

**2025**  
Activity  
Report

Better.  
**Stronger.**



**ROQUETTE**

*Offering the best of nature™*

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For nearly a century, Roquette has drawn inspiration from natural sources, guiding its efforts to develop solutions that create positive, tangible impacts on people's lives.

Our ingredients and excipients play a vital, though often unseen, role across numerous industries, ensuring reliability and quality in products that touch daily life.

This legacy of excellence, shaped over generations, reflects our ongoing commitment to progress and addressing evolving global needs.

Our achievements are made possible by our skilled and passionate teams, who drive innovation and contribute meaningfully on a global scale. Through collaboration with customers and partners, we pursue our shared goal of supporting better, healthier, and more fulfilling lives.

At Roquette, we are united by our purpose:

Together, we turn the  
potential of nature  
into the essentials of life.●



Édouard  
Roquette  
Chairman of the Board

Thierry  
Fournier  
CEO

## What do you see as the defining strength of Roquette's trajectory?

**Édouard Roquette:** I deeply believe that our greatest strength since our founding in 1933 has always been our ability to combine a long-term vision with a strong sense of responsibility. This perspective has guided the way we invest, innovate, and support our stakeholders.

**Thierry Fournier:** And while we remain a family-owned company, our governance is fully aligned with international best practices. Our Board of Directors balances family members and independent directors, ensuring rigorous oversight. Coupled with **a management structure focused on efficiency and accountability**, this blend of entrepreneurial spirit and robust governance allows Roquette to stay true to its roots while evolving in a rapidly shifting world.

# A Story of Renewal and Growth.

## What were the key milestones enabling Roquette's transformation?

**TF:** Roquette's leadership is the result of decades of strategic decisions grounded in vision and long-term commitment. From the beginning, Roquette built a fully integrated production model that optimizes every component of our raw materials to develop products that are essential for life. This approach provides the stability and scale necessary to grow sustainably and internationally.

**ER:** A major turning point came in the 1970s when Roquette entered the pharma market. It was a bold move at the time, but it set the

stage for future leadership in high-value pharmaceutical applications. More recently, the Group accelerated its pharma ambition. The acquisitions of Qualicaps in 2023 and of IFF Pharma Solutions in 2025 were true game changers, **opening new markets, technologies, and expertise.**

**TF:** Alongside these steps in pharma, we kept investing across the rest of our portfolio and to shape Roquette into the global leader it is today, while preparing for the next chapters of our transformation.





## What did the acquisition of IFF Pharma Solutions change for the Group?

**TF:** Completing the acquisition in May was a remarkable achievement and in fact the largest in our history. While Roquette is not a pharmaceutical company in the traditional sense, we are a key partner to the industry, providing essential solutions that enable the efficient delivery of drugs and medicines to patients worldwide. With this strategic acquisition, **we have created a Pharma Champion**, positioning Roquette as the global reference in innovative pharmaceutical and healthcare solutions that tackle the most complex challenges in drug delivery and patient care.

Our aim was to build a balanced Group, anchored by two robust pillars: Health and Nutrition. With this acquisition, we took a decisive step toward realizing that aim. This strategic direction is at the heart of our future growth, enhancing our strength and resilience for the years and decades ahead. Roquette now boasts a well-diversified, global portfolio serving the rapidly expanding health and nutrition markets.

**ER:** While maintaining a strong focus on its legacy business, which has driven Roquette to where it is today, the Group has expanded its strategy to include fast-growing health markets. This approach has allowed Roquette to build two distinct yet complementary business pillars, ensuring resilience in a dynamic market.

## How has innovation contributed to Roquette's growth?

**TF:** Innovation is deeply embedded in our identity. We have long developed plant-based ingredients to improve people's lives, as well as pharmaceutical excipients that help heal patients. Our teams constantly push scientific



and technological boundaries, and that is what keeps us competitive.

**ER:** As an example, if today, most chewing gums are sugar free, it is for a large part thanks to Roquette's pioneering innovation in sugar-free confectionery products through its maltitol powder technology. Similarly, in the pharma space, the company's patented mannitol and maltitol excipients are found in a large range of tablets delivering over-the-counter and prescription drugs to treat patients.

## How does sustainability shape your business strategy?

**TF:** Our sustainability commitments are at the heart of our strategy because they reflect who we are as a company and shape how we want to grow. This dedication is embedded in our sustainability program, **life+nature**, which sets our ambitions for positive impact. As a global leader in plant-based ingredients, our future depends on the long-term health of natural resources, the resilience of our ecosystems, and the well-being of the communities

we serve. In fact, 25% of our business is already supported by our sustainability-related initiatives.

**ER:** Roquette's sustainability commitments ensure that the Group's growth is resilient, agile, and seeks to respond to societal challenges. They guide efforts to reduce Roquette's environmental footprint, improve energy efficiency, and source raw materials in ways that protect biodiversity. At the same time, they drive innovation: many of the most promising opportunities come from developing solutions that are healthier for people and better for the planet. Sustainability is therefore not a separate goal; it's embedded in every strategic choice the company makes.

### How does Shift & Lead lay the foundation for Roquette's long-term growth?

**TF:** When I arrived in mid-2025, it was clear that we needed to respond to challenging market conditions while leveraging Roquette's strengthened product portfolio, expanded customer base, and broader global footprint. Shift & Lead, our comprehensive company plan, is our answer. It is designed to reinforce our competitiveness, strengthen our market position, and build long-term value creation for all our stakeholders.

Shift & Lead represents Roquette's commitment to bold action and strategic transformation. As a unified company inspired by our renewed purpose – **Together, we turn the potential of nature into the essentials of life** – we are aligning all our actions to make meaningful impact. Our ambition is clear: within five years, Roquette will be the global leader in sustainable plant-based solutions, through superior innovation and client partnerships that shape the future of nutrition, health, and bioindustry.

Crucially, achieving our ambition will require us to make strong strategic choices, balancing short-term value creation with accelerated

long-term growth, especially in expanding segments. Incremental steps are no longer enough; Shift & Lead is a bold transformation agenda that secures Roquette's leading position for years to come.

**ER:** Shift & Lead starts from a simple idea: deliver value quickly while preparing for accelerated growth. Our strategy is grounded in the strengths that make Roquette unique – strong partnerships with global leaders, a track record of innovation, and deep expertise in technology, manufacturing, and applications.

What inspires us is the opportunity to live our purpose at every level of the company. It's about challenging ourselves to think differently, push boundaries, and collaborate in new ways with customers and partners. This shared sense of responsibility propels us to create solutions that have lasting value for everyone.

Roquette has very strong foundations and will continue to build on these to ensure that the company continues to grow and delivers value for all stakeholders going forward.

Édouard  
Roquette  
Chairman of the Board

Thierry  
Fournier  
Chief Executive Officer



# Responding to Customer and Consumer Needs ●

In 2025, Roquette continued to strengthen its long-standing position as a global B2B leader, built on decades of commitment to quality, innovation, and reliability. Across its two Business Units – Nutrition & Bioindustry and Health & Pharma Solutions – Roquette reinforces its role as a trusted partner, delivering plant-based ingredient solutions that meet the evolving needs of customers and markets around the world.

## NUTRITION & BIOINDUSTRY

Leveraging an integrated production model that optimizes the valorization of corn, wheat, potato, and pea, the Nutrition & Bioindustry Business Unit delivers reliable, high-quality solutions to the food, animal nutrition, and industrial markets.

### FOOD & NUTRITION

The food and nutrition market covers a broad range of applications, including bakery and snacks, confectionery, specialized nutrition, beverages, savory products, dairy applications and plant-based alternatives.

Within these applications, Roquette supplies ingredients providing both nutrition and functionality, such as fiber enrichment and protein fortification, sugar reduction, and texturizing solutions.

### ANIMAL NUTRITION

Animal nutrition applications primarily relate to the valorization of co-products generated at early stages of the integrated processing model. These products are used in pet food, aqua feed and livestock feed applications and typically consist of protein-rich, fiber-rich or starch-based streams derived from cereal and pea processing.

### BIOINDUSTRY

The bioindustry market includes applications in agriscience, fermentation, biofuels, paper and board, performance materials and industrial biotechnology.

“Our aim is to be the preferred global supplier of plant-based ingredients, committed to providing innovative solutions for a tastier, healthier and more sustainable lifestyle.”



**Pascal Leroy**  
Senior Vice President  
of the Roquette Group,  
CEO of the Nutrition & Bioindustry  
Business Unit



## ROQUETTE AT A GLANCE

**92**

years of industrial and operational excellence

**11,000+**

employees worldwide

**40+**

manufacturing sites

**150+**

country destinations

**20+**

R&D labs and innovation centers

**5,000+**

longstanding customer relationships

**€4.9 bn**

turnover in 2025

**1**

family for a stable governance

### HEALTH & PHARMA SOLUTIONS

Roquette is a global leader in pharmaceutical excipients for oral dosage forms. Over recent years, Roquette has strengthened its role as a key partner to major pharmaceutical companies by combining its established excipient expertise with the expanded capabilities gained through recent acquisitions. The Health & Pharma Solutions Business Unit provides a wide range of solutions for the pharma, consumer healthcare, and cosmetics markets.

“We are committed to enabling our customers’ growth as their most reliable supplier and trusted technology partner in the healthcare space.”



**Angela Strzelecki**  
Senior Vice President of the Roquette Group, CEO of the Health & Pharma Solutions Business Unit

### PHARMA AND CONSUMER HEALTHCARE

Roquette provides innovative drug-delivery solutions and active pharmaceutical ingredients, backed by world-class technical and formulation expertise for both the pharma and healthcare markets.

#### PHARMA

Roquette provides solutions for a range of applications including oral dosage, injectables, dialysis, and biopharma.

#### CONSUMER HEALTHCARE

Healthcare applications primarily relate to nutraceuticals, dietary supplements, and over-the-counter (OTC) products.

### COSMETICS

Roquette's solutions are designed for a wide range of applications, including skin care, hair care, oral care, makeup, and toiletries for a better overall user experience.



# A Worldwide Presence ●

## AMERICAS

### CANADA

Portage la Prairie, MB  
Windsor, ON

### UNITED STATES

Clinton, IA  
Geneva, IL  
Gurnee, IL

Institute, WV  
Keokuk, IA  
Lower Gwynedd Township, PA  
Midland, MI  
Newark, DE  
Plaquemine, LA  
Whitsett, NC  
Wilmington, DE

### BRAZIL

Anápolis, GO  
Itapeví, SP  
São Paulo, SP

- Production site
- R&D, innovation and production
- R&D and innovation

Headquartered in France, Roquette combines a robust global industrial presence with strong R&D and innovation capabilities, all reinforced by a comprehensive international commercial network.

# EUROPE

## FRANCE

Beinheim  
Lestrem  
Merville  
Saint-Denis  
Vecquemont  
Vic-sur-Aisne

## ICELAND

Reykhólar

## IRELAND

Cork

## GERMANY

Bomlitz  
Stade

## ITALY

Cassano

## LITHUANIA

Panevėžys

## NORWAY

Haugesund  
Sandvika

## ROMANIA

Bucharest  
Cornu  
Odorheiu Secuiesc

## SPAIN

Benifaió  
Madrid

## THE NETHERLANDS

Horst

# ASIA

## CHINA

Lianyungang  
Nanning  
Shanghai  
Wuhan

## INDIA

Ahmedabad  
Gokak  
Hyderabad  
Mumbai  
Nellore  
Pantnagar  
Viramgam

## JAPAN

Nara  
Tokyo

## SINGAPORE

# OCEANIA

## AUSTRALIA

King Island, TAS

Shaping the  
Future of  
**Nutrition,  
Health and  
Bioindustry.**





Roquette's ambition is to be the global leader in sustainable plant-based solutions through superior innovation and client partnerships that shape the future of nutrition, health and bioindustry.

## A Global Leader

Roquette puts its customers and consumers at the heart of its actions and decisions.

**14**

## Solid Foundations

Roquette is dedicated to fostering a culture of transparency, continuous improvement, and excellence.

**18**

## Impactful Innovation

Roquette draws on its purpose to fuel innovation, shaping the future of nutrition, health and bioindustry.

**24**

# Partnering to Provide the Essentials of Life.

As a global leader, Roquette puts its customers and markets at the heart of its actions and decisions, aiming to consistently meet and exceed the expectations of its customers, partners, and stakeholders.

**R**oquette's Business Units – Nutrition & Bioindustry and Health & Pharma Solutions – are designed to effectively serve their respective markets. The six main markets each have a clear mission that underpins Roquette's purpose and explains how to carry it out in the following ways. Together, these market-oriented missions translate Roquette's ambition into concrete

action. By innovating and partnering with customers across diverse sectors, Roquette not only addresses specific needs but also drives the global shift toward sustainable, plant-based solutions. Each mission supports how Roquette is shaping the future of nutrition, health, and bioindustry – ensuring it delivers leadership, sustainability, and superior value for its customers and the planet every day.



## Food & Nutrition

We develop best-in-class solutions to create a new era of nutritious and healthier food experiences.



## Pharma

We advance healthcare by providing innovative drug-delivery solutions and active pharmaceutical ingredients to enhance patients' quality of life.



## Animal Nutrition

We provide high-quality ingredients to ensure optimal nutrition for pets and livestock.



## Consumer Healthcare

We tailor comprehensive health solutions, accelerating consumer-centric innovation for everyday well-being.



## Bioindustry

We design functional and renewable solutions to enable the sustainable transformation of bioindustry.



## Cosmetics

We deliver high-performance, sustainable ingredients to create sensory-rich solutions for all cosmetics products.



### ACQUISITION OF IFF PHARMA SOLUTIONS

The successful completion of acquiring IFF Pharma Solutions in May 2025 was a strategic milestone, marking a significant step forward in Roquette's ambition to become a leader in support of global pharma markets and strengthen its position as a key player in the health industry. Integrating IFF Pharma Solutions' expertise and innovative product portfolio enhances Roquette's ability to **deliver high-value drug delivery solutions** to pharmaceutical customers worldwide and provide cutting-edge solutions that meet evolving industry needs.



### EXPANDED PRODUCT PORTFOLIO

With the acquisition of IFF Pharma Solutions, Roquette's raw materials and product portfolio expanded to include **alginates and seaweed-based products, more cellulosic options, and a controlled release platform of polymers** for pharmaceutical formulations that benefit patients. At health and pharma industry events in 2025, our teams presented our newly combined portfolio with our innovative plant-based offerings, capsule solutions, and expanded range of products.

### AGRISCIENCE SOLUTIONS FOR SUSTAINABLE FARMING

In 2025, Roquette expanded and renamed its plant care activity, now known as Agriscience. By combining our plant-based expertise with new innovative cellulosic and seaweed-based products, the Agriscience team works to **shape the future of crop performance** across fertilizer, biostimulation, biocontrol, and seed treatment applications. This comprehensive offer for crop care and bio-agriculture supports sustainable farming practices as part of our partnership-driven philosophy to create lasting solutions that foster healthier crops.



**45 billion**

modified release tablets produced each year contain a Roquette excipient

**~ 1 out of 5**

sugar-reduced nutritional bars contain a Roquette ingredient

**30**

plant-based ingredients designed exclusively for the cosmetics market

**~2 out of 3**

European pet food formulations contain a Roquette ingredient

## A GLOBAL LEADER



## Supporting Customers with **High-Quality Research and Development.**

**4,000+**

granted patents or pending patent applications to protect Roquette's innovations

**~2 out of 3**

chewing gums contain a Roquette ingredient

**~ 1 out of 2**

oral dosage forms contain two or more Roquette excipients

**T**hrough R&D labs and innovation centers worldwide, Roquette fosters innovation and accelerates the go-to-market of new products often in collaboration with its customers. Our deeply customer-oriented approach ensures close cooperation to continuously **create the products, processes, and solutions customers need**, wherever they are located, while upholding the highest standards of quality. In 2025, we opened new facilities to support ongoing innovation in Asia, the Americas, and Europe.

By strengthening its global footprint with cutting-edge facilities for innovation and research and development, Roquette demonstrates its ongoing commitment to customer collaboration and leadership in plant-based ingredients and sustainable solutions for a wide range of applications in diverse markets.



CHINA



USA



BRAZIL

**CHINA**

**Roquette Beauté Expertise Center**

The Roquette Beauté Expertise Center in Shanghai, China, opened in February 2025. This state-of-the-art center is equipped with an advanced application lab and a comprehensive testing center, and it serves as a hub for co-creation and partnership opportunities within the Chinese cosmetics market.

**USA**

**Customer Technical Services Application Lab**

Opened in September 2025, our new lab in Geneva, Illinois, USA, for agriscience applications complements our capabilities in Europe, providing local hands-on technical support. The lab fosters customer collaboration and leverages research capabilities to conduct plant trials and seed treatment formulation, enabling precise product evaluation and accelerated development of solution-oriented applications.

**BRAZIL**

**Pharmaceutical Innovation Center**

In October 2025, we opened our new Pharmaceutical Innovation Center in São Paulo, Brazil, establishing a regional hub for Latin America and reinforcing our role as a partner in developing life-saving drug delivery solutions. The center enables scientific experts with advanced tools and technologies to deliver tailored solutions to customers. In collaboration with the Northeast Center for Strategic Technologies, Roquette supports the Futuras Cientistas program to empower young women to pursue careers in science and technology. Our scientists will mentor participants and offer job-shadowing opportunities at the new laboratory, as part of our local team's investment in the next generation.

**GERMANY**

**Pilot Plant and Labs**

For our Bomlitz site in Germany, we made significant investments in 2025 to expand and enhance R&D capabilities in the labs and for the pilot plant to further support customer innovations in the pharmaceutical, food and industrial markets.

# Excellence at the Heart of Everything.

Responsible and sustainable practices are foundational to Roquette. Implementing the highest standards of ethics, compliance, and quality across our organization and operations, we are dedicated to fostering a culture of accountability, transparency, continuous improvement, and excellence. These strong commitments shape our actions today and drive our vision for a better, more sustainable future.

**S**ustainability is embedded in our approach. With our customers and partners, we continuously enhance the way we source, produce, and grow – with a focus on reducing emissions, preserving biodiversity, and empowering our people to create lasting, positive changes. Our sustainability program, **life+nature**, is built around three engagement platforms with ambitious goals for 2030:

The image shows three stacked blue rectangular boxes, each containing a white icon and text. The top box has a square icon with a circle inside and the text 'PRESERVE the planet'. The middle box has a double arrow icon pointing right and the text 'INVENT for the future'. The bottom box has a house-like icon with a circle inside and the text 'CARE for people'.

**-19% in 2025 vs.  
-25% for 2030 target**  
reduction of direct emissions

**PRESERVE the planet** targets reducing the company's environmental footprint and aims at contributing to the regeneration of nature. For example, by 2030, Roquette has committed to reducing its CO<sub>2</sub> emissions by 25%, for both scope 1 and scope 2.

**INVENT for the future** aims at delivering solutions that add value to consumers, but also to society and the planet. Eco-design, a process that rigorously balances those dimensions, will power 100% of Roquette's innovation projects by 2030.

**CARE for people** embodies a hallmark of the company's culture. Roquette aims for an accident-free workplace, with the safety of everyone as a priority. Overall, Roquette wants to make a positive impact on the lives of people: its employees, its customers, the communities where it operates and, at large, all its stakeholders.



# Decarbonization Progress

At our Haugesund site in Norway, our new seawater-based heat pump system successfully entered operation in 2025, marking a step forward in our decarbonization journey while **supporting reliable and sustainable industrial operations**. The installation consists of two 900 kW heat pump units that supply both hot and chilled water to meet the site's process requirements. By replacing the natural gas previously used to heat process water, the project will deliver significant environmental benefits, saving about 2,800 tCO<sub>2</sub>eq per year.

“This project delivers a win-win-win for climate, cost, and capability. By adopting the heat pump solution, we reduce CO<sub>2</sub> emissions, improve efficiency and cost, and enhance the robustness of our production processes – showing that sustainability and competitiveness go hand in hand.”



Tore Førland  
Plant Manager at Haugesund

## ISO 14001 CERTIFICATION

Through our sustainability program and PRESERVE the planet, the platform dedicated to climate transition, we are committed to ensuring that 100% of our production sites\* **operate under an environmental management system** capable of achieving ISO 14001 certification by 2030.

## IN 2025

- 73% of our sites are certified
- ~75% of our plants in Europe
- 100% of our facilities in France

\*Excluding sites that have a very limited environmental impact



## ECOVADIS GOLD MEDAL AND CDP B SCORES

Roquette retained the EcoVadis Gold Medal for the second consecutive year, **scoring 84/100 and ranking in the top 5% of over 150,000 companies worldwide** – a 29-point gain since launching our life+nature sustainability program in 2023. This distinction underscores our progress in environmental impact, human resources management, business ethics, and social responsibility. Additionally, our CDP score of B for both Climate and Water improved in 2025, acknowledging notable and continuous progress in our climate transition roadmap, environmental transparency and stewardship.

## MVR TECHNOLOGY FOR ENERGY EFFICIENCY

We prioritize reducing CO<sub>2</sub> emissions and conserving water by adopting mechanical vapor recompression (MVR) technology, which **recovers and reuses water vapor** to maximize energy efficiency. At our Lestrem production site in France, two MVR-equipped evaporators were installed to deliver annual savings on emissions and water, as another step forward in sustainability. MVR is a proven technology deployed at several of our plants, including sites in France, Italy, Spain, Lithuania, China, and the USA.



## SOLID FOUNDATIONS



### WATER MANAGEMENT

Reflecting our engagement with local communities, our site in Beinheim, France, signed a “Water and Climate” industrial contract with local authorities and the Water Agency in 2025. The new agreement aims to reduce the site’s water withdrawals, increase water reuse in operations, and enhance agricultural practices through improved partner communications and collaboration.

**-20%**

is our global target for reducing water withdrawals in absolute by 2030

## Engaging Our Stakeholders

“In 2025, Novamont further strengthened its responsible sourcing strategy by integrating ISCC-certified renewable raw materials supplied by Roquette, reinforcing its long-term sustainability objectives and partnerships aligned with its environmental values.”

Marco Pecchiari

Ecology of Product and Environmental Communication Director at Novamont, a key bioindustry customer, describes how Roquette engages its stakeholders and ecosystem to achieve its sustainability goals.



### ECO-DESIGN FOR INNOVATION

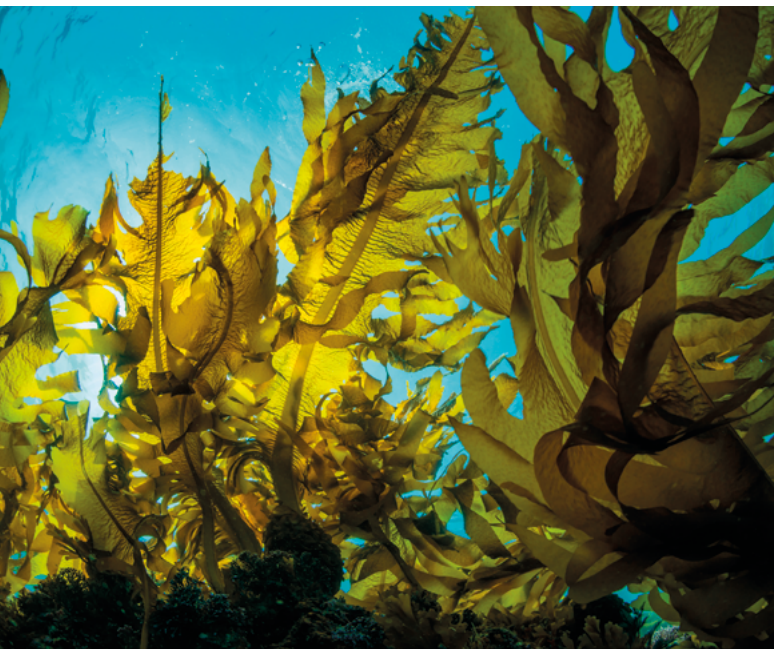
Through our INVENT for the future sustainability platform, we will train over 500 experts in eco-design by 2030, building collective expertise. This will ensure that 100% of our innovation projects are powered by eco-design principles to minimize our products’ environmental impacts throughout their life cycle while also providing improved benefits for consumers. To **embed eco-design into our product development processes**, we launched a degree-granting training program in 2025 in partnership with Mines Paris – PSL, an educational institution, and Gingko 21, a consultancy specializing in eco-design. Since 2025, more than 120 participants have graduated or received training. We have implemented a dedicated methodology within our innovation teams, supported by a new Life Cycle Assessment (LCA) tool. Since then, the first set of innovation projects powered by eco-design principles have been developed. These achievements continue to drive our sustainable journey forward to offer solutions that respond to customer demands and evolving consumer expectations.

**11% in 2025 vs. 100% for 2030 target**

innovation projects powered by eco-design

## REGENERATIVE AGRICULTURE PARTNERSHIP

Roquette and Novo Nordisk, a global healthcare company, are partners to advance regenerative agriculture in connection with the TRANSITIONS program created by VIVESCIA. This initiative supports 420 farmers in Northeast France in **transitioning to regenerative practices** across soil, climate, and biodiversity indicators. The coalition provides farmers with technical support, training and financial incentives needed for the transition. In its partnership with Roquette, Novo Nordisk is sustainably sourcing wheat, with full traceability from farm to production, as part of its pioneering approach to embed regenerative practices in its supply chain at the raw material level.



## SUSTAINABLE SEAWEED HARVESTING

We now support the actions of the Bellona Foundation in Norway for its NoMaRe program aimed at preserving seaweed in the North Sea. NoMaRe is a collaborative platform designed to raise public awareness about the restoration of the Norwegian marine environment and specifically how to **restore kelp forests** in areas invaded by sea urchins. Additionally, an established partnership and protocol with the New England Aquarium's Anderson Cabot Center for Ocean Life (ACCOL) assesses seaweed harvesting sustainability for our sites in Norway, Tasmania, and Iceland.



## RESTORING A RIVER ECOSYSTEM

Our Benifaió site in Spain has collaborated with the Limne Foundation to restore and conserve the Tramusser Ravine, a vital river ecosystem. The initiative tackles invasive species and urban runoff by focusing on restoring native flora, removing waste, and promoting community stewardship through education and volunteering. Aligned with the European Green Deal and the EU Biodiversity Strategy, this project aims to **preserve local biodiversity and promote community involvement** in managing natural resources, while advancing sustainability and the conservation of Mediterranean habitats.

**130 in 2025,**  
**including 14 focused on biodiversity,**  
**vs. 100 per year for**  
**2030 target**  
**number of local community initiatives**

# SOLID FOUNDATIONS

## PHILANTHROPY PROGRAM

Our Philanthropy Program is built on four main pillars:

- The Roquette Foundation for Health supports ambitious projects for healthier nutrition in France, India, and Brazil.
- The Roquette Presidency's sponsorship works for education and solidarity, particularly in Northern France.
- Local community initiatives support communities near our sites.
- A global volunteer community program engages our employees around meaningful actions.



Our collective commitment enables us to **make an impact on health, nutrition, environmental protection, education, and disaster relief** – always in a spirit of responsibility and solidarity.



## ENSURING SUSTAINABLE AGRICULTURAL SYSTEMS

Since its creation, the Roquette Foundation for Health has focused on three key areas:

- facilitating access to healthy and sustainable food;
- improving knowledge on the links between food and health;
- promoting sustainable eating habits that are beneficial to health.

In the face of climate and food challenges, the Foundation expanded its scope of action to **protect health from farm to fork** by launching a fourth focus area: Ensuring sustainable agricultural systems.

# ~ 1 million people

have benefited from the Foundation's projects since 2022



## VOLUNTEER COMMUNITY PROGRAM

Through our Volunteer Community Program, our employees participate in and volunteer for non-profit organizations or local community initiatives. Aligned with our values and sustainable development platform CARE for people,

this program encourages employees to **invest their time and skills to help their community** and contribute to education, health and nutrition, biodiversity, and preservation of the environment, as well as providing aid in the event of natural disasters.

# 500+ volunteers

in 2025

## SAFETY LEADERSHIP PROGRAM

Underscoring our commitment to health and safety, we launched our Safety Leadership Program in 2025 at our Lestrem site in France for a phased rollout until 2030. This training initiative targets all management levels, from senior leaders to supervisors, aiming to **cultivate a people-focused, sustainable safety culture**. As of 2025, managers have been trained at industrial sites in France and Lithuania. By 2030, more than 2,000 managers worldwide will have benefited from the training.



## EIGHT YEARS AS A TOP EMPLOYER IN CHINA

Roquette's Top Employer certification in China for the eighth consecutive year is a powerful recognition of our ongoing efforts to **enhance employee experience**. This award also mirrors our dedication to cultivating an environment guided by our values, where people are supported and inspired to grow.



## DIGITAL TOOL FOR OBSERVATION MANAGEMENT

The Observation Management App (OMA) is a digital tool introduced in 2025 for employees to **submit observations and monitor corrective actions** related to health, safety and environment, process safety, security, and quality. The app aids in performance improvements, accountability, and autonomy.



## LIVING OUR VALUES IN SINGAPORE

Roquette's values – authenticity, forward-looking, excellence, and well-being – guide individual and team decisions, shaping company culture and fueling progress.

Our employees in Singapore brought these values to life through a creative, collaborative experience. Teams built sections of a racetrack with simple materials to demonstrate how values move everyone forward:

- **authenticity** in sharing open communication and genuine collaboration;
- **forward-looking** in innovating to bridge today's practices with tomorrow's possibilities;
- **excellence** in pushing boundaries and going the extra mile for impact;
- **well-being** in fostering a caring environment where everyone thrives.

The cars racing down the completed track displayed the energy, innovation and shared direction that keeps us moving ahead – navigating challenges together while being grounded and steered by our values to be better, every day.

# Translating the Power of Nature into Innovation.

To shape the future of nutrition, health and bioindustry, Roquette draws on its purpose to fuel innovation, provide new products and solutions, and deliver meaningful results for individuals, communities, and the planet.



## LABEL-FRIENDLY STARCH RANGE

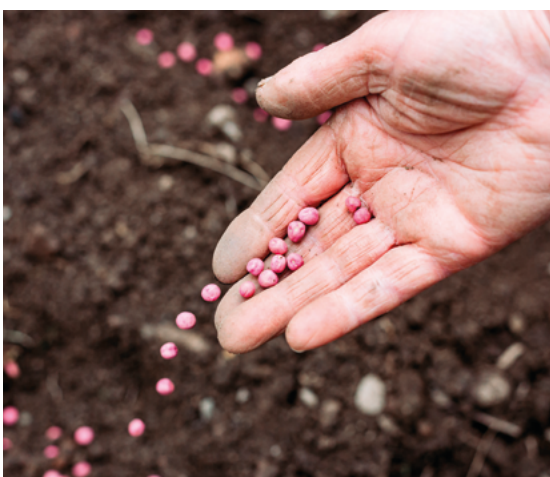
With the launch of our new label-friendly plant-based range, AMYSTA™ L 123 thermally soluble pea starch was developed via a patented, enzyme- and chemical-free process. It offers clear labeling, clean taste, and reliable texturizing to **meet demand for simple, recognizable ingredients**. AMYSTA™ L 123 overcomes native starch solubility limits, providing versatility for ready-to-mix beverages and dried soup, sauce and condiment mixes. This launch expands our portfolio of sustainable solutions, aiding food manufacturers to create label-friendly, nutritious products.

## TWO TEXTURED PLANT PROTEINS

We expanded our NUTRALYS® plant protein range with our first-ever NUTRALYS® T Wheat 600L textured wheat protein and large-chunk NUTRALYS® T Pea 700XC textured pea protein. These innovations target growing demand for nutritious, affordable, and sustainable proteins, enabling the food industry to **produce authentic meat alternatives and plant-forward dishes**. Both products offer high protein content, easy processing, and clean-label compatibility, reinforcing our commitment to next-generation, sustainable food innovation.

## ECO-FRIENDLY PACKAGING SOLUTION

To assist the paper and board industry's shift toward sustainable packaging, we developed STABILYS® BA 25 modified starch. This plant-based solution delivers strong grease resistance and flexibility for food and fiber-based packaging as a **sustainable alternative to fluoropolymers and PFAS**. Fully biodegradable and meeting food contact standards, it maintains barrier performance even after folding and creasing. STABILYS® BA 25 supports circular economy goals by eliminating harmful chemicals and reducing environmental waste, without compromising functionality.



### SUSTAINABLE AGRICULTURE SOLUTIONS

Our AGROBIND™ plant-based polymer range provides microplastic-free options for agriscience applications, such as seed coating, encrusting, and pelleting. These safe, effective plant-based binders **promote plant growth and higher germination rates**, while supporting farmer and environmental safety with minimized dust emissions during application. Biodegradable and water-soluble, AGROBIND™ reduces solvent use and carbon emissions, and it allows seed treatment producers to attain higher levels of eco-friendly performance in agriculture.

### HORIZONS FORESIGHT PLATFORM

As a partner in sustainable food and innovation, Roquette created HORIZONS, a foresight platform to **help food and nutrition businesses anticipate change and develop future-ready strategies**. Blending an AI-driven scanning process with expert analysis and collaboration, HORIZONS identifies key signals, prioritizes drivers, and builds actionable scenarios for business development. The platform's resources bridge long-term change and current market needs, turning complexity into opportunities for food brands and producers.



## IMPACTFUL INNOVATION



### HIGH-PERFORMANCE COSMETIC INGREDIENTS

The newest addition to our Beauté by Roquette® plant-based ingredient range responds to the growing need for cleaner label ingredients for cosmetic applications. Beauté by Roquette® ST 305 amylopectin, sourced from non-GMO waxy corn starch, is a **sustainable alternative to mineral and synthetic powders** in cosmetics. Offering superior compaction, sensory and mattifying properties, it delivers exceptional color retention and shine control with high-performing flexibility, making it ideal for makeup, skincare, and haircare products.



### NEW EXCIPIENT FOR APIS

KLEPTOSE® Crysmeb methyl-beta-cyclodextrin (MBCD) is a novel pharmaceutical excipient designed to **enhance solubility and stability** for a wide range of active pharmaceutical ingredients (APIs). It is suitable for both oral and parenteral formulations, giving drug developers greater flexibility. With high safety and quality standards, KLEPTOSE® Crysmeb offers robust encapsulation and protects sensitive actives.



### AWARD-WINNING PHARMACEUTICAL PRODUCTS

At CPHI & PMEC China 2025, our Ac-Di-Sol® croscarmellose sodium received the Advanced Technology Award in the Pharma Excipients category. Known for its excellent water uptake and rapid swelling properties, Ac-Di-Sol® **enables faster tablet disintegration and drug dissolution**. Its low moisture content and high purity contribute to consistent performance across a wide range of applications, making it a trusted choice for formulators seeking reliability and efficiency.

Later in the year, our Low Nitrite METHOCEL™ hydroxypropyl methylcellulose (HPMC) was awarded first place in the Excipients/Non-Actives category at the 2025 Nutrition Industry Executive (NIE) New Ingredient Awards, honoring the industry's best new nutritional ingredients. Low Nitrite METHOCEL™ HPMC is a modified cellulose excipient designed to significantly **reduce nitrosamine formation risk in pharmaceutical formulations**, which has become a major concern for pharma manufacturers.

These prestigious awards recognize Roquette's contributions to pharmaceutical safety and quality through innovative, high-performance solutions.



### COATING SYSTEMS FOR PATIENT-FRIENDLY DOSAGE FORMS

Roquette introduced a new coatings platform featuring Tabshield® ready-to-use film coating systems and ReadilyCOAT® plant-based ready-to-use coating systems, delivering high-performance solutions for the pharmaceutical, nutraceutical, and over-the-counter (OTC) markets. These coating premixes **accelerate production and meet diverse patient needs**, and the ReadilyCOAT® range is water-soluble, reducing environmental impact. Other features include flexible systems for immediate and enteric release coatings, sugar-free options, and faster processing to support ongoing innovation and efficiency for formulations.

*Tabshield® is a registered trademark of Kofitech Co., Ltd.*

### NEW QUALIS®-PRO UV LASER TABLET PRINTING AND INSPECTION SYSTEM

In November 2025, our Qualicaps equipment manufacturing site in Japan launched the QUALIS®-Pro UV laser tablet printing and inspection system, **offering enhanced manufacturing quality and efficiency** for the pharmaceutical and nutraceutical industries. The next-generation QUALIS®-Pro model is a complete update to previous models, incorporating improvements in print quality, inspection accuracy and operational efficiency, while promoting more sustainable production processes. With advanced printing and inspection in a single compact unit, QUALIS®-Pro enables manufacturers to optimize production space, reduce labor requirements, and ensure consistently high product quality.





# 2025 Highlights

## Together in Motion.

In 2025, our teams around the globe embraced new challenges, drove innovation, and celebrated key milestones – propelling Roquette forward. United in purpose, these collective actions and commitments continue to shape a brighter future as Roquette builds on its foundations and moves confidently into 2026 and beyond.

# Together in Motion.

JANUARY



↑ ITALY

## Gender Equality Certification

Roquette in Italy obtained Gender Equality Certification, a national practice acknowledging a company's ability to implement effective policies to ensure inclusivity and equality.

**28%**  
of management  
positions held  
by women

FEBRUARY



**CHARTRE  
DE LA DIVERSITÉ**  
SIGNATAIRE

← FRANCE

## Diversity Charter

Roquette in France signed the Diversity Charter, affirming its commitment to the inclusion of people with disabilities, youth integration, and gender equity.

# MARCH



## ← FRANCE

### Vecquemont Production Line

Our Vecquemont site in France inaugurated a new production line for filtered fertilization solubles. This facility produces two new SOLULYS® soluble plant protein extracts, offering high-performance solutions for more sustainable agriculture.



## EUROPE →

### IFR and Euronext Awards

Roquette was honored with the Euro Bond award and the Europe Investment-Grade Corporate Bond award from the International Financing Review, and the Bond Issue award from Euronext. This trio of prestigious awards highlighted the team effort behind Roquette's successful bond offering.



# APRIL



## ← CHINA

### Well-Being Workplace Award

Roquette in China received the Well-Being Workplace Award and Certification by the Employer Branding Institute, recognizing employers with exceptional commitment to employee well-being and workplace safety.

# MAY

## ← SPAIN

### Restoring Habitats

Volunteers from our Benifaió site in Spain removed and recycled waste after a storm to support habitats for local wildlife and biodiversity.



## ← SINGAPORE

### GPC Pulses Sustainability Leadership Award

Roquette received the Global Pulse Confederation (GPC) Pulses Sustainability Leadership Award. This award acknowledges our expertise and leadership in sustainable, nutritious plant-based ingredients, notably NUTRALYS® Fava S900M fava bean protein isolate launched in 2024.

# JUNE



## ← GLOBAL

### Cleaning the Environment

Aligned with World Environment Day, employees volunteered worldwide – including some of our sites in Canada, Japan, and Singapore – to remove waste and enhance local habitats and community well-being.



# JUNE



← UK

## Roquette Discovery Days

In two cities in the UK, our Food and Nutrition team hosted Roquette Discovery Days as interactive supplier events for customer collaboration, including tastings and presentations on plant-based solutions for tastier, healthier food options.



# JULY



← FRANCE

## New CEO Appointed

Thierry Fournier was appointed as Chief Executive Officer (CEO) of Roquette in July 2025. He visited our pea protein plant in Vic-sur-Aisne, France, at the beginning of his worldwide tour of Roquette's sites. In September, he visited our sites in China and other sites in France.



# AUGUST



← LITHUANIA

## Community Partnership

Our team in Lithuania partnered with the Stasys Museum in Panevėžys, supporting art and education projects on climate change and biodiversity, to encourage awareness and taking care of the environment.

# SEPTEMBER



**↑ FRANCE**  
**Committed to  
 Improving Safety  
 at Roquette**

The Health, Safety & Environment (HSE) team hosted a three-day seminar at our Lestrem site in France to focus on key topics. Participants from across the company included corporate functions and operations teams from the Nutrition & Bioindustry Business Unit and Health & Pharma Solutions Business Unit, showing that safety is everybody's business.

**USA →**  
**Safety Fair**

Employees and families enjoyed fun, educational activities promoting "Safety & Health Every Day in Every Way" at our production site in Keokuk, Iowa, USA.



**← UK**  
**Employer Brand  
 Management Award  
 2025**

Roquette received a prize at the Employer Brand Management Awards 2025, in the "Best Management of the Employer Brand Following a Merger or Acquisition" category, for excelling in the employer branding field.



# OCTOBER



## ↑ INDIA Sites Welcome CEO

Teams at our sites in India met with CEO Thierry Fournier as he continued visiting sites around the world. In October and November, he visited sites in Brazil, France, Spain, Italy, and Lithuania.



## ← JAPAN, USA Cross-Industry Customer Events

Our Health and Pharma teams and Food and Nutrition teams united to shape the future of health at Health Ingredients Japan and SupplySide Global USA, showcasing our expanded product portfolio.



## USA → Rebuilt Grain Elevator

Our team in La Harpe, Illinois, USA, celebrated the reopening of our grain elevator, rebuilt after storm damage, to serve local farmers.



# NOVEMBER



## ← FRANCE, ITALY, LITHUANIA Starch Europe Safety Awards

Three of our production sites were recognized by Starch Europe, the trade association representing the European starch industry, for their outstanding safety records for the 2024-2025 period. Our site in Vic-sur-Aisne, France, received the Year Award, and our sites in Panevėžys, Lithuania, and Cassano, Italy, received the Million Hour Award.



## INDIA → Village Classroom Inauguration

To support children's education, we built and furnished a new classroom at a village school near our production site in Viramgam, India. This initiative was especially meaningful because many colleagues have roots in this village, and we are proud to nurture the next generation with a well-equipped learning environment.



## ← GLOBAL Act & Care 2025 Winners

The Roquette Foundation for Health announced the winners of the fifth annual Act & Care initiative for projects related to food, health, and sustainable agriculture. Act & Care aims to fund non-profit organizations in which Roquette employees are involved. Each year, employees nominate projects, and five initiatives are selected and funded with a sum of €5,000 each to help bring their solidarity actions to life.

**A total of  
€25,000**  
distributed to the winners

# DECEMBER



## ← FRANCE

### Bonjour Innovation by Roquette

During Food Ingredients Europe 2025 in Paris, France, our Food and Nutrition team hosted Bonjour Innovation by Roquette breakfast events to discuss customers' needs, food trends, plant-based solutions, and project development opportunities.



## ← INDIA

### Inspiring Future Careers

Our team in Mumbai, India, hosted interactive sessions for Life Project for Youth (LP4Y) students and volunteers, to foster learning and growth.



## ↑ CHINA, USA

### Belonging Award

Roquette in China was featured in New York's Times Square as a winner of the 2025 Belonging Award recognizing inclusive workplaces by the Employer Branding Institute.

In 2026, our ambition remains clear: to be the global leader in sustainable plant-based solutions through superior innovation and client partnerships that shape the future of nutrition, health and bioindustry.

We will continue to build a responsible and sustainable future, pushing boundaries and partnering with nature to provide products and solutions which help the world grow and heal.

Together, we turn the  
potential of nature into  
**the essentials of life.**





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*Offering the best of nature™*