

LIFE

NATURE
@ROQUETTE



EXTRA-FINANCIAL
REPORT

YEAR 2021

ROQUETTE GROUP



ROQUETTE

Offering the best of nature™



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Offering the best of nature™

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 implemented a specific approach to 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 Commercial Code 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.

Through a description of the Group's business model, the main issues related to Corporate Social Responsibility (CSR) and the actions implemented to address them, this report reflects how the Group meets the expectations of all its stakeholders, creates value for the Group, its shareholders, its customers, its employees and interacts with its ecosystems.

REGULATORY FRAMEWORK

The Group's corporate, social and environmental information has been defined, consolidated, and analyzed as of December 31, 2021. 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 challenges linked to its activity or to the use of its products and services, as well as the policies applied in order to meet these challenges and their results (including selected performance indicators). In accordance with the new regulation, this report will be available on the Group's website.

Verification of this information was entrusted to KPMG as an independent third-party body and Co-Auditor. This resulted in a reasoned opinion attached to this report concerning the compliance and 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 of December 31, 2021. 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 Commercial Code on the Declaration of consolidated Extra-Financial Performance concerning the period ended December 31, 2021, in application of the provisions of article L 225-102-1 V of the French Commercial Code 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.

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 Scope:** Roquette Frères and all its subsidiaries that are directly or indirectly more than 50% controlled as of December 31 of the reference year.
- **Restricted Scope:** Roquette Frères and all its industrial subsidiaries with a workforce of more than 50 employees, directly or indirectly controlled by more than 50% and belonging to the Roquette Group for at least one year as of January 1 of the reference year. The existence of this restricted scope is justified by the operational complexity of reporting certain social indicators and data.

In 2021, the Group Scope did not change with respect to 2020. On the other hand, the restricted scope included the addition of an industrial site: the Portage la Prairie plant in Canada, and the removal of an industrial site: the Corby plant in the United Kingdom which closed at the end of 2020.

In 2021, the workforce of the Roquette Group included 8,129 employees, including 360 temps (fixed term contracts and in alternation). Recall that the workforce in 2020 was 8,361 employees.

As of December 31, 2021, the restricted scope represents nearly 96% of the Group's permanent workforce (7,470 employees out of 7,769).

The Group collects information 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. Management and updating are decentralized to the subsidiaries' Human Resources departments.
- Social data that is not managed in the Group's HRIS is collected by the Human Resources Departments in each country. 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.

A Group HR manual explains the management of Human Resources within the Group and presents the organization, processes, and directives applicable 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).
- Employee development and training (cf. part on training).
- Change management and organizational development (cf. section of diversity).

1. SOCIETAL SCOPE

The activities of the Group's sites create direct employment for 8,129 people and also develop a local network of companies which are very often the Group's service providers. 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").

2. ENVIRONMENTAL SCOPE

Various scopes have been selected for reporting environmental indicators:

- The energy performance (or Carbon performance) and avoided CO₂ emissions performance indicators are calculated for all the Group's industrial sites (producing ingredients) whose total annual energy consumption per site is greater than 5,000 TOE (Tonnes of Oil Equivalent), during the two years prior to 2021, and whose capital is more than 50% owned for at least three years.
- The Group's water consumption performance indicator, as well as CO₂ emissions per kt of raw materials (scope 1 and 2), are calculated by including all plants (which have been more than 50% owned for at least three years) using the following plant-based raw materials: corn, wheat, potato and peas. Water used in open loop cooling systems is excluded from the calculation.
- All other energy and environmental data are taken from all industrial sites (producing ingredients) whose energy consumption is greater than 1,000 TOE per year and whose capital has been more than 50% owned for at least three years.

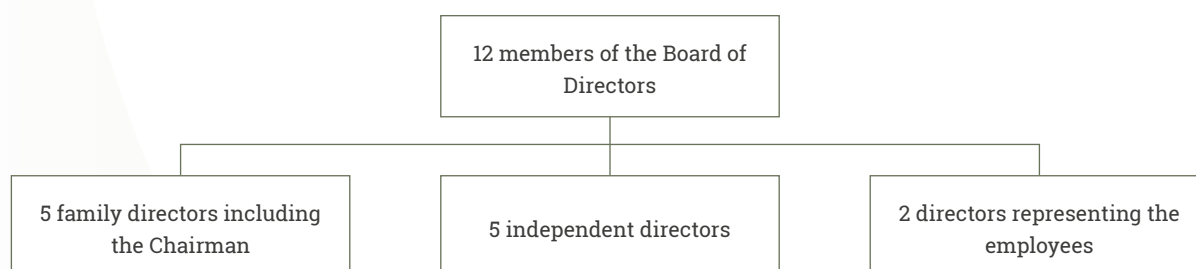
This year, the four Sethness-Roquette sites and the Crest site are included in the 2021 reporting for energy and environmental data.

Since 2020, the Lianyungang site (China) has been supplied with steam by an entity (Lianyungang Jieneng New Energy Co., Ltd; a company owned by the Group), which transfers direct emissions to indirect emissions.

The reporting scope 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 made up of people from the Board of Directors:

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

The Group is contributing to the climate and societal challenges under the strong impetus of the Ethics and Sustainable Development Committee. This committee has a mirror committee,

the SD Committee, which is made up of Group employees and coordinated by the Communications and Public Affairs Department. This operational committee is made up of people from the company's main departments and works closely with the Board of Directors' Ethics and Sustainable Development Committee. It meets every two months and proposes the main CSR issues to be examined by the Ethics and Sustainable Development Committee, which meets three to four times a year (four times in 2021).

BUSINESS MODEL

1. METHODOLOGY

As in 2020, the Group's business model, a world leader in plant-based ingredients for the Food, Nutrition, and Health markets, aims to describe, for the year 2021, how the company creates value and maintains it over the long term by presenting its business and its global operations as they interact with a broader business environment. To do this, the way it is structured and its content is based on the regulatory framework of the extra-financial performance statement (law of August 9, 2017) and the intersection of the recommendations of the main guides and current reference frameworks relating to business models (IIRC - International Integrated Reporting Council, MEDEF guide, Business Model Canvas, etc.). As such, it presents five major categories of inter-dependent information and proper to the Roquette Group:

- **The essential resources that its activity relies on ("what we rely on"):**

The activity is based on several assets: on the one hand, the potential of plant resources and the agricultural world; on the other hand, a global customer-oriented organization with 8,129 employees representing more than 45 nationalities, 25 industrial sites, innovation capacities with more than 300 people dedicated to R&D, and 300 family shareholders.

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

The vision that Nature has the answer to men and women's various needs in terms of Food, Nutrition, and Health, the company's values (Authenticity, Excellence, Proactiveness, and Wellness), combined with its 88-year history, create the uniqueness of the Roquette Group's business model to this very day.

- **Description of the business and markets served through the range of products and services ("what we do and why we matter"):**

Using plant-based resources, the Group 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 Group's products and solutions serve the pharmaceutical, cosmetics, food and nutrition, animal nutrition markets and other industrial sectors.

- **The strategy that the company uses to create 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 the added value created is distributed among the company's various stakeholders ("who we create value for"):**

Through its activities, the Group directly or indirectly serves more than 5,000 customers worldwide through its network of distributors, and maintains close relationships to innovate with them and

develop high quality ingredients. It provides market expertise and 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 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 product of the Communications team's collaboration with the SD Committee and the company's various departments, with support from the governing bodies and validation by senior management.

2. CONTEXT - FUTURE TRENDS

The Group creates value by echoing the needs and societal challenges of today and tomorrow. The world is changing and is confronted with many challenges such as population growth, increasing middle class, urbanization, new eating habits, aging population, food allergies and intolerances, preservation of health capital, and sustainability.

In 2021, the Covid-19 pandemic continued to rage and had many impacts on global economic activity. Numerous changes and/or adaptations continued, especially when it came to consumption, but also 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's population is expected to reach 9 to 10 billion people, which means that health and food issues will change. We are seeing a growing consumer demand for plant-based ingredients, health-friendly foods, high-quality pharmaceuticals, and environmentally friendly industrial solutions.

3. DESCRIPTION (SEE THE NEXT PAGE)

This business model and the materiality matrix will be reassessed during 2022, for submission in 2022.

At the end of 2021, the Executive Committee began to reflect on the sustainable development approach and its internal organization in order to best address environmental and societal issues. An overhaul of the commitments and new KPIs and targets may be introduced starting in 2022.

WHAT WE RELY ON

THE BEST OF NATURE



PLANT-BASED RAW MATERIALS



FARMERS



ONE ROQUETTE CUSTOMER-ORIENTED ORGANIZATION

PEOPLE



SKILLS AND EXPERIENCED WORKFORCE
8,129 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 90 years
of know-how and expertise
Open innovation
Customer Technical Services
40 patents per year

FAMILY CAPITAL



Nearly 300 family
shareholders
Over 90 years of investment

WHAT MAKES US UNIQUE

Our Vision – Nature has the answer to provide people with the Food, Nutrition and Health they need according to their lifestyle choices, their age, where they live and what they do.

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

HOW WE CREATE VALUE

INNOVATING

Understand customers' needs and anticipate consumers' 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

SOURCING

Source sustainably
Improve continuously our raw materials' quality
Strengthen relationship with our raw materials suppliers

Our Values: Authenticity, excellence, anticipation, well-being,

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



Animal nutrition



Industries

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% and 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

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 28 hours of training / employee

ENVIRONMENT



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

GROUP & SHAREHOLDERS



To: 3.9 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 CHALLENGES

1. METHODOLOGY

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

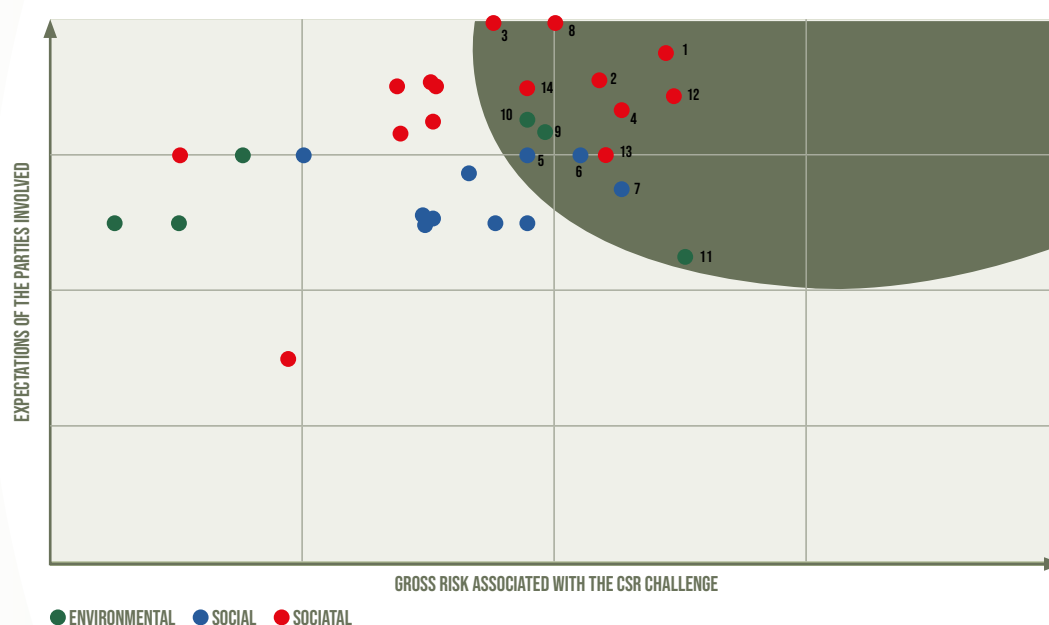
These challenges have been identified according to their gross risk, in line with the Group's activities and the expectation of the stakeholders. They have been defined based on the information mentioned in Decree no. 2017-1265 of August 9, 2017, which was supplemented with the principles of actions 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 challenges, coming from 42 themes completed beforehand and mentioned in article R225-105 of the

French Commercial Code and the adding of challenges 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 ratings, carried out via 21 interviews with strategic internal stakeholders representing the various departments 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 the ISO 31 000 standard (risk management standard).

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

In 2021, as in 2020, the Covid-19 pandemic did not fundamentally change the fourteen CSR challenges, but impacted some of them with larger and sometimes unexpected variations.



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 issues identified through the materiality matrix are naturally incorporated into the sustainable development approach initiated by the Group more than ten years ago. The policies, actions and results linked to the CSR challenges 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 Commercial Code (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 new indicators have been added, specifically for the *food safety and data protection* sections. Some KPIs have seen their target change or even disappear in 2021 (e.g. Challenge 12 - Sourcing section) and others have been replaced (e.g. Challenge 10 - Biorefining section).

In 2021, (as opposed to 2020), some challenges are described using quantitative data but without an associated target. These are:

- **Challenge 1:** product quality and food safety with the percentage of FSSC 22 000 certified sites.
- **Challenge 4:** data protection with three associated data: the percentage of employees who have received training in the code of conduct, the percentage of employees who have received training on data protection and the number of "Data protection" courses available in the e-learning catalog.

In addition, some challenges are described qualitatively and do not have any associated KPIs or data. These are:

- **Challenge 13:** supplier selection.
- **Challenge 14:** environmental and human rights in the value chain.

These challenges are monitored with the same level of importance as the others and are associated with internal KPIs or data, which are not currently communicated externally.

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 CHALLENGES

1. INNOVATING

Product quality and food safety (1)

Guaranteeing the satisfaction of customers and final consumers in a sustainable manner is one of the Group's foremost, ongoing commitments.

In 2021, all internal Quality indicators, mainly related to monitoring complaints and product compliance with release specifications, continued to show significant improvement over the past two years. This good performance is therefore becoming permanently embedded in the company's culture, thanks to the deployment of the Total Quality strategy since 2018.

In fact, the Group is making and keeping its commitments by continuing to implement the Total Quality Culture:

- Since 2020, the Global Function dedicated to Quality has been strengthened year after year with increased global expertise in quality control and supplier monitoring.
- The planning and completion of master plans and Quality investments in the sites, in the short and medium term.
- The development of skills and quality culture supported in particular by a range of e-learning modules and a very active network of instructors.
- An intense customer quality culture, through a varied customer relationship: from answering qualification questionnaires, through customer quality audits to handling complaints. The pandemic has slowed down the dynamics of customer visits, but the Quality teams have always found ways to stay connected to the markets they serve.

Within the Group, many workshops and processes are certified according to the various international standards and markets targeted (FSSC 22000, ISO 9001, EFISC, etc.).

Roquette delivers a large number of its products to the agri-food markets for which food safety is paramount. In order to serenely ensure the marketing of its products, Roquette relies on the HACCP (Hazard Analysis Critical Control Point) system. 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 throughout the manufacturing and supply chain: from the receiving of raw materials and packaging to delivery to customers.

Thus, 98% of the production lines (all countries combined) are FSSC 22 000 certified.

In 2021, the Group continued to answer the call for delivering raw materials for pharmaceutical use, especially those used in manufacturing drugs. In December 2021, it announced plans to open a new innovation center in Pennsylvania (United States) to further drug research. This new state-of-the-art facility will aim to better serve the Group's customers worldwide by working closely with its specialized pharmaceutical teams based in Singapore and France. With its recognized expertise and its production workshops that meet pharmaceutical standards, the Group remains strongly committed to its customers by offering them active substances under GMP and high-purity excipients.

Responsible, fair and sustainable food*

PLANT-BASED PROTEINS:

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, the Group continues to invest in developing plant-based protein solutions, particularly from peas. In addition, the environmental footprint of growing peas is particularly low because they require very little water and fertilizer and enrich the soil for future crops.

Plant-based proteins have many applications in vegetarian, flexitarian, dietary, sports, clinical nutrition, and traditional diets. For more than ten years now, Roquette's scientific teams have conducted independent clinical studies demonstrating the nutritional quality and health benefits of Nutralys® pea protein, which have been published in leading scientific journals.

In 2021, the Group's scientists once again demonstrated their expertise by presenting a study on the nutritional quality of Nutralys® based on the amino acid profile and its digestibility according to the methodology recommended by the FAO: the DIASS methodology. This methodology makes it possible to analyze the nutritional profile of ingredients in much greater detail. The use of this method is a first for plant-based protein ingredients (peas) and, despite its complexity, has confirmed the excellent nutritional quality of Nutralys®.

2021 was also the year of the inauguration of the Canadian plant in Portage, thus giving the Group the opportunity to meet the growing needs of the North American market for plant-based proteins. Nutralys® produced in Portage meets the dual objective of providing a high quality pea protein while offering a product manufactured locally with local raw materials, thus providing an important advantage in this plant-based protein market.

FIBER:

The Covid-19 pandemic has magnified consumer interest in health and nutrition. 70% of consumers reported shifting toward healthy foods in the past 18 months* (*Innova Market Insights, Fiber Innovation in Food and Beverages report, 2021), with a greater focus on immunity and gut health. If we look at fiber, consumers naturally associate fiber with good health.

The Group's Nutriose® soluble fiber has clinically proven health benefits for:

- Intestinal health as a prebiotic, through the growth of a specific gut microbiota for a diverse gut.
- Satiety and weight management through calorie reduction.
- Prolonged energy release, through slow, prolonged fermentation in the colon.
- Management of blood sugar levels, through a low impact on blood sugar levels.

In 2021, the R&D Nutrition teams, in collaboration with the University of Reading, published the results of a study in the renowned European Journal of Nutrition, showing that Nutriose® soluble fiber has a long-term effect on postprandial glycemia (after meals) and also on fasting and postprandial satiety. Nutriose® soluble fiber, or resistant dextrin, has also been approved in India as a prebiotic ingredient.

FOOD SPECIALTIES:

Organic ingredients are gaining more and more consumer appeal because they are perceived as natural, healthy, and safe. Consequently, the “organic” label is very popular in all food segments, but especially in baby food. The carbohydrates commonly used in baby food formulas are maltodextrins, dehydrated glucose syrups, or lactose. Baby foods must be of the highest quality. In 2021, Roquette designed the Glucidex® Premium line of organic maltodextrins to provide a safe source of energy, as well as high digestive tolerance, for the healthy growth of babies.

Food insecurity*

To combat food insecurity, the Group is developing close relations with its neighboring local communities.

Each year, numerous initiatives are set up by the Group's plants.

For example, in Italy, on International Solidarity Day, the Cassano site made a financial donation to a local association, *Opera Caritativa San Giuseppe di Cassano Spinola*, which provides food assistance to families in difficulty. In Lithuania, a *Wheel of Fortune* game for employees was held. The points collectively earned were converted into a financial donation to the local *Caritas* organization which helps the community in need by providing food and other services.

These examples of initiatives are all proof of the Group's involvement in combating insecurity around its facilities.

Customer satisfaction (2)

The Group is committed to understanding its customers' needs and anticipating their expectations by developing innovative solutions for the pharmaceutical, nutrition, food, and industrial sectors in order to contribute to improving the health and well-being of consumers.

In order to meet the growing expectations of customers and markets in this area, the Group is committed to reinforcing its CSR (Corporate Social Responsibility) approach in its innovation processes 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 2021, building on the slightly updated approach of the previous year, two of these SDGs are seen as opportunities for transformation and innovation: “Good health and well-being” (SDG 3) and “Responsible consumption and production” (SDG 12). The company has developed specific internal criteria for each one of these goals to ensure that new solutions (i.e. new ingredients and products) offered to customers also provide a benefit in terms of sustainability.

The Group is committed to ensuring that, by 2025, 80% of the new solutions brought to its customers, resulting from projects meeting the criteria of sustainable chemistry (see chapter on Innovation (3)), meet the UN Sustainable Development Goals.

Innovating Indicator	2020	2021	Change between N and N-1	2025 Goal
% of solutions offered to our customers that meet the UN Sustainable Development Goals*	63%	67%	+4 pts	80%

(*) The indicator is calculated as follows: a list of eleven different criteria has been drawn up to meet two of the UN Sustainable Development Goals (UN Goal 3: Good Health & Well-being; UN Goal 12: Responsible Consumption and Production). For each new product development, an evaluation is made: if the product meets at least two criteria, it is deemed to meet the UN Sustainable Development Goals. The ratio is therefore the number of new products meeting these objectives divided by the number of new products developed.

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 challenge in the Innovating pillar, is in Roquette Group's genes. This is why the Group is committed to going further and reinforcing its sustainable development approach in its innovation processes by integrating sustainable development criteria as key elements in its innovation projects.

Innovating Indicator	2020	2021	Change between N and N-1	2025 Goal
% of projects meeting several “sustainable chemistry” criteria	69%	72%	+3 pts	70%

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

Given that the target initially set for 2025 was reached in 2021, a review of this KPI with an even more ambitious target will be launched shortly.

Among the new product launches in 2021, there are two topics that demonstrate the alignment of the innovation strategy with the sustainable development objective:

- For the Paper - Cartboard market, the Stabilyls® range has been expanded with two new products (BA23 & 25) designed for food packaging, which provide treated paper or cartboard that is resistant to greasy substances, water, and gases. These new ingredients provide customers with sustainable, safe, bio-based solutions. They are alternatives to certain fluorinated polymers produced by the petrochemical industry which can be harmful to the environment and human beings.
- Similarly, for the Cosmetics market, a new Beauty by Roquette® LS 007 product, "100% Plant-based Preservative Booster", helps customers reduce the number of preservatives listed while maintaining their formulas.

Data protection – Security and cyber security (4)

The Group's data protection strategy is focused on people and business activities. The Group works with its network of corporate function data protection coordinators and local DPOs (Data Protection Officers) to improve its level of compliance, harmonize practices, and streamline internal processes.

In 2021, the personal data breach management process and supplier risk management were reviewed, including information security requirements and compliance with applicable data protection regulations and laws. This approach will be continued, as will its operational implementation. A catalog of training courses dedicated to data protection has also been created. This catalog is divided into sections to provide training courses adapted to the awareness and information needs of all employees, as well as best practices according to the business lines and applicable laws and expertise on data protection management processes and tools.

Creating a culture of privacy and data protection contributes to the organization's success in multiple areas: legal, contractual, ethical, HR, customer relations, and strategic. Creating a culture of personal privacy shows customers and employees that they are important to the Group and builds loyalty based on trust. It also provides individuals with an appropriate level of control over the data they share with the Group.

To be ethical, the Group's organizational structure must respect the personal privacy of its employees and customers. Ethics and compliance are intrinsic to the Group's values and Code of Conduct; monitoring certain data is an essential part of this.

Percentage of employees who have received training on the Code of Conduct	91%
Percentage of HR employees and French security officers who have received training in data protection	85%
Number of "Data Protection" training courses available in the 2021 catalog (in several languages)	26

In the field of cybersecurity, the Group is continuing to invest, recruit, and train. The Group takes steps to protect information systems, sensitive information, and production tools. It has adequately renewed its insurance policy in the face of growing threats and is preparing its teams to ensure business continuity in the event of a major incident. It thus confirms its commitment to working to ensure ever greater security 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, flexitarianism, vegetarianism: there are more and more diets aiming to reduce or eliminate the consumption of animals. 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 20 years, the Group has developed the largest range of pea-based proteins available on the market today and has contributed to its development in the sector of plant-based proteins as alternatives to meat.

The Group is constantly innovating to better serve its 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. Therefore, a laboratory with innovative cell culture tools was set up in Lestrem in 2021.

2. ACTING

Health and safety (5)

The Group takes care of resources, territories, and communities. We are constantly innovating in order to contribute to the well-being of men and women all over the world.

The Code of Conduct, a collection of the company's convictions and commitments, also mentions the sustainable improvement of the well-being, health and safety of people, both employees and third parties, who work at or visit our facilities.

Confident that all occupational accidents and illnesses can be prevented, four fundamental principles are essential to assist us in this goal and guide our behavior:

- Compliance with local laws and internal health and safety guidelines.
- Identifying, assessing, and controlling risks.
- Standardizing and applying best operational practices based on individual and collective expertise.
- Developing a safety culture that involves all employees working to continuously improve safety.

In 2021, our main achievements were:

- The number of accidents involving external service providers was halved.
- Eight Group sites have had no lost-time accidents and have achieved a total of 19 million hours worked without a lost-time accident.
- Two industrial units have gone more than ten years without a lost-time accident: the wheat starch factory at Lestrem in France and the Lianyungang facility in China.
- Two sites (Beinheim in France and Cassano in Italy) received a Safety Award from the interprofessional organization Starch Europe.
- E-learning modules widely used by more than 90% of employees have helped raise awareness of good practices associated with the "golden rules of safety".

The Group's TF1 and TF2 indicators show a significant decline in the number of accidents in 2021, with contrasting results by region: while China and now India are confirming their very good results, Europe and the USA must this year put into practice the efforts agreed to improve their results.

It therefore remains essential to reinforce the two areas of progress that have already been identified:

- The development of field safety leadership to firmly establish risk perception and control on a daily basis. They must be systematically taken into account by all those involved, including for everyday situations: for example, many accidents are still linked to tripping and falling.
- Compliance with the Group's requirements in terms of work permits, risk analysis, safety interactions, and implementation of best practices, combined with any investments.

Acting Indicator	2020	2021	Change between N and N-1	2025 Goal
Frequency rate of work accidents with stoppage per million hours worked (FR1)	1.56	2.25	31%	0.5
Frequency rate of accidents declared per million hours worked (FR2)	3.43	4.18	18%	1.5

The Group also confirms its commitment to implementing safety management systems based on the ISO 45001 standard (occupational health and safety management) at all its industrial sites by the end of 2022. Without systematically seeking the associated certification, this alignment with an international standard will contribute to a safer working environment for all employees and external service providers.

Covid-19

In 2021, the Group continued to adapt to the impacts of the sanitary crisis by deploying its Personal Protection Plan and by complying with local regulations. The individual and collective involvement at all levels has made it possible to guarantee, once again this year, the health and safety of employees at the sites and working remotely.

Nineteen of the Group's operational sites were audited by the independent organization Bureau Veritas and obtained the relevant Safe Guard® certification: the objective of this Safeguard label is to obtain an independent assessment of the preventive measures associated with health, safety, and hygiene (actions, processes and procedures, systems and controls) in order to manage the risks associated with the Covid-19 pandemic. This acknowledges individual and collective work at all levels to ensure the health and safety of employees at the sites.

In order to assist and support its employees, the Group has continued to deploy its "People Care" program. The program was adjusted and enhanced to meet the needs of employees working on-site and remotely and led to the implementation of a number of initiatives: listening and support systems in all countries, practical guides and reference sheets for "gradually returning to the site", reconnection sessions within teams, an awareness campaign on disconnecting, promotion of physical activity through health challenges, webinars and workshops led by clinical psychologists, surveys to collect perceptions, analyze trends and identify avenues for progress to continue enriching action plans for the well-being of employees...

Acting Indicator	2020	2021	Change between N and N-1	2025 Goal
Number of initiatives per year contributing to employees' well-being at work	35	31	-13 %	At least 20 initiatives per year

The slight decrease in the number of initiatives comes from the fact that 2020, which marked the start of the Covid-19 crisis associated with many in-country lockdowns, had seen a large number of initiatives put in place at the start of the pandemic.

Training (6)

Faced with this second challenge 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 the company's needs and those of its employees, it enables the company to respond to the demands of internal and external changes, whether they are related to the business lines or technologies, whether they are technical or non-technical, such as leadership, and to support the company's strategy, while maintaining and reinforcing the employability of employees.

The objective is to encourage a culture of performance and development, worldwide as well as locally. Therefore, in 2019, the Group deployed its Learning strategy to enable all employees to keep their skills and knowledge up-to-date, to develop and progress, thus contributing to the strategy and the company's performance. Thanks to the e-learning platform, every employee has the opportunity to learn and share attractive training content on an ongoing basis.

Since 2020, new training events (such as "Learning Week" and "Learning Days") have become an integral part of the year's highlights, offering attractive learning formats based on digital technologies (webinars, e-learning, web conferences, and tutorials). The training efforts may vary from one geographical area to another and despite the fact that the Covid-19 pandemic will

continue to impose significant health constraints in 2021, thus limiting the opportunities for in-person training, the total number of training hours in the restricted scope has nevertheless increased significantly, from 176,668 hours in 2020 to 207,221 hours in 2021, i.e., an average of 27.9 hours per employee which represents an increase of 18% compared to 2020.

The Group thus exceeded the 2025 target in 2021. This performance is due in particular to preparations for the Group's strategic transformation in France. Awareness-raising initiatives on Compliance (as part of the Sapin II law) and Safety have also contributed to this performance in all countries.

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

	2020		2021		2025 Goal
	Total Hours	Average Hrs /employee	Total Hours	Average Hrs /employee	
Europe	81,546	18.1	109,189	25.3	
Americas	23,452	22.3	31,608	30.7	
Greater Asia	18,556	14.4	24,844	20.8	
China	53,114	57.9	41,580	47.1	
Group	176,668	22.8	207,221	27.9	25 hrs per year per employee

Work organization (7)

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

However, common points do exist:

- Most of the Group's industrial sites operate continuously or on several shifts. Shift workers work during the day, at night and on the weekend.
- Internal regulations, specific to each site, regulate shift work as well as other work schedules, while incorporating the mandatory legal and regulatory provisions.

- In addition, the company regularly informs its employees of the main changes in terms of work organization.

As of December 31, 2021 (restricted scope), nearly 42.6% of employees worked shifts, compared with 42.1% in 2020.

Since 2020, during this unprecedented period marked by the Covid-19 crisis, the Group has rapidly adapted its working methods. This unprecedented situation was also an 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. In addition to working remotely, the gradual implementation of "Smart Working" within the Group since 2021 enables employees to work with greater autonomy and flexibility on site or remotely.

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

	2020					2021				
	Total	Day schedule		Shift schedule		Total	Day schedule		Shift schedule	
		Men	Women	Men	Women		Men	Women	Men	Women
Europe	4,498	1,890	1,019	1,547	42	4,320	1,911	1,022	1,350	37
Americas	1,052	332	181	507	32	1,028	316	186	490	36
Greater Asia	1,293	429	89	775	0	1,194	390	84	720	0
China	918	367	184	333	34	882	209	145	463	65
Group	7,761	3,018	1,473	3,162	108	7,424	2,826	1,437	3,023	138

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

	2020					2021				
	Total	Full time		Part time		Total	Full time		Part time	
		Men	Women	Men	Women		Men	Women	Men	Women
Europe	4,498	3,394	809	43	252	4,320	3,217	823	44	236
Americas	1,052	838	213	1	0	1,028	804	222	2	0
Greater Asia	1,293	1,204	89	0	0	1,197	1,111	86	0	0
China	918	700	218	0	0	882	672	210	0	0
Group	7,761	6,136	1,329	44	252	7,427	5,804	1,341	46	236

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 Scope")

	2020					2021				
	Total	Men	Women	Managers	Employ.	Total	Men	Women	Managers	Employ.
Europe	4,651	3,522	1,129	862	3,789	4,477	3,354	1,123	848	3,629
Americas	1,079	848	231	171	908	1,064	817	247	180	884
Greater Asia	1,364	1,251	113	185	1,179	1,305	1,196	109	195	1,110
China	959	731	228	174	785	923	703	220	181	742
Group	8,053	6,352	1,701	1,392	6,661	7,769	6,070	1,699	1,404	6,365

In 2021, the number of permanent employees in the Group Scope was 7,769 (8,053 in 2020). 2021 was characterized in particular by the completion of the closure of the Corby site (United Kingdom) which began in 2020, as well as by the implementation of productivity measures through automation and digitization.

- Number of temporary workers ("Group Scope")

	2020					2021				
	Total	Men	Women	Managers	Employ.	Total	Men	Women	Managers	Employ.
Europe	271	175	96	2	269	322	205	117	3	319
Americas	20	11	9	0	20	25	10	15	0	25
Greater Asia	17	10	7	1	16	13	6	7	5	8
China	0	0	0	0	0	0	0	0	0	0
Group	308	196	112	3	305	360	221	139	8	352

Recruiting

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

In 2021, 335 permanent employees were recruited within the Group.

• Number of new hires ("Group Scope" - permanent employees)

	2020					2021				
	Total	Men		Women		Total	Men		Women	
		Managers	Employ.	Managers	Employ.		Managers	Employ.	Managers	Employ.
Europe	106	9	64	3	30	107	4	56	7	40
Americas	136	5	100	4	27	160	3	118	5	34
Greater Asia	28	3	14	1	10	17	0	9	0	8
China	55	0	46	0	9	51	0	38	1	12
Group	325	17	224	8	76	335	7	221	13	94

In the system for permanently adapting the organization, internal mobility is always favored. In line with the principles defined in its Internal Mobility Charter, the Group encourages each employee to be the "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 Scope" - permanent workforce)

2021							
	Total	Resignations	Lay-offs	Joint agreement	Retirement	Death	Other
Europe	243	69	62	43	59	10	0
Americas	214	115	78	5	15	1	0
Greater Asia	83	64	11	2	3	3	0
China	103	78	8	12	5	-	0
Group	643	326	159	62	82	14	0

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

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 Group and which are suitable to the parties in both the individual as well as collective aspects.

At the Group's French sites, the company engages in dialog with employee representative bodies such as the Social and Economic Committee (CSE) and the Health, Safety and Working Conditions Commission (CSSCT).

In France, social dialog has made it possible to continue assisting the company in the special circumstances of the pandemic through eleven agreements.

Any employee can adhere freely to a union or be a candidate in the professional elections for the staff representative bodies.

Worldwide (restricted scope), 33 agreements were signed in 2021 with social partners in France, Italy, India, Brazil and Spain.

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 Group's growth and customer satisfaction, Diversity and Inclusion contribute to creating a pleasant working environment and are strongly anchored in the local communities in which the Group operates.

In line with its values, and in accordance with its ethics charter, the Group ensures strict equal opportunity among its employees as well as compliance with the principle of equal treatment between them. In order to continue making progress in terms of diversity and inclusion, the Group continued its awareness campaigns in 2021, based this year on e-learning modules, awareness heightening sessions, and testimonials.

Acting Indicator	2020	2021	Change between N and N-1	2025 Goal
Proportion of women in the workforce	21.7%	22.6%	+0.9 pts	25%

Female managers represent 20.4% of the female workforce - compared to 18.5% in 2020 (permanent workforce), a rate that is greater than the percentage for male managers (17.4% male managers out of the permanent male workforce). The Group is continuing to implement its action plan to promote gender diversity. Numerous initiatives have been carried out in the Group, including: the promotion of professional equality between women and men

on International Women's Rights Day, the implementation and quarterly monitoring of a dedicated indicator for professionals (a pilot project for this first year), the promotion of "role models" through sharing testimonials, the feminization of management bodies, mobility and career development. The Women@Roquette network is celebrating its third anniversary this year, continuing to grow with more than 250 members in ten countries.

In 2021, the Group reinforced its initiatives to encourage interaction between generations, through integration programs for new arrivals, apprenticeships, mentoring, awareness raising sessions on the theme of generations, and initial pilot projects on skills transfer. The target of twenty initiatives per year to promote interaction between generations has therefore been exceeded.

Acting Indicator	2020	2021	Change between N and N-1	2025 Goal
Number of initiatives per year to promote intergenerational interaction	25	28	+11%	At least 20 initiatives per year

In terms of disability, the employment rate at all the Group's French sites is 4.34% (excluding subcontractors), which is higher than the national average. In 2020, the Group paid 2 million euros to companies in the adapted, protected and Disabled Independent Workers sector, and continued its support in 2021.

On a daily basis, nearly 25 employees contribute to the initiatives of Mission Handicap at the Group's French sites, focusing on two key areas:

- Communication and awareness: a total of 610 employees took part in the #12 million e-learning module, aimed at raising awareness about disabilities and presenting Mission Handicap France. In the fall, the Group took part in the "Duo Day" during the European Week for the Employment of Disabled Persons in order to allow a person with a disability to spend a day learning about a company and a profession. A disability guide for all employees has also been created and given to new employees hired in France. A more extensive distribution of this guide is planned during 2022.
- Maintaining employment and providing support for professional careers: the Group is particularly concerned with maintaining the employment of employees with disabilities and strives to find and propose solutions for accommodating, adapting, or reclassifying whenever possible. Since June 2020, with the financial support of AGEFIPH, the Group has thus contributed to setting up 24 remote working stations for employees who have been recognized as disabled workers in France. Several workstation adjustments have also been made for employees in the industrial sector.

In 2022, the company wishes to affirm its commitment in terms of disabilities by signing its first company-wide agreement.

The Group is thus continuing its commitments in terms of diversity and inclusion through ongoing work at all its sites, involving all the company's players and its stakeholders to create a positive and attractive workplace for everyone.

Activities with local communities (8)

For this fourth CSR challenge in the Acting pillar, the 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 facilities. Each year, the company agrees to work with local populations and communities, with the objective of supporting at least 40 projects or initiatives related to nutrition, health, and the environment, and more marginally to initiatives related to local needs.

In 2021, this guideline was updated with two new categories on emergency assistance and on the topic of "Education" in general.

Acting Indicator	2020	2021	Change between N and N-1	2025 Goal
Projects or initiatives with local communities	70	62	-13%	At least 40 initiatives per year

The slight decrease compared to 2020 is due to the health situation and the fact that there were almost no initiatives concerning donations of masks or hydro-alcoholic gel in 2021.

As an example for 2021, in France, the company launched a *Health challenge* from September to December, where points are earned for each sports activity done. In the end, these points were transformed into a financial donation (12,000 euros) for student associations in difficulty as a result of the Covid-19 crisis and for associations working for people with disabilities.

Roquette Foundation for Health

The Roquette Foundation for Health, created in November 2017 under the aegis of the Fondation de France, has supported twenty-two different projects since its creation, including six internationally. Nearly 2 million euros have thus been distributed.

It relies on three fundamental principles when choosing its projects: believing in progress, sharing knowledge, and changing behavior. These three strategic areas guide all of the Foundation's actions and support.

As an example of support, this year the Foundation chose to become a partner of the ANCA Chair, a partnership chair at Agroparitech that promotes healthy, sustainable food for everyone, especially for young people ages 18 to 35.

In addition, the Foundation launched a new internal initiative called "Act & Help". This initiative has enabled five associations supported closely by the Group employees (in France, India, Lithuania, and Spain) to receive a "grant" of 5,000 euros for a project concerning "feeding the most vulnerable". This initiative will be repeated every year.

3. BIOREFINING

The Group's environmental policy aims to prevent pollution and reduce the environmental impact of its activities. 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 challenges 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). In 2021, ten sites are ISO 14001 certified (three sites in India, three sites in China, one site in Italy, one site in Spain, one site in Lithuania and one site in France). The environmental information presented below is calculated using established methodologies (see Chapter 3 - Environmental Scope), each defining indicators, calculation or measurement methods, and the units used.

The environmental data collection software, introduced in 2019 by the *Global Environment* function and integrated with SAP, enables environmental data to be collected and consolidated for all relevant sites. In 2021, the four Sethness-Roquette sites and the Crest site were included in the 2020 reporting.

The Group devotes a substantial amount of resources and investment for preventing environmental risks and pollution. In 2021, several million euros were invested in various initiatives, such as increasing the capacity of the Lestrem wastewater treatment plant, collecting dust and treating runoff water in Lithuania, and treating odors in China.

In addition, in order to raise awareness about climate change among employees and management, *Fresque du climat* workshops were set up for the R&D teams (October 2021) and the Executive Committee (December 2021). This collaborative approach where participants collectively build a mural summarizing the main mechanisms of climate change as explained in the IPCC reports, will be extended in 2022.

Preservation of water resources (9)

For the first CSR challenge 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 pollution at the source to reduce wastewater treatment circuits.
- Recycling water without reducing the quality or changing the characteristics of the finished products (for example, the Viramgam site, which has implemented zero discharge technology at its site since 2020, has recycled 100% of the water used).

In 2021, water pumping (rivers, groundwater and urban network combined) is about 46.3 million m³ compared to 46.9 million m³ in 2020. This reduction is partly due to the commissioning of the effluent recycling system at Viramgam, but also to the closure of the Corby site. 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 facilities are equipped with an effluent methanization unit before biological treatment, which makes it possible to combine purification treatment with biogas production.

In 2021, the significant events are the increase in the capacity of the Lestrem treatment plant and the commissioning of a reed basin to treat stormwater at the Panevezys site in Lithuania. The publication of a Group directive on water management in 2021 will also help structure the water consumption reduction process.

Consumption performance indicators

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

The performance indicator, revised in 2020, corresponds to the total fresh water consumption in relation to the tonnage of plant-based raw materials. It is more representative of actual consumption.

Biorefining Indicators	2020	2021	Change between N and N-1	2025 Goal
Number of m ³ of fresh water/ton of plant-based raw materials	6.96 m ³ /t	6.64 m ³ /t	-4.8 %	5% reduction from 2019 (2019 value = 6.96 m ³ /t)

This decrease is significant because in parallel with this new indicator implemented in 2020, a management plan was implemented in 2021 in order to achieve the reduction goal.

Energy efficiency (10)

The Group agrees to optimize its energy consumption by installing optimized energy solutions for this second CSR challenge in the Biorefining pillar. Nine production sites are ISO 50,001 certified (Nanning and Lianyungang in China, Beinheim, Vic, Vecquemont and Lestrem in France, Benifaio in Spain, Cassano in Italy, and Panevezys in Lithuania).

The Group is diversifying its energy sources by favoring renewable energies such as geothermal energy, biomass (wood, rice straw, etc.), and biogas which make it possible to combat climate change.

The two largest energy consumptions of the Group come from electricity and natural gas.

In 2021, the Group's total electricity consumption (imported and generated) is 2,534 GWh compared to 2,381 GWh in 2020 (the increase is due to the fact that 2020 was not a normal production year due to the Covid-19 pandemic). In 2021, the Vic-sur-Aisne and Panevezys sites were supplied with electricity having *Guarantees of Renewable Origin* certificates.

Natural gas consumption was approximately 7,333 GWh in 2021 compared to 6,482 GWh in 2020, as the Keokuk site used more gas instead of coal.

Energy performance indicators

In 2021, the Group decided to challenge the energy performance of these workshops as well as their CO₂ emissions. The *utilities* part (electricity and steam production) is already covered by the avoided CO₂ indicator.

To meet this objective, a new indicator called "Carbon Performance Indicator" (KENI project) was introduced in 2021. It replaced the energy performance indicator previously used. It is built on the same principle. It compares, workshop by workshop, the quantity of CO₂ emitted with a so-called reference quantity of CO₂. The reference is based on the performance of the reference year (2019) and the production of the workshop. Consolidations by site, country, region and for the Group are based on weighted averages of quantities emitted.

In order to better monitor this relevant indicator, the Group has developed software for calculating the indicator, enabling it to directly collect the energy consumption data entered in the ERP (Enterprise Resource Planning) and the production data used by the financial teams. This makes for a more dynamic calculation, an indicator calculated monthly and a possible workshop by workshop monitoring in terms of CO₂ emissions and energy consumption.

Finally, to allow monitoring at each level of the company, the results are available to everyone via an online sharing tool.

The energies taken into account cover all the energies used by the process: electricity, steam, natural gas, etc.

Biorefining Indicators	2020	2021	Change between N and N-1	2025 Goal
Europe	0.994	0.981		
Americas	1.056	1.012		
Greater Asia	0.994	0.972		
China	0.982	0.930		
Group	1.005	0.982	-1.8%	5% reduction compared to 2020

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 where actions will contribute to improving the company's environmental footprint and adapting its activities accordingly. The Group agrees to reduce its environmental impact by continuing to implement solutions that are most suited to the local conditions 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 challenge of the Biorefining pillar.

For example, in 2021, the Lestrem site operated a new mechanical steam recompression on one of its workshops and the Panevezys site made energy efficiency investments on its dryers.

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

The highlight of 2021 is the full commissioning of the electricity production of the Group's specific entity in China (PHC) connected to the grid. This has resulted in an increase in Scope 1 CO₂ emissions. On the other hand, the Keokuk site in the US used more gas instead of coal, which had a favorable effect on Scope 1 emissions.

Compared to the DPEF 2020, these emissions are now expressed in relation to tons of plant-based raw materials to be consistent with the indicator on water consumption. In 2021, the CO₂ emissions of the Sethness-Roquette and Crest sites were integrated to take into account all the emissions of the production sites.

CO ₂ emissions	2020	2021	Change between N and N-1
Scope 1 teq CO ₂ /kt of plant-based raw materials	313	285	-9 %
Scope 2 teq CO ₂ /kt of plant-based raw materials	79	79	0%

Performance indicators on avoided CO₂ emissions annually

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

Biorefining Indicators	2020	2021	Change between N and N-1	2025 Goal
Europe	555,477	574,154		
Americas	75,606	40,493		
Greater Asia	205,900	254,397		
China	23,304	26,413		
Group	860,287	895,457	4%	1,000,000 teq CO₂ avoided

This year's slight increase in avoided CO₂ is primarily due to a general increase in plant throughput, which is reflected in the sources of avoided CO₂. (More biofuel consumed, broader use of tools such as MVR (Mechanical Vapor Recompression) or cogeneration...).

Food waste*

The Group's activity is to process all of the plants' constituents 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-based raw materials (wheat, corn, potatoes, and peas) for 2021 is approximately 6.9 million tons. This is up by approximately 3.3% which can be explained by the impact of the recovery from the pandemic in 2020.

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 challenge 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. In Italy, the X-Farm project makes it possible to collaborate with several farms and to set up sensors in the field and a digital app that guarantees full traceability. This app also helps farmers to grow Waxy corn in a more efficient, sustainable manner (including calculating CO₂ emissions). This is a continuous improvement approach that was agreed upon with local farmers.

Based on the results of 2019, 2020 and 2021, the 20% target for 2025 is no longer relevant. The subject still needs to mature and be thought through in order to set an ambitious goal for the future.

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).

Sourcing Indicator	2020	2021	Change between N and N-1
% of “sustainable” raw materials	37.4%	37.1%	-0.3 pt

The stagnation of this Sourcing KPI in 2021 can be explained by the loss of the Corby volumes (90 / 95% certified “sustainable”) which were not fully compensated by a significantly higher consumption in 2020, as well as by a lower than anticipated ramp-up of volumes in Canada.

Supplier selection (13)

The Group's Supplier Code of Conduct is shared with all suppliers. At the beginning of 2020, a new version was sent to suppliers and put online on the website. In order to meet this second challenge 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 purchasing expenditure), a qualification campaign is conducted which systematically includes their signing the Code of Conduct. In 2021, the suppliers all signed the Code of Conduct and were all qualified.

In 2021, the company continued to roll out its supplier qualification tool (Ariba supplier performance life cycle) which enables it to monitor supplier risks in a consistent, responsible manner (particularly in relation to human rights (see Group directive DGPG005)). The roll-out plan, which began in 2020, is scheduled to last three years for the majority of the Group's international operations.

Environmental and human rights in the value chain (14)

Respect for human rights and the environment is a priority for the Group. For this third CSR challenge in the Sourcing pillar, these two themes are thus 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 Group, in particular those of Food, Nutrition and Health, are part of the circular economy. Industrial sites, as ecosystems integrated in the heart of the territories, are an illustration of the bioeconomy strategy, as they make it possible for optimal use to be made of farming plant-based resources and are a source of growth and therefore of jobs.

The Group specifically focuses on three key factors of the circular economy: material effectiveness, economic and industrial efficiency, and contributing to the local ecosystem:

- Material effectiveness, since all of the Group's plant-based raw materials are almost entirely processed. Thus, for the corn sector, the starch extracted from the plant is valorized so it can be made available to the Nutrition and Health or Industrial markets, while the other components of the plant are directed towards other markets, such as Animal Nutrition.
- The economic and industrial efficiency, as at the sites of Lestrem, Beinheim, 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, thus generating an economy for the whole sector. For example, in 2021, at the Benifaio site, the effluent treatment sludge from the corn processing was spread and used as fertilizer by the farmers in the grain fields and almond trees. They provide nutrients to the crop, improve the quality of the farming soil, and are more economical for the farmer.

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.