations that emit less CO₂

SOURCING

Source sustainably
→ In 2025, 20% of our supplies will be certified will be evaluated as "sustainable or responsible"
Improve continuously our raw materials' quality
Strengthen relationship with our raw materials suppliers

Who we create value for

CUSTOMERS & CONSUMERS



COLLABORATIVE RELATIONSHIP

Over 5,000 end customers
Sales network in over 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 relationship and partnerships
Innovation and capability development

EMPOWERED PEOPLE



Safe working conditions
Positive and attractive work environment
Leadership and people development
About 23 hours of training / employee

ENVIRONMENT



Reduction in environmental impacts
(GHG emissions)
Water preservation
Efficient resources consumption

GROUP & SHAREHOLDERS



TO: 3.5 billion
10% invested in R&D and investment projects
Return to shareholders



OUR ECOSYSTEM

Employment
Attractiveness of new talent
Territorial projects with local communities
Dialogues with the stakeholders and policy-makers
Roquette Ventures
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 Group's activity.

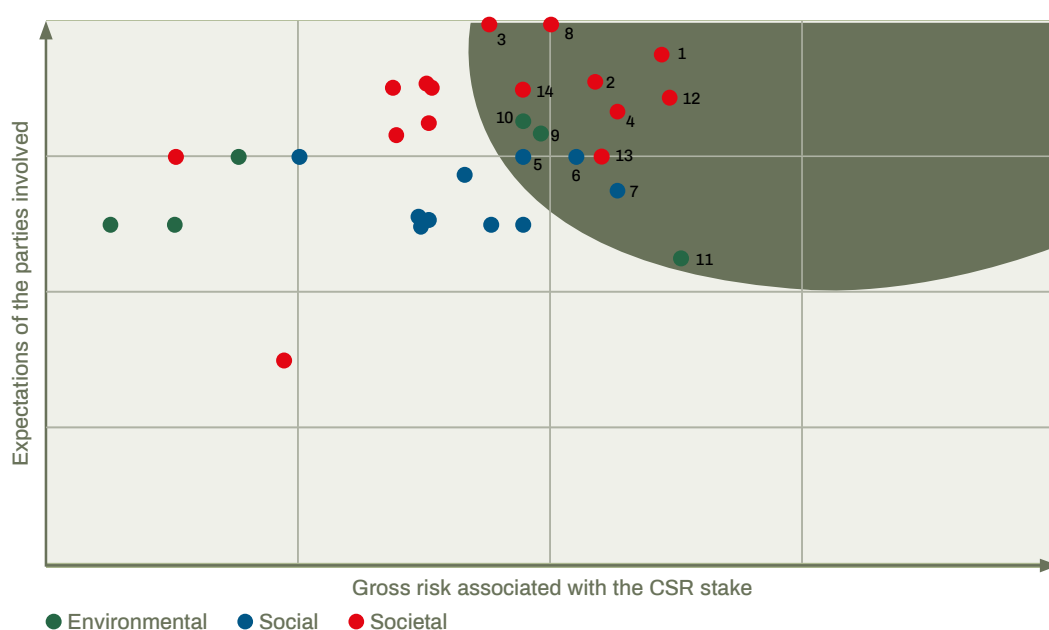
These stakes have been identified according to their gross risk, in line with the Group's activities and the expectation of the stakeholders. They have been defined based on the information mentioned in Decree no. 2017-1265 of August 9, 2017, which was supplemented with the principles of actions of standard 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 42 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 the Group, 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 green area) defines the fourteen CSR stakes identified and monitored, since 2018, according to their gross risk and stakeholder expectations.

In 2020, the pandemic due to Covid-19 did not fundamentally modify the 14 CSR stakes, but impacted some of them with more substantial variations compared to 2019.



INNOVATING SUSTAINABLY	ACTING SUSTAINABLY	BIOREFINING SUSTAINABLY	SOURCING SUSTAINABLY
1. Product quality and food safety	5. Health and safety	9. Preservation of water resources	12. Procurement of raw materials
2. Customer satisfaction	6. Training	10. Energy efficiency	13. Supplier selection
3. Innovation	7. Work organization	11. Adaptation to climate change	14. Environmental and human rights in the value chain
4. Data protection (security and cyber security)	8. Activities with local communities		

The CSR stakes identified thanks to the materiality matrix are naturally integrated into the Sustainable Development approach initiated for more than ten 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.

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

As mentioned in the introduction, the Group'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 in the table hereinbelow.

The commitments made in the last few years remain unchanged. A few KPIs have been added (see the Acting section) and other have had their target change in 2020.

In this document, certain challenges are described qualitatively and do not have any associated KPIs. These are:

- **Challenge 1:** product quality and food safety.
- **Challenge 4:** data protection (security and cyber security).
- **Challenge 13:** supplier selection.
- **Challenge 14:** environmental and human rights in the value chain.

These stakes are followed with the same level of importance as the others and are associated with internal KPIs, which for the moment are not communicated externally. In 2021, reflection will be initiated so that some of them will be reviewed in the next declaration of extra-financial performance.

Pillars	Commitments	KPI (Key Performance Indicator)
INNOVATING	<ul style="list-style-type: none"> # Understand customers' needs and anticipate consumer' expectations: by developing Pharma, Nutrition, Food and industrial sector innovative solutions that help improve our consumers' health and well-being. # Develop a sustainable development approach inspired by the customer expectations by offering them environmentally friendly, innovative, sustainable and competitive solutions. # Strengthen sustainability in our innovation processes by including sustainable development criteria as a key element in our innovation projects. 	<ul style="list-style-type: none"> ◆ In 2025, we commit that 70% of our supplies will meet the "sustainable" chemical criteria (challenge 3). ◆ And 80% of solutions offered to our customers meeting the Sustainable Development Goals of the UN (challenge 2).
ACTING	<ul style="list-style-type: none"> # Put health, safety and well-being at the heart of our 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. # Empower employees by promoting dialog, fostering engagement and developing skills. # Build on our diversity by valuing our differences and promoting the sharing of best practices in a multi-cultural network. # Develop our activities with local communities by partnering with our local communities and contributing to their development through sustainable relationship. 	<ul style="list-style-type: none"> ◆ In 2025, we commit to reaching a Frequency Rate 1 (FR1) of 0.5, a Frequency Rate 2 (FR2) of 1.5 and to deploying twenty initiatives per year for employee well-being (challenge 5). ◆ In 2025, we commit to our employees being able to benefit on the average of 25 hours of learning per year (challenge 6). ◆ Our ambition for 2025 is to achieve a proportion of women in the workforce of 25% and to deploy twenty initiatives per year to promote interactions between generations (challenge 7). ◆ Every year, we implement our commitment to local populations and communities by supporting a minimum of 40 local projects or actions. (In 2020, the target was increased to 40 instead of 20) (challenge 8).
BIOREFINING	<ul style="list-style-type: none"> # Optimize our energy consumption by installing energy-efficient solutions and using competitive 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. 	<ul style="list-style-type: none"> ◆ In 2025 we are committed to ensuring that, compared to 2015, our energy efficiency improves by 10% (challenge 10). ◆ In that our consumption of water per ton pf product drops by 1%, each year between 2019 and 2025 (this is a modification of this indicator with respect to 2019, see the Biorefining chapter) (challenge 9). ◆ Finally, we pledge to establish technical installations with less CO₂ emissions and thus avoid 1 million tons of CO₂ emissions by 2025 (challenge 11).
SOURCING	<ul style="list-style-type: none"> # 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 chains from fields to biorefineries. # Strengthen relationship with our raw materials suppliers by building partnerships with breeders and farmers to select and use the more suitable agricultural resources. 	<ul style="list-style-type: none"> ◆ Our goal is to ensure that 20% of our raw materials are certified or evaluated as "sustainable or responsible" by 2025 (challenge 12).

EXTRA-FINANCIAL STAKES

1. Innovating

Product quality and food safety (1)

Guaranteeing, in a sustainable manner, the satisfaction of our customers and of our final consumers is a permanent and preponderant commitment in the Roquette Group.

In 2020, all of the quality internal indicators have improved significantly. The customers have clearly seen this and translates into a major change in the Net Promoter Score. The objective is to maintain in a sustainable manner, the excellent level of performance achieved and to pursue the continuous improvement plans that have been initiated.

For several years, the Group has been making and respecting its commitments by pursuing the deployment of the Culture Total Quality:

- ◆ the creation of a Global Function dedicated to quality;
- ◆ the organization and the continuous improvement in the Total Quality process with the updating of a new management system;
- ◆ the planning and completion of master plans and quality investments in the sites;
- ◆ 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 dynamic of good quality results initiated in 2018, confirmed in 2019, continued in 2020. Following the Covid-19 pandemic, specific measures adapted to the required conditions were defined and implemented in order to guarantee:

- ◆ the quality and safety of our products;
- ◆ the continuity of our activities;
- ◆ the delivery and the permanent making available of our products to our customers.

Within the Roquette Group, the workshops and methods are certified according to the various standards and international standards (FSSC 22000, ISO 9001, EXCIPACT, EFISC, ...).

Food safety is based on the HACCP system (Hazard Analysis Critical Control Point). In the processes, this recognized method ensures the sanitary safety of food. It makes it possible to guarantee the safety of products during their final use. This system is applied all throughout the manufacturing and supply chain: from the receiving of raw materials and packaging to delivery to our customers.

In 2020, the Roquette Group responded to the call for the delivery of raw materials for pharmaceutical uses, in particular used in the manufacture of drugs for the treatment of Covid-19. Thanks to its recognized expertise and its production workshops that meet pharmaceutical standards, Roquette Group remains strongly committed to its customers by offering them active substances and excipients of high purity.

* 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 Group continues to invest in order to develop solutions with a plant protein base, in particular coming from peas and broad beans. Peas need very little water and fertilizers and enrich the soil for future crops. It is an excellent source of plant protein. Pea protein offers 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.

In 2020, the ranges of NUTRIOSE® soluble fibers and of NUTRALYS® pea proteins obtained Non-GMO Project Verified certification.

In addition, the NUTRIOSE® range received "Low FODMAP" certification from the Monash University, in Australia. "FODMAPs" are nutrients that more difficult to digest, that can irritate the intestine of persons with sensitive digestion.

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

In 2020, the Group continued its development in the Plant protein market. Here are two noteworthy examples of the year:

- ◆ Roquette Group developed a large range of textured proteins based on peas and beans. The latter meet an increasing demand of consumers for a new gastronomy with dishes as alternatives to meat, having a high protein content, a texture and organoleptic properties close to the latter;
- ◆ first delivery of yellow peas on our Canadian Portage la prairie site, coming from Gord S, that runs a farm one hour from the plant.

* Food insecurity

The Roquette Group is developing close relationships with its neighboring local communities. For two years now, various sites of the group have participated in "Giving Tuesday" and "International Solidarity Day" during the month of December. Thus, at Beinheim, a collection of food and others was held, and made it possible to retrieve more than 160 kg of food. The latter was given to a social and solidarity grocer of the "Repartir" association, that provides support to people in their reintegration. Another initiative was held in Lithuania, where employees of the Panevėžys site participated in the "Malteser Soup" initiative, by offering "festive sweets" gifts for foreigners in precarious situations.

These examples of initiatives are all the more so proof of Roquette Group's involvement to contribute in fighting 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.

Responding to the increasing expectations 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. In an approach that was slightly updated in 2020 by the Group, two of these SDGs are considered as opportunities for transformation and innovation: "Good health and well-being" (SDG 3) 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 Group undertakes that, in 2025, 80% of the new solutions supplied to its customers, coming from projects that meet the criteria of sustainable chemistry (see KPI on Innovation hereinbelow), meet the UN's Sustainable Development Goals.

Innovating Indicator	2019	2020	2025 Goal
% of solutions offered to our customers meeting the Sustainable Development Goals of the UN	53 %	63 %	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".

Innovation, the third stake in the Innovating pillar, is in Roquette Group'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.

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

Innovating Indicator	2019	2020	2025 Goal
% of projects meeting several "sustainable chemistry" criteria	66 %	69 %	70 %

In order to define this indicator, Roquette Group has developed internal criteria based on the twelve 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.

Two products can be mentioned in terms of examples for 2020:

For the pharma market, Roquette Group has launched LYCAGEL™, a new technology based on pea starch for soft capsules, thus making it possible to meet the increasing demand for plant-based ingredients.

For the Food market, the NUTRALYS® range has expanded with NUTRALYS® L85M which has low sodium content, which therefore allows it to be used in low-salt applications.

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 Group must comply within terms of Data protection and Privacy.

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

- a 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).

The Group has reinforced its Compliance program and its Data Protection Management System by setting up a dedicated Governance Committee.

Each month this committee gathers together the Group's Data Protection Delegate designated at CNIL, the Security Manager of the information system, the data protection coordinators for the corporate functions and strategic projects. Specific sessions for Europe, America and Asia have been implemented with the Region Data protection coordinators and the local delegates in order to take account of the Group's directives and the local legal requirements in terms of security, cyber security and data protection.

Roquette Group initiates, with its employees and partners, a culture of data protection and compliance with private life through the prism of contractual obligations, customer expectations, organizational ethics and strategic initiatives, as well as regulatory obligations.

The increasing automation and connectivity of production tools has also led Roquette Group to implement in 2018 a major plan over six years to reinforce the cyber security of industrial IT. The Group as such confirms its intention to work ever more securely for its employees and for the environment.

* Respect for animal well-being

Roquette Group is taking on the current and future societal challenges by making use of the potential of nature in order to offer the best ingredients for the Food, Nutrition and Health markets.

Veganism, semi-vegetarianism, vegetarianism... there are an increasing number of food diets aimed at suppressing animal consumption. Consumers are turning to plant-based alternatives, based on plant proteins (legumes such as peas/beans or cereals such as soy/corn) for reasons of individual health, ethics (in particular animal well-being) and also for environmental commitments.

In just 10 years, Roquette Group has developed the largest range of pea-based proteins available in the current market, and has contributed to their development in the sector of plant proteins, alternatives to meat.

The group is constantly developing innovation in order to better serve our customers. It proposes safe and effective ingredients and new solutions based on reliable scientific studies.

The well-being and ethical treatment of animals is one of its major concerns: as a responsible company, health, safety and the well-being of everyone (humans and animals) are at the heart of its commitments.

Roquette Group is working on putting an end to its animal experiments as quickly as possible by adopting alternative methods, such as in vitro methods, everywhere where this is possible, except in the case of regulatory necessity.

2. ACTING

Health and safety (5)

In order to build a sustainable activity, the General Management of the Group has committed to setting up solid foundations that revolve around health, safety and compliance.

Roquette Group confirms its commitments in this area with:

- the continuation of material and human investments with, for example the setting up of safety standards for procedures or the accelerated deployment of digital content and tools;
- the deployment of a management system and of a leadership program that makes it possible to impact behavior;
- the involvement of employees at all levels, including during the integration of new divisions;
- identifying situations at risk and placing them under control, as well as the systematic practice of continuous improvement approaches aimed at sharing experiences and good practices.

Over the year 2020, the severity of the safety events is down significantly. However, the TF1 and TF2 indicators are not at the expected objectives with highly contrasted results between the regions: thus, India and the USA have improved sharply, China maintains its good results and the effort must now continue in Europe.

The main events remain linked to tripping, the use of tools, equipment or during manual handling. It therefore remains indispensable to reinforce the two lines of progress identified:

- the development of security leadership in the field;
- compliance with the Group's requirements in terms of work permit, risk analysis, safety interactions and the deployment of good practices.

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

Acting Indicator	2019	2020	2025 Goal
Frequency rate of lost time Injuries per million hours worked with stoppage per million hours worked (FR1)	1.61	1.56	0.5
Frequency rate of recordable injuries per million hours worked (FR2)	2.90	3.43	1.5

The Group also confirms its desire to reach, at the end of 2022, ISO 45001 certification (Occupational Health and Safety Management Systems) over all of its industrial sites. This international reference standard will be the recognition of a work environment that is safer for all the employees and external intervening parties.

Covid-19:

In 2020, Roquette Group adapted to the impacts of the health crisis by making use of the deployment of the Personal Protection Plan as well as local public policies. The individual and collective involvement at all levels made it possible to guarantee the health and safety of the employees on the sites and those teleworking.

In order to accompany and support its employees, Roquette Group all throughout the year deployed a vast of "People Care" program. Enriched week after week according to needs, this program made it possible to implement many initiatives intended for employees working on site and remotely: deployment of systems for listening and accompanying in all the countries, making available practical guides and sheets providing guidelines to "lend support to one another", webinars and e-learning run by clinical psychologists, surveys in order to collect perceptions, analyze the trends and identify avenues for improvement in order to continue enriching the action plans at the service of the well-being of employees.

In 2020, Roquette Group thus had 35 initiatives set up.

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 2019 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 "e-learning" platform, each employee was able to continue constantly learning and sharing attractive training content. 2020 saw the boom of new learning formats based fully on digital technologies. Webinars, e-learning, web conferences... were thus proposed on many themes, all throughout the year and on the occasion of the first edition of the "Learning Week" organized in September over the entire Group.

The training efforts can vary from one geographical zone to another. In 2020, despite a significant decrease in training opportunities in classroom training due to the Covid-19 pandemic, the total number of hours of training in the Restricted perimeter stabilized at 176,668 hours (compared to 174,648 in 2019), which is an average of 22.8 hours per employee (for a target set at 25 hours in 2025).

Certain zones that were highly affected by the pandemic, such as Greater Asia, even saw their number of hours increase by nearly 50%, thus progressing from year to year towards the Group's objective.

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

	2019		2020	
	Total Hours	Average H /employee	Total Hours	Average H /employee
Europe	94,007	20.8	81,546	18.1
Americas	22,291	24.9	23,452	22.3
Greater Asia	12,414	9.0	18,556	14.4
China	45,936	48.7	53,114	57.9
Group	174,648	22.6	176,668	22.8

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.

As at December 31, 2020 ("Restricted Perimeter"), nearly 42.1% of the employees work in shifts compared to 43.0% in 2019.

In 2020, and as was done by many companies during this year marked by Covid-19, Roquette Group rapidly adapted its work methods. This unprecedented situation was the opportunity to reinvent work methods for the future. Echoing employee expectations, teleworking is now an integral part of the work modes that the group wants to keep. Beyond teleworking, the progressive setup of "Smart Working" within the Group will allow employees, starting in 2021, to perform their activities with more autonomy, more flexibility in their work on site or remotely.

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

	2019					2020				
	Total	Day schedule		Shift schedule		Total	Day schedule		Shift schedule	
		Men	Women	Men	Women		Men	Women	Men	Women
Europe	4,530	1,921	1,024	1,537	48	4,498	1,890	1,019	1,547	42
Americas	894	347	155	371	21	1,052	332	181	507	32
Greater Asia	1,372	499	86	787	0	1,293	429	89	775	0
China	944	216	163	489	76	918	367	184	333	34
Group	7,740	2,983	1,428	3,184	145	7,761	3,018	1,473	3,162	108

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

	2019					2020				
	Total	Full time		Part time		Total	Full time		Part time	
		Men	Women	Men	Women		Men	Women	Men	Women
Europe	4,530	3,424	808	34	264	4,498	3,394	809	43	252
Americas	894	718	175	0	1	1,052	838	213	1	0
Greater Asia	1,372	1286	86	0	0	1,293	1,204	89	0	0
China	944	705	239	0	0	918	700	218	0	0
Group	7,740	6,133	1,308	34	265	7,761	6,136	1,329	44	252

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")

	2019					2020				
	Total	Men	Women	Managers	Employ.	Total	Men	Women	Managers	Employ.
Europe	4,774	3,593	1,181	843	3,931	4,651	3,522	1,129	862	3,789
Americas	1,057	831	226	168	889	1,079	848	231	171	908
Greater Asia	1,505	1,387	118	185	1,320	1,364	1,251	113	185	1,179
China	992	744	248	180	812	959	731	228	174	785
Group	8,328	6,555	1,773	1,376	6,952	8,053	6,352	1,701	1,392	6,661

In 2020, the number of permanent employees on the Group perimeter is 8,053 (8,328 in 2019).

The year 2020 was in particular marked by the stoppage of activity over the Corby industrial site, and the setting up of productivity measures thanks to automation and digitization, particularly in India and in Europe.

- ◆ Number of temporary workers ("Group perimeter")

	2019					2020				
	Total	Men	Women	Managers	Employ.	Total	Men	Women	Managers	Employ.
Europe	304	190	114	4	300	271	175	96	2	269
Americas	22	14	8	0	22	20	11	9	0	20
Greater Asia	14	5	9	2	12	17	10	7	1	16
China	0	0	0	0	0	0	0	0	0	0
Group	340	209	131	6	334	308	196	112	3	305

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 2020, 325 permanent employees were recruited within the Group.

- ◆ Number of recruitments ("Group Perimeter" – permanent workforce)

	2019					2020				
	Total	Men		Women		Total	Men		Women	
		Managers	Employ.	Managers	Employ.		Managers	Employ.	Managers	Employ.
Europe	181	13	107	7	54	106	9	64	3	30
Americas	168	2	120	2	44	136	5	100	4	27
Greater Asia	92	12	61	1	18	28	3	14	1	10
China	83	7	49	3	24	55	0	46	0	9
Group	524	34	337	13	140	325	17	224	8	76

In the system for permanently adapting the organization, internal mobility is always favored. In coherency with the principles defined in its Internal Mobility Charter, Roquette Group encourages each employee to be "entrepreneur of their career". Once validated, mobility 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)

2020							
	Total	Resignations	Lay-offs	Joint agreement	Retirement	Death	Other
Europe	343	68	161	55	55	2	2
Americas	121	59	44	3	13	2	0
Greater Asia	172	112	16	0	38	6	0
China	86	61	3	17	5	-	-
Group	722	300	224	75	111	10	2

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

* Management-staff 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)

In France, social dialog has made it possible to accompany the company in the particular pandemic context through eighteen agreements.

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), 40 agreements were signed in 2020 with the social partners in France, Italy, India and Brazil.

* Diversity

Roquette Group 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, Roquette Group in 2020 is continuing with its awareness campaigns, based this year on e-learning modules, awareness heightening sessions, testimonials.

In terms of mix, Roquette Group has set the ambition of reaching a **proportion of women in the workforce of 25% in 2025**. In 2020, the latter represented 21.7% of the total workforce (22.0% in 2019). Female managers represent 18.5% of the female workforce - compared to 16.5% in 2019 (permanent workforce), a rate that is greater than the percentage for male managers (17.0% male managers out of the permanent male workforce). Roquette Group is continuing with the implementation of its action plan in favor of the mix. Many initiatives have thus been carried out in the Group, among which: the promotion of professional quality between Women and Men on the occasion of International Women's Day, the emphasizing of "model rules" through the sharing of testimonials, the feminization of managing bodies, mobility and career development... The Women@roquette network is celebrating its two years of existence this year, thus continuing its boom with more than 200 members in about 10 countries.

In 2020, the Group reinforced its initiatives to favor interactions between generations, through the integration programs for new arrivals, sponsoring, learning, awareness heightening sessions on the theme of generations, or the first pilot projects in terms of transfer of skills. 25 initiatives were thus accounted for in the year.

In the continuity of the "handicap action" diagnostic managed and financed by the (French agency for promoting disabled workers) in 2019 on all French sites, the members of the SACHa group (Know How to Accompany Each Handicap), the workplace health service, the social service and the HR teams continued their actions around three priority lines:

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

As such, during handicap week, the Handicap Mission of the French sites launched the "e-learning" module titled #12 millions. Open to all, this module allowed employees to better apprehend a handicap and to personalize their impact with words that are dear to them when addressing a handicap: together, kindness, mutual assistance, solidarity, equality, diversity...

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 Group 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 the Group's locations. Every year, the company is committed to the local populations and communities, with for **objective to lend support to a minimum of 40 projects or actions in food, nutrition health and the environment.**

In 2020, The Group Roquette totaled 70 projects or action in food, nutrition and health (75 in 2019), distributed into six categories in the various regions (an "Actions against Covid-19" category was added in 2020):

- ◆ health;
- ◆ nutrition;
- ◆ nutritional education;
- ◆ environment;
- ◆ local needs;
- ◆ the fight against Covid-19.

The drop with respect to 2019 is due to the health situation.

In Brazil, for example, Roquette Group provided support to the families of the town of Itapevi who were affected by unemployment due to the economic impact of the Covid-19 crisis. Over 1000 packed meals were distributed to these families. This gesture of solidarity in favor of access to healthy and sustainable food was welcomed by the municipality of Itapevi. With this action, Roquette Group reminds of its attachment and the strong ties that links it to the local communities.

Roquette Foundation for Health

The Roquette Foundation for Health, created in November 2017 under the aegis of the Fondation de France, has given its support since it was created, to 15 different projects, of which four internationally. Nearly 1.5 million euros have thus been distributed.

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

This year, exceptionally, the Foundation paid funds to 2 hospitals in France to fight against Covid-19: the CHU of Lille and of Strasbourg.

In addition, the other projects supported had a genuine impact on society such as for example the "Let's Stay Fit" program which reached nearly 600,000 people in France and of which the methodology used has shown what it can do: publication in 2020 in the "Pediatric Obesity" and "BMC Public Health" reviews.

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-sur-Aisne) are subject to ICPE authorization and are integrated into the reporting.

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). Nine sites are ISO 14001 certified (three sites in India, three sites in China, one site in Italy, one site in Spain and one site in Lithuania). The environmental information mentioned hereinbelow is calculated using established methodologies, each defining indicators, calculation or measurement methods and the units retained.

In 2019, 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. In 2020, the Brazilian site was integrated with respect to the 2019 reporting.

The Roquette Group devotes a substantial amount of resources and investment for preventing environmental risks and pollution. In 2020, several million euros were invested for various actions, such as the increase in capacity of the Lestrem treatment plant, dust collection and in the treatment of odors in China.

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. Water is an essential resource that has to be preserved.

The extraction and manufacturing methods of the Group'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.
- recycling water without however attenuating the quality or modifying the characteristics of the finished products (for example, the Viramgam site which has implemented the Zero discharge technology on its site in 2019, allowing for a very substantial amount of recycling of the water of the effluents after treatment. In 2020, 100% of the water was thus recycled).

In 2020, the pumping of water (total rivers + water tables + urban network) is about 46.9 million m³ compared to 48.2 million m³ in 2019. This reduction is partially due to the reduction in capacity in India linked to the pandemic. 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 Biogas.

In 2020, the significant events are the increase in the capacity of the Lestrem treatment plan but also the setting up of a reed basin to purify the rainwater on the Panevezys site in Lithuania.

Process water consumption performance indicators

In 2020, Roquette Group decided to set up monthly extra-financial reporting on water in order to manage water consumption in a more detailed manner.

The performance indicator was reviewed in order to be more representative of actual consumption. This now entails the total consumption of fresh water with respect to the tonnage of plant based raw materials. The objective is to reach a reduction of 5% in 2025 with respect to the year 2019.

In 2020, we obtained 6,957 m³/t of raw materials (compared to 6,964 m³/t in 2019) which is a 0.1% drop. This job is minimal, but with this new indicator set up in 2020, an action plan is going to be launched in 2021, in order to reach the objective of a 5% reduction in 2025.

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. Nine production sites are ISO 50001 certified (Nanning and Liangyungang in China, Beinheim, Vic, Vecquemont and Lestrem in France, Benifaio in Spain, Cassano in Italy and Panevezys in Lithuania).

Roquette Group 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 2020, electricity consumption for the Group is 2,381 GWh compared to 2,519 in 2019 and natural gas consumption was about 6,482 GWh in 2020 compared to 7,068 in 2019.

Energy performance 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.

In 2020, Roquette Group started setting up a tool in order to obtain a new performance indicator on energy with a monthly and detailed reporting workshop by workshop; this will allow for genuine management of energy efficiency. As early as 2021, this new indicator will replace the energy performance indicator that has been in place since 2017.

	2019	2020
Europe	0.99	0.98
Americas	1.00	1.01
Greater Asia	0.86	0.88
China	1.03	0.85
Group	0.99	0.97

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 Group 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.

By way of example, in 2020, the Benifaio site replaced one of its cold units with a more effective piece of equipment with better energy performance. This investment will make it possible to avoid a CO₂ discharge of 1,210 t/year.

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

The noteworthy event of 2020 is the supply of the Lianyungang (China) site with steam produced by a specific entity of the Group (PHC). This generated a transfer of the CO₂ emissions from scope 1 to scope 2, which explains the variations between 2019 and 2020.

With respect to the DPEF 2019, these emissions are now expressed with respect to tons of commercial starch and no longer dry starch. In 2020, the emissions of CO₂ from Itapevi were integrated in order to be able to take account of all the emissions of the production sites.

CO ₂ emissions	2019	2020
Scope 1 eq t CO ₂ /kt of commercial starch	620	512
Scope 2 eq t CO ₂ /kt of commercial starch	187	223

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.).

	2019	2020	2025 Goal
Europe	567,484	555,477	
Americas	20,400	75,606	
Greater Asia	208,423	205,900	
China	28,212	23,304	
Group	824,519*	860,287	1,000,000

*Erroneous amount in the DPEF 2019

This year, the new profits stem essentially from Keokuk with better yield of the coal boiler due to the load of the latter.

* Food waste

The activity of Roquette Group 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 (wheat, corn, potato and pea) for the year 2020 is about 6.6 million tons. The latter is down by about 3% which can be explained by the impact of the pandemic on the activity of the company.

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 Group undertakes that in 2025, 20% of its supplies be certified or assessed as "sustainable or responsible". This objective is in the process of being re-evaluated in light of the results of 2019 and 2020. A new ambition will be given at the beginning of 2021.

Raw materials are defined as "sustainable or responsible" when they are purchased with a certification according to the SAI (Sustainable Agriculture Initiative) reference standard or the equivalent (example 2BSvs), or according to an internal specifications/protocol (inspired by the best farming practices concerning sustainability comparable to the requirements of the SAI reference standard).

	2019	2020	2025 Goal
% of "sustainable" raw materials	24.1 %	37.4 %	20 %

The significant increase in this Sourcing KPI in 2020 can be explained again by the substantial increase in the number of contracts with our suppliers for raw materials certified as "sustainable or responsible" for wheat in particular. This cereal is based on a market that is already well structured to meet the demand from producers for bioethanol.

Supplier selection (13)

Roquette Group's Supplier Code of Conduct is shared with the Group's suppliers. At the beginning of 2020, a new version was deployed with our suppliers and published on the internet site. 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 Group'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.

This code is today signed by any new supplier in the framework of the registration process. In addition, for the main suppliers (i.e. 80% of our purchase expenses), a qualification campaign is carried out and systematically includes the signature of this Code of Conduct.

In 2020, the company deployed a supplier qualification tool (Ariba supplier performance life cycle) that makes it possible to verify supplier risks in a coherent and responsible way and in particular in relation to the human rights aspect (cf. Group directive DGPG005). The deployment plan is scheduled over two years internationally over most of the scope.

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.

In the framework of its activities, each Group 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.

* Circular economy

The markets of the Roquette Group, 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:

- ◆ 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 sites of Lestrem (France), Vecquemont (France), Cassano (Italy), Benifaio (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. Thus, on the Vecquemont site, the water and minerals contained in the potatoes are recovered, to be spread as fertilizer in the fields. This process is called "fertigation".

This report reflects the commitments and the actions of Roquette Group 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.