

# To the future

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Supporting the  
agricultural transition

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Continuing  
decarbonization

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Working together  
for a positive impact

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Innovating for more  
sustainable products

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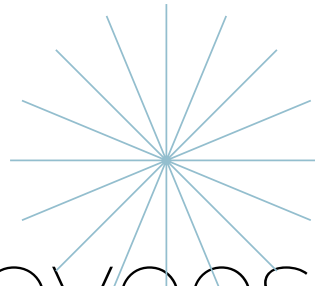


**ROQUETTE**

Offering the best of nature™

## SUMMARY

Editorial.....	3
#1 - Context.....	4
#2 - Through the fields.....	8
#3 - At the heart of our operations ...	10
#4 - With our employees.....	16
#5 - For our customers.....	22
#6 - Our ecosystem .....	26



# Dear employees and partners

Roquette has consistently strived to meet the needs of its customers and consumers while upholding **our values and commitment** to sustainable development. The year 2024 was fully aligned with this approach, and we would like to extend **our gratitude to all our teams and partners** for their dedication.

After the launch of our **life+nature program** in 2023, we have strengthened our organization in terms of sustainable development. Multidisciplinary teams working globally have initiated **structuring projects** and achieved the first **significant results**, which we invite you to explore in the pages of this report.

Through initiatives such as **our 2030 decarbonization plan — validated by SBTi** — including the use of biomass, the development of products with a lower environmental footprint, and the launch of the **eco-design program, we have established ourselves as a responsible and dynamic player in our ecosystem**. We have also formed multiple partnerships, particularly in regenerative agriculture and engaged our employees with local communities.

In 2025, these initiatives will expand to a larger territory, with the acquisition of IFF Pharma Solutions, following the recent integration of Qualicaps. **The addition of new employees, broadening our expertise and professional scope,, will enable us to amplify our efforts for the life+nature program.**

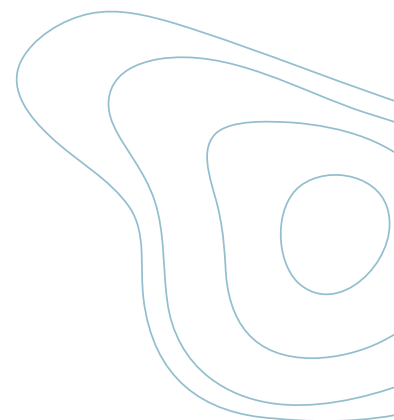
Happy reading,



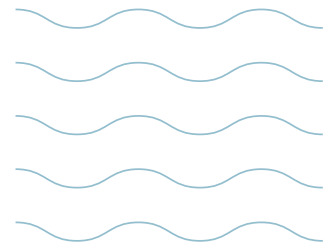
**Pierre Courduroux**  
CEO of Roquette



**Édouard Roquette**  
Chairman of the Roquette Board



# Resilience, adaptation and conviction



are for Roquette the words that best characterize the year 2024.



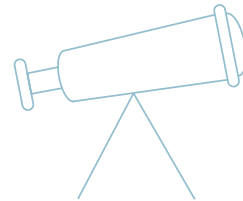
## Resilience in performance

The group has been able to navigate through the turbulence of a rapidly changing world, facing major fluctuations in raw material prices and energy costs, as well as varied and contrasting consumption dynamics in our markets. Despite these challenges, **we are maintaining positive financial results and staying the course in achieving our life+nature 2030 roadmap**, as shown in particular by our trajectory to reduce greenhouse gas emissions.



## Adapting to new requirements

Through the acquisitions made or underway in the pharmaceutical sector and their financing model, the group is now exposed to new non-financial communication requirements, in the **application of the CSRD** (Corporate Sustainability Reporting Directive) from this year 2024. In this context, the publication of the **new sustainability report and the award of the EcoVadis Gold Medal** are even more remarkable successes, highlighting the efforts of the teams in terms of structuring, organization and non-financial information communication.



## Conviction for the future

Roquette places sustainable development at the heart of its strategy, and we remain more determined than ever to **achieve the objectives of our life+nature program by 2030**. As such, significant investments have been made, the benefits of which we are beginning to see. We have also carried out numerous studies (resilience to climate change, biodiversity, etc.) that allow us to **build our vision for 2050**. Everything is based on the commitment of our employees around the world and alongside our local communities. Here, we highlight our actions in terms of environmental, social and societal impact, which are based on our varied and dynamic ecosystem.

Thanks to the efforts made to strengthen our sustainability strategy as part of the life+nature program, we have been awarded the EcoVadis Gold Medal for the year 2025, with an excellent score of 75/100.

This remarkable achievement, **our best performance to date**, positions us in the top 5% of the more than 150,000 companies assessed by EcoVadis.

This result is a testament to **the significant effort made by our teams and the collaboration between the different functions at Roquette**.



Find out more about our life+nature program

[CLICK HERE](#)



**Aurélie Roquette**  
President of the Ethics and Sustainable Development Committee

“ The Ethics and Sustainable Development Committee (CEDD) is an essential element of the group’s governance. It is one of the four standing committees of the Board of Directors whose mission is to review Roquette’s sustainable development and ethical strategy and commitments and to develop recommendations. With the five members of the committee who support me, we monitor the implementation of the life+nature program, study the mapping of the associated risks and opportunities, ensure compliance with ethical rules and analyze the non-financial information necessary for the preparation of the annual sustainability report. Finally, through its actions, the CEDD ensures the alignment of the life+nature program and the ethical roadmap with Roquette’s strategy.”

## The health and safety of employees remains at the heart of our priorities with ambitious goals set for 2030.

As such, the year 2024 has been marked by remarkable progress. While half of our industrial sites have not recorded any accidents this year, our teams in Panevėžys (Lithuania) have been awarded two prizes by Starch Europe:

- **The Million Hours Award**, which recognizes the achievement of one million consecutive hours of work without any accidents resulting in lost time or fatalities.
- **The Year Award**, which highlights the absence of any serious accident in a calendar year.

In Nellore (India), our Crest Cellulose site also shone by achieving the equivalent of **five consecutive years without**



**hout a lost-time injury**, for a total of one million hours worked without LTI (Lost Time Injury). These successes illustrate our **daily commitment to help preserve the health and safety of our employees and colleagues.**

life+nature  
by Roquette

ARTICULATED AROUND  
THREE ENGAGEMENT  
PLATFORMS



PRESERVE  
the planet

We reduce our environmental footprint and contribute to regenerating nature.



INVENT  
for the future

We deliver solutions designed to create value for consumers, society and the planet.



CARE  
for people

We make a positive impact on the lives of people everywhere.

# Horizon 2030



Our 2030 goals are aligned with 12 of the 17 United Nations Sustainable Development Goals (SDGs).

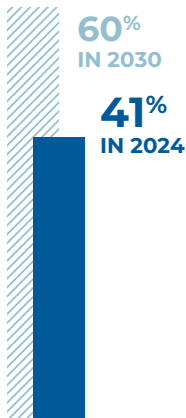
More information on [www.sustainability.roquette.com](http://www.sustainability.roquette.com)



**PRESERVE**  
the planet



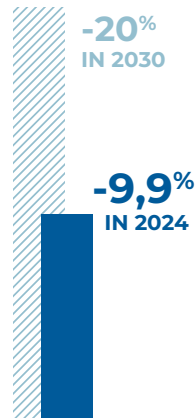
Increase **energy performance** at workshop level by **30%** compared to 2021.



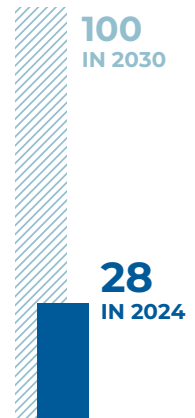
Purchase **60% of sustainable plant-based raw materials**.



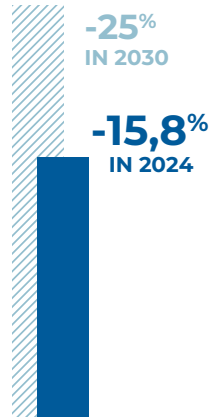
Support **20 regenerative agriculture** programs worldwide with our business partners.



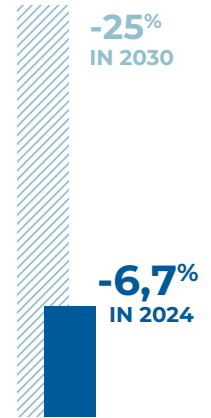
Reduce **water withdrawals by 20%** in absolute, compared to 2021.



Foster **100 initiatives to regenerate nature and biodiversity** in our community and along our value chain.



Reduce absolute **direct CO2 emissions by 25%** compared to 2021, according to our trajectory validated by SBTi (Science Based Targets initiative).



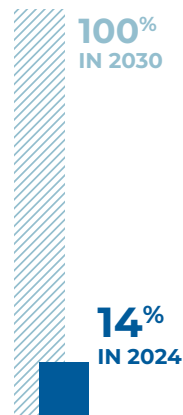
Work with suppliers to reduce absolute selected **indirect CO2 emissions (scope 3) by 25%**, according to our trajectory validated by SBTi (Science Based Targets initiative).



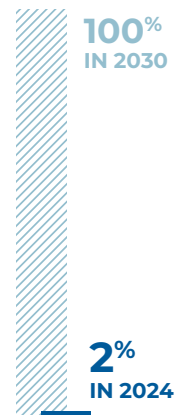
**INVENT**  
for the future



Develop collective expertise in Eco-design with **training of 500+ experts in our value chain.**



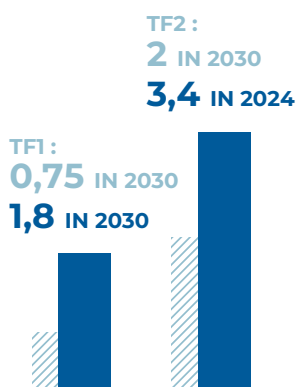
Achieve specific **LCAs (Life Cycle Analysis)** for all our products to execute our SPARQ (Sustainable Portfolio Assessment by Roquette) program.



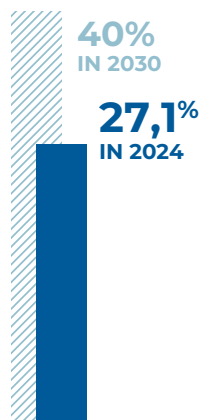
Get 100% of our innovation projects **powered by Eco-design.**



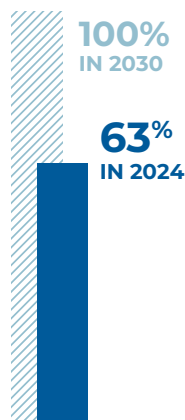
**CARE**  
for people



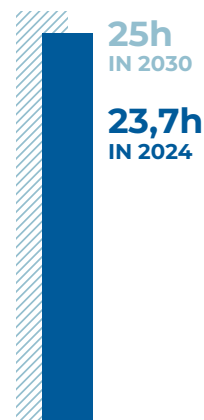
Achieve **world-class safety performance** with a Frequency Rate 1 of 0.75 and a Frequency Rate 2 of 2.0.



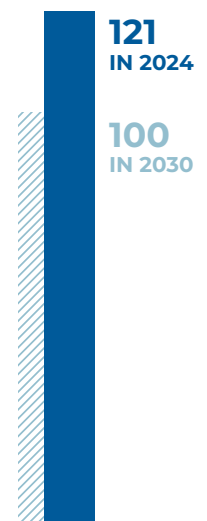
Have a diversified and more gender balanced workforce with **40% of management position held by women.**



Ensure **compliance and respect of human rights** by assessing 100% of strategic suppliers.



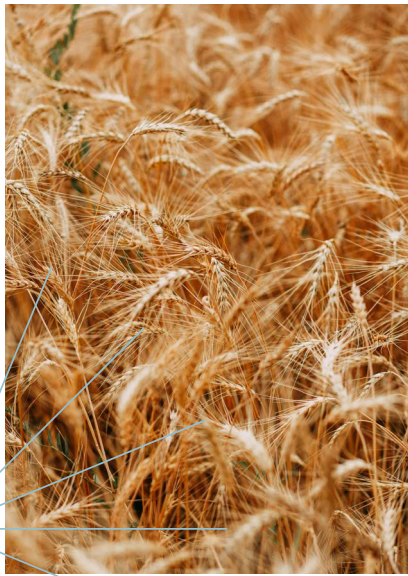
Guarantee all employees a minimum of **25 hours per year of training** to develop people career and skills.



Implement around **100 initiatives** every year that contribute to local communities.

# Supporting the agricultural transition

For more than 90 years, plant-based raw materials such as wheat, corn, peas and potatoes have been the basis of our solutions. The supply of these raw materials in the coming years is a major challenge for Roquette.



**Convinced of the value of changing agricultural practices to ensure the availability of raw materials,** the group has committed to **supporting 20 regenerative agriculture programs** by 2030 in all the regions where we operate.

We share, with many players in the agricultural sector, the desire to support agriculture so that it is **more resilient to climate change.**

Today, new agricultural practices are being implemented to **regenerate soils, improve water use, develop biodiversity and reduce inputs.** Agricultural land and natural ecosystems have all the assets to cope with climate impacts.

Long forgotten, **soil is a living and complex ecosystem.** Beyond providing nutrients for plant growth, healthy soil uses plant photosynthesis to sequester carbon from the atmosphere, improve water quality, increase resilience to drought, and thus ensure the viability of farmland for generations to come.

## "Pour Une Agriculture du Vivant" (For a Living Agriculture)

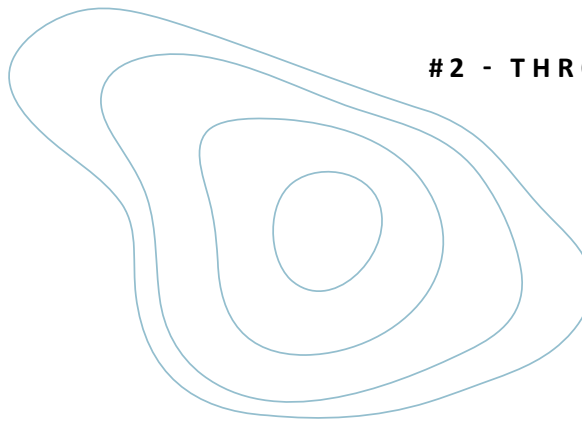


In 2024, Roquette joined Pour Une Agriculture du Vivant (PADV), an associative movement created in 2018. PADV is the **trusted third party for agroecological transit** that engages all stakeholders to create the conditions for the emergence of a new agricultural and food model, at the heart of the territories.

With this membership, Roquette wishes to collaborate with all the players in the agricultural sector to develop regenerative agriculture programs. The association's agronomic foundation, recognized for its robustness and accurate data, will allow us to strengthen our climate resilience through the deployment of sustainable practices and to promote innovative models to our partners.







## The Vivescia Transitions Program

To contribute to soil resilience and progress on soil, carbon and biodiversity, Roquette has decided to support and integrate the Transitions program, created by the French cereal cooperative group Vivescia gathering industrial, scientific and technical partners. The objective of this program, winner of a France 2030 call for projects, is to support nearly 1,000 French farmers by 2026 towards a resilient and productive agriculture that improves soil quality and promotes biodiversity. This is the first impact program on this scale in France, and has already engaged **420 farmers** in the North-East of France. It is intended to be shared with other cooperatives, as shown by the agreement signed with the Noriap cooperative at the Paris Agricultural Show in February 2025.

The Transitions program is based on an agronomic framework that includes three pillars: **soil, climate, biodiversity**.

In 2024, Vivescia collected various data to establish the baseline and communicate the axis of progress for each farmer on each of these three pillars.

Of the first group of 196 farmers, 22 are already at the “performance” level in the average assessment of all indicators, which shows the full potential of Transitions in the next two years.

In 2025, the farmers involved in Transitions will carry out an **“Agribest”\* diagnosis** to identify practicals and define impact indicators to progress.



Meeting of the working group between partners of Transitions at Hectar, a pilot farm near from Paris, and visiting of the Transitions pedgaogical demonstrator.

From left to right : Thomas Cornelis – Vivescia, Claire Grasset – Roquette, Valérie Frapier – Vivescia



Outside Europe, Roquette participates in the deployment and extension of sustainable agricultural practices to American farmers through the **Truterra program**.

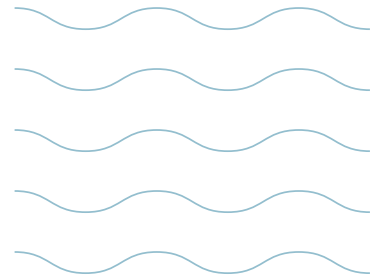
## The main keys to soil regeneration:

1. Continuously cover the soil with live plants or residues.
2. Restore each year the organic matter necessary to nourish the soil (straw, cover, manure, compost, etc.).
3. Reduce tillage to the minimum necessary.

In parallel with these actions on the soil, ecosystems must also be regenerated through the diversification of plant cover or the planting of hedges. Increasing the diversity of cultivated species also makes it possible to limit diseases, maximize biomass and ensure co-benefits between the crops in the rotation.

\*Co-creation of the tool with “Cooperation Agricole” and “CDC Biodiversity” with the contribution of Vivescia

# Pursuing decarbonization to reduce our footprint



For more than 15 years, the Roquette group's business model has included a proactive approach to reducing its carbon footprint.

All over the world, significant investments have been made **in energy efficiency, heat recovery and process optimization**, as well as in new technologies using **renewable** or low-carbon energy. Roquette, as part of its life+nature program, has set ambitious targets for 2030 for the reduction of direct CO<sub>2</sub> emissions. In addition, in November 2023, Roquette signed an ecological transition contract with the French government marking the company's strengthened commitment **to decarbonization at its French industrial sites**. For several years, we have been working on a biomass boiler project at the Lestrem site. In the long term, this boiler will make a major contribution to achieving our objectives to reduce the carbon impact, in France and around the world.

## One of the major decarbonization projects in France

A biomass boiler uses a low-carbon energy source. Operating like a conventional combustion heating device, the Lestrem biomass boiler will be powered by wood from waste disposal sites used as fuel to produce heat (steam) for the site's industrial needs. The use of this biomass makes it possible **to substitute fossil fuels**. It is also recognized as **a carbon-free energy that can contribute to the energy transition**. The biomass boiler at our Lestrem site is one of the largest decarbonization projects in France. Recognized as a major project, the project has received subsidies from the French government as part of the Recovery Plan operated by ADEME and funded by the European Union – NextGenerationEU.

Thanks to this investment, which will benefit from the **best available technologies**, our CO<sub>2</sub> emissions will be reduced by **135,000 tons** from the end of 2027 and will thus reduce **natural gas consumption by 22%** compared to 2021 for the Lestrem site. In addition to the decarbonization gains, this project contributes to the development of **the local sector by recovering wood from waste disposal centers**, creating **new jobs** and involving **local companies for the construction and supply of the boiler**.

“In 2021, I took charge of the management of this project "biomass Lestrem", which is extraordinary in terms of its technical aspect, its complex operational integration, its economic challenge and its major impact on the decarbonization of our activities. It's a project that I am proud of, along with the whole team, because it represents a strong message from Roquette for sustainable development, with our life+nature program and for a less carbon-intensive industry.”



**Tony Giraud**

Global project Leader



**Marc Ferracci**  
French Minister for  
Industry and Energy

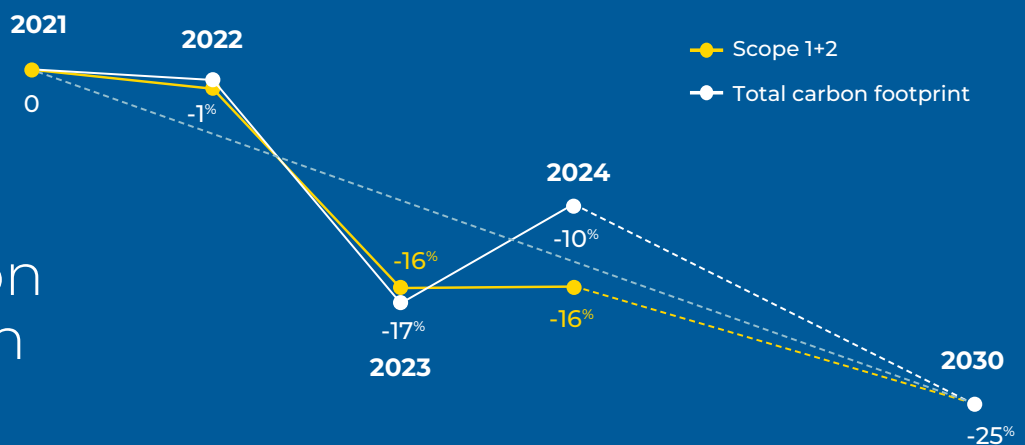
“ With this biomass boiler, Roquette is demonstrating that decarbonization and industrial competitiveness go hand in hand. Thanks to the support of the French government, this initiative is fully in line with our ambition of reindustrialization: to make France a territory of sustainable industry and innovation. ”

## Decarbonizing through electrification

Mechanical steam recompression is a process that involves recovering water vapor that has given up its heat, compressing it to increase its pressure and temperature, and reusing it, thereby reducing the energy consumption and costs associated with producing new steam produced from the combustion of natural gas. In Lestrem, a new evaporation hub to increase the dry matter of liquid products was built in 2024 with evaporators equipped with mechanical steam recompression. As soon as they are put into operation, **this cluster will reduce greenhouse gas emissions by 40,000 tCO<sub>2</sub>eq, contribute to the site’s energy efficiency and save large quantities of water, which are necessary for the production of new steam.**



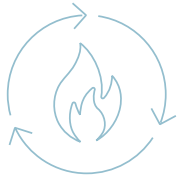
## Our reduction ambition by 2030



Roquette is moving forward with its decarbonization roadmap, implementing **energy efficiency, low-carbon heat or renewable electricity projects** for the reduction of scope 1 and 2 emissions; and **sustainable agriculture programs, purchases of certified low-carbon resources and transport optimization** for the reduction of scope 3 emissions. In 2023, Roquette’s carbon footprint has particularly decreased, in correlation with the decline in sector activity. In 2024,

although the level of production increased significantly, the group successfully reduced its Scope 1 and 2 CO<sub>2</sub> emissions by 16% compared to 2021, thanks to the actions implemented to meet its objectives. Additionally, the group maintained its reduction trajectory by achieving a 10% reduction across all scopes. This significant reduction is a collective success, to which each of us contributes, mobilized by the teams who carry out the projects.

# Levers activated at all levels



## Renewable energies and low-carbon heat

Roquette is proactively using renewable energy in its operations. **More than 20% of our energy consumption came from renewable sources in 2024.**

This contributes to our decarbonization and reduction of fossil resource consumption, in order to move towards **a more sustainable, resilient production model aligned with the expectations of our stakeholders.**

The first lever of action we have is **the use of renewable fuels** for the production of low-carbon heat.

For example, six European, Indian and Chinese sites are equipped with boilers consuming different types of biomass (wood, bagasse or rice husk), and several projects plan to increase their relative share in the energy mix in the coming months and years. Also, many of the group's sites produce **biogas** from plant effluents.

This biogas is then reinjected into the site's energy production system, replacing natural gas. Finally, deep geothermal energy is used significantly to provide heat to one of our French sites.

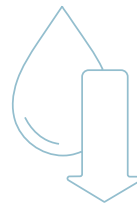


## Renewable electricity

The purchase of green electricity also contributes to the development of renewable energies. Some of our sites are located in regions with a high rate of renewable electricity, such as our Portage la Prairie site in Canada, which benefits from **100% regional electricity production from hydropower.**

In Europe and India, we establish medium- and long-term green PPA (Power Purchase Agreement) geographically close to our industrial sites. In 2024, around **45,000 MWh of wind electricity** was purchased and consumed via this type of mechanism.

We also have the option of purchasing Renewable Electricity Certificates (RECs) to supplement and respond to requests from customers engaged in procedures such as RE100. For example, one of our sites in Brazil has all of its consumption covered by **hydroelectric electricity certificates.**



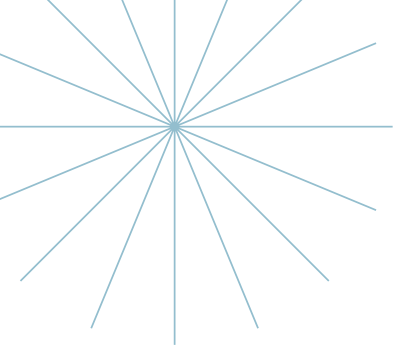
## Sustainable water management

To reduce our water withdrawals by 20% by 2030, we have put in place several levers of action: **water efficiency, water recycling, reuse, sobriety, energy efficiency with water co-benefits.**

In 2024, several projects have been implemented by our teams in each of the regions where we are present. Projects to recycle 100% of wastewater from two sites in India, **condensate recycling** in France, and **wastewater recycling** in China have avoided the withdrawal of approximately 950,000 m<sup>3</sup> of water.

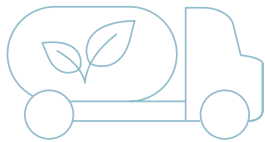
A major study was also carried out to identify **the industrial sites most exposed to water risks**, in order to focus our water management efforts as a first step. By 2030, we will develop Water Stewardship programs across all of our sites in areas of high water stress.

**In addition to the issue of withdrawal, we are also ensuring that we minimize the amount of pollutants in our effluent discharges**, through investments in our wastewater treatment plants.



**Flavien Leleux**

Director Regional - South Europe  
General Manager - Agency France  
CMA CGM



## Decarbonization of transport

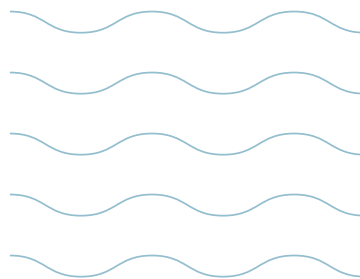
To achieve our decarbonization objectives validated by the SBTi methodology and as part of our voluntary European commitment to the Fret21 label, we are reducing our emissions related to the transport of our products. To achieve this, the transport teams at each of our sites are mobilized and act through the following methods:

- **Optimization of loads:** in particular truck departures.
- **Reduction of distances:** between production sites and our customers.
- **Multimodality:** by favoring river, sea or rail pre-routing rather than 100% road.
- **Alternative fuels:** Roquette is working with its service providers to integrate biofuel (HVO) into its road fuels as well as SAF (Sustainable Air Fuel) for aviation. Roquette uses carriers committed to decarbonization in order to promote cooperation and partnerships on emission reduction projects.

These various actions have made it possible to avoid the emission of around 20,000 tCO<sub>2</sub>eq in 2024..

“ We are proud to support Roquette in its decarbonization trajectory, an issue that is particularly close to our hearts and is fully in line with the CMA CGM Group’s commitment to a decarbonized transport and logistics industry. In 2024, we have reached a key milestone by carrying out pre-routing with trucks powered by HVO and other alternative fuels such as XTL or B100, allowing a reduction in greenhouse gas emissions of more than 80%.

But our commitment to Roquette doesn’t stop there. In 2025, we intend to further strengthen our action through low-carbon pre-carriage solutions such as more suitable HVO and electric barges, and the **ACT+** range designed to significantly reduce the carbon footprint of their maritime transport through the use of less carbon-intensive fuels. These two levers could reduce CO<sub>2</sub> emissions by up to 83%. We would therefore like to thank Roquette for the trust they have placed in us on this issue as important as the energy transition and are happy to support them in their decarbonization ambitions. ”



# Biodiversity and Ecosystem Challenges

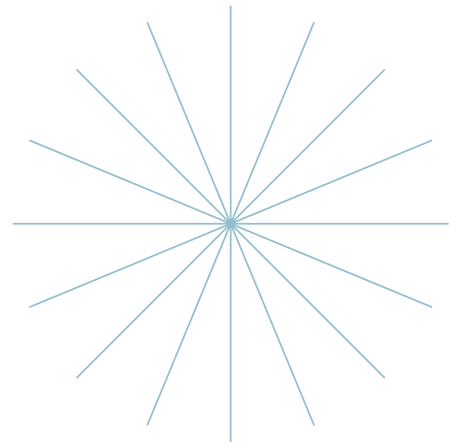
In 2024, we carried out for the first time a biodiversity study to **analyze the dependencies, impacts, risks and opportunities of our activities vis-à-vis biodiversity and ecosystems across the entire value chain.**

This study, carried out with the help of EcoAct, has provided a better understanding of **the interactions and issues surrounding biodiversity**, and is a key step in the establishment of our roadmap.

The method used is aligned with the TNFD (Taskforce on Nature-related

Financial Disclosure) methodology and the LEAP (Locate, Assess, Analyze, Prepare) approach. This approach has enabled us to obtain a global and detailed view of its interaction with biodiversity throughout the value chain and to specify **the physical and reputational risks associated with our various production sites**, particularly those located near areas important for biodiversity.

**This study allows us to further refine our biodiversity strategy and to prioritize the actions to be implemented.**



**Sabrina Capon & Alice Delille**

Climate & Biodiversity Consultant,  
Southern Europe  
EcoAct

“ We supported Roquette in its approach to analyzing the impacts, dependencies, risks and opportunities on biodiversity throughout their value chain. We have also identified the Roquette sites located near sensitive areas for biodiversity. In addition to being able to provide the CSRD with some answers, this study has made it possible to identify the major biodiversity issues for the group and to raise awareness among internal stakeholders of the importance of taking biodiversity into account in the environmental strategy. ”

**ecoact**



**Eva Rivière**  
Senior Consultant  
AXA Climate

“ Collaborative work has been initiated with the Roquette teams, deeply invested in climate issues, in order to establish a precise mapping of operational risks and to establish a concrete roadmap for securing activities. For the AXA Climate teams, this participatory approach was a unique opportunity to deepen our understanding of the sector and the challenges of adaptation with a leading player in the market. ”

# Physical risks related to climate change

Climate change will have an impact on the economic models of the future. To analyze them in detail, we conducted a study on the **physical climate risks of the main parts of our value chain** with the support of AXA Climate. This study takes into account **raw material supplies, factories, warehouses and logistics**. The work focused on the five raw materials used by the group in 21 countries, 33 industrial sites and 15 warehouses located in 12 countries, as well as the most important logistics routes (road,

rail and waterway). We analyzed the **medium-term (2030) and long-term (2050) climate risks, through two scenarios recommended by the IPCC (Intergovernmental Panel on Climate Change – SSP):** the probable scenario SSP 2-4.5 and the pessimistic scenario SSP 5-8.5. The results being analyzed in depth will help us **prepare for changes induced by global warming such as heat waves, floods, extreme wind events or drought.**



# The network Women@Roquette celebrates its 6<sup>th</sup> anniversary all over the world

In October 2024, the Women@Roquette network celebrated its 6<sup>th</sup> anniversary. Created by women and men at Roquette, this network aims to promote all female talents to contribute to the development of gender diversity at all levels of the organization and to Roquette's performance.

This celebration was a great opportunity to bring people together from all over the world (online and on-site) to reconnect and remember the initiatives carried out over the past six years. A precious time of exchange allowed us to see the **results instilled by Women@Roquette** which is moving the lines of diversity but also to prepare for the future and reflect on what Roquette will be tomorrow. Members were also able to benefit from an exclusive conference on networking, followed by a practical session around a luncheon. Since the creation of the Women@Roquette network, Roquette has made significant progress in terms of gender diversity.

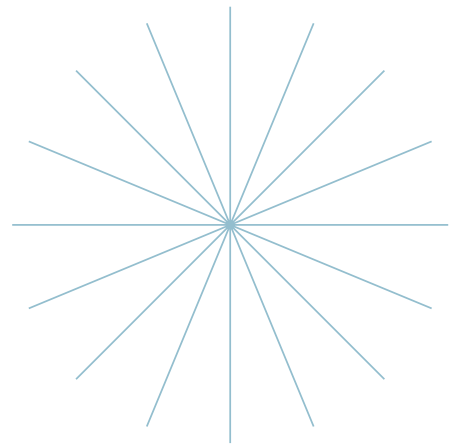
#### At the end of 2024\*:

- 33% of the members of the **Executive Committee are women.**
- 29% of the **senior management population is staffed by women.**
- The group is committed to reaching 40% of **management positions held by women.**

These steps reflect Roquette's commitment to creating an equitable environment and providing equal opportunities for all employees. The Women@Roquette network has played a role in driving these changes by **supporting initiatives that promote professional development**, such as workshops, training sessions, and mentorship programs designed to empower women and equip them with the skills to advance in their careers. In addition, the network actively participated in the group's events to raise awareness of the importance of diversity.

Future initiatives of the Women@Roquette network will focus on **expanding the mentorship program and strengthening partnerships with external organizations** that promote diversity.

By continuing to develop, the Women@Roquette network will play an integral role in the future of Roquette and in ensuring that the group remains a leader in the promotion of gender diversity and diversity.







Members of the Women@Roquette network. Form left to right : Olga Devosse, Anais Vroland, Laura Colenthiez, Marc Peeters, Anne-Laure Delannoy, Sophie Robiquet-Bassement

## Continuing to foster diversity

We are proud to announce the signing of the **Diversity Charter in France**, marking a new step in our ongoing commitment **to promote inclusion and equity within the company** and in particular to reach the target of 40% of management positions held by women by 2030.

Created in 2004, the **Diversity Charter** now has more than 5,000 signatories (companies, public institutions, associations, local authorities, etc.).

Like these organizations, we at Roquette believe that diversity is a real strength. Every employee, regardless of gender, origin, age or ability, has played a crucial role in our success for more than 90 years. **Our clients are as diverse as our talents**, who are present in every corner of the world, each bringing their own unique perspectives and experiences.

Our commitment on the ground is unwavering. In France, we are proud to make a difference in the following ways:

- **With the support of the Mission Handicap France**, to actively dedicate ourselves to raising awareness about disability, to taking concrete measures **to ensure the inclusion of people with disabilities**, ensuring that they have all the necessary opportunities to fully contribute to our mission. We also support caregivers who wish to do so.
- To also attach particular importance to **the integration of young people into the professional world**. We believe in youth and their potential to shape the future. That's why we invest in internship, apprenticeship and mentoring programs to support young talents in their professional and personal development.

- With the Women@Roquette network, to **promote gender diversity in a respectful**, equitable and inspiring workplace where women and men must have the same opportunities to develop and succeed.

The signing of the Diversity Charter is much more than a symbol for us. It is the embodiment of our values and the proof of our commitment.

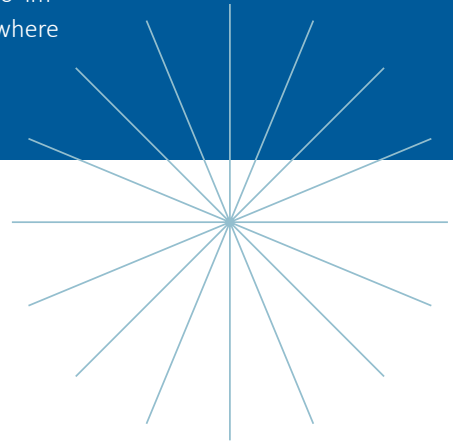
*Together, we continue to make THE difference!*

## A French methodology extended to all our sites

91 / 100

In accordance with French law, Roquette publishes the gender equality index every year. This index has five criteria: pay gaps, salary increases, promotions, increases after maternity leave, and the representation of women among the ten highest earners. **In 2024, our index reached 91/100 in France, reflecting both a satisfac-**

**tory performance and the efforts we must continue to make.** Recognizing the interest and relevance of this index, Roquette is voluntarily **extending this methodology to all the countries where the group is present** in order to enable our local HR teams to implement corrective action plans where necessary.



Djamel Labdouni (*on the left*) immersed in the Data team with Pierre-Louis Bescond (*on the right*) thanks to DuoDay.

## DuoDay : Raising awareness of disability

On the occasion of the **European Week for the Employment of People with Disabilities (SEEPH)** in November 2024, the Roquette sites in France had the pleasure of welcoming people with disabilities as part of the DuoDays. Supported by our **Disability Mission**, this initiative aims to promote inclusion and change perceptions of disability in the workplace. The DuoDay offers a person with a disability the opportunity to spend a day immersed in a company. During this day, the person forms a duo with a volunteer employee and participates in the latter's daily tasks. The goal is to foster inclusion and break down biases by showing the skills and potential of workers with disabilities.

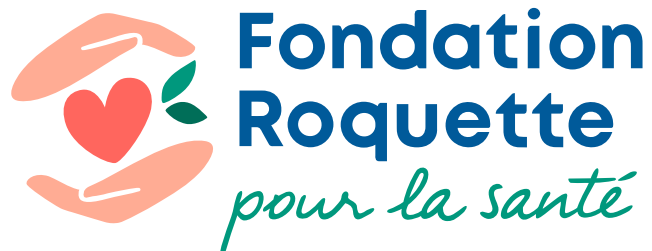
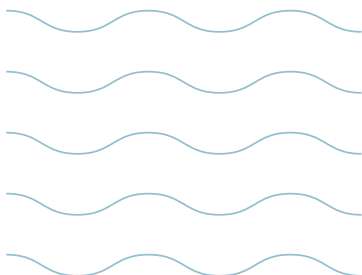
This year, Roquette organized 11 DuoDays, one of which led to a two-month internship, demonstrating our commitment to inclusion. These days were rich in exchanges, learning and humanity, allowing everyone to grow and enrich themselves from the experience of the other.

# The Foundation at the service of food and health

Created in November 2017, under the aegis of the Fondation de France, the Roquette Foundation for Health invests in impact projects to promote healthy eating. It acts primarily in favor of children and young adults around three areas of intervention:

- 1. Facilitate access** to healthy and sustainable food for the most vulnerable.
- 2. To improve knowledge** on the links between food and health.
- 3. Sustainably promote** healthy eating behaviors.

In 2024, it supported 13 new projects, including five as part of a partnership with the Decathlon Foundation: an innovative and collaborative action with the theme of Sports and Food. Since its creation, the Foundation has supported more than 60 projects, including 26 internationally, with a cumulative budget of nearly €3 million, and has awarded three research awards on the link between diet and health prevention.



## Act & Care : An initiative for and with employees

For the past four years, **the Act & Care initiative**, launched by the Roquette Foundation for Health, has embodied the group's commitment to local communities. It aims to support organizations of general interest, while promoting the civic commitment of employees. This program is based on a participatory approach where each year, a jury selects five particularly promising projects in which employees are involved! Each of these projects receives financial support, thus making it possible to carry out large-scale local actions. In 2024, the fourth edition of **Act & Care** supported five new associations sponsored by employees. They are active in India, Canada, France, Uganda and Brazil and contribute to the UN's second Sustainable Development Goal, namely the fight against hunger (Zero Hunger). This demonstrates Roquette's desire to contribute to a positive social impact in the regions or society, while involving employees in solidarity initiatives.



## Encouragement to Volunteer employees



From left to right : Lauren Fowler, Mohammad Nammas, Sophia Arsenlis & Taylor Bartelli participating in the Helping Hands Community Care Challenge with the Children's Hospital of Philadelphia.

In 2024, Roquette **intensified its volunteering program**, in order to strengthen its commitment to the local communities where the group is present. **More than 600 employees took part in support actions** such as mentoring, technical assistance to schools, solidarity collections, blood donations and meetings with students to introduce them to the company and its professions.

By being actively involved, Roquette employees **have strengthened links with associations, public authorities and schools and promoted an environment of solidarity and mutual aid, generating a positive impact on the entire ecosystem.**

As part of the life+nature program, the volunteering program reflects **the company's values and commitment to sustainable development**, by promoting actions carried out by Roquette teams that benefit individuals and society.

## Exceptional support for an emergency situation in Spain

In October 2024, employees at the Benifaió site in Spain showed extraordinary solidarity and dedication by **supporting the communities affected by the devastating floods in Valencia**, located just 12 kilometers away from the plant.

Fifty employees mobilized to bring hope and help to the victims: equipped with brooms, boots and various tools, they joined thousands of other volunteers to offer help where it was needed. **Their tireless efforts have brought much-needed hope to the victims and have also shown their unwavering solidarity.**

In addition to the commitment of these volunteers, the Roquette group also participated in the mobilization by making a **donation to the Red Cross to finance the present and future needs of the affected families, including food, housing rehabilitation and school repairs.**

## Taking care of nature and biodiversity



Employees at our Singapore site during a waste collection volunteering campaign.

As an integral part of the **life+nature 2030 objectives**, Roquette has committed to supporting at least **100 solidarity initiatives with local communities**. It pays particular attention to actions related to **nutrition, health, environmental and biodiversity protection, education and entrepreneurship**. In 2024, a particular focus was placed on biodiversity, especially near ecologically sensitive areas. Various actions have been carried out to **clean beaches, repopulate wildlife, plant trees, and reinforce dikes in natural water systems**.

Another example, in Beinheim in France, a pair of peregrine falcons took up residence on a cage ladder in the factory and gave birth to two falcons. **Employees, but also the French League for the Protection of Birds (LPO) and the GORNA** (approved care center for wildlife in distress), took care of this unexpected little family. The perpetuation of falcons makes it possible to **participate in the preservation of this rare species but also to fight against pests that may be present on production sites**.



“ A big thank you to the employees of the Beinheim plant for their goodwill and support, which, with the help of volunteers from the LPO and GORNA, have made it possible to protect a pair of peregrine falcons, a species whose status remains fragile in Alsace. ”

# Creating value for consumers, society and the planet

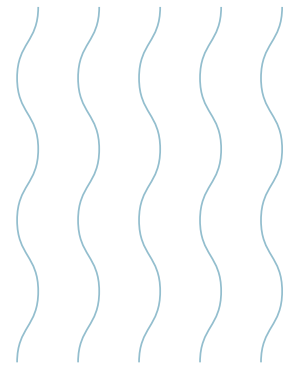
One of the pillars of our **life+nature program** is to develop a more **sustainable product offering** and thus **support our customers** in achieving their sustainability goals.

Building on our current portfolio centered around food, nutrition, pharmaceutical and bioindustry solutions, we **are shaping sustainable offerings to go beyond standard market requirements**. We therefore focus on features such as plant-based alternatives or energy-saving excipients.

In addition, we actively collaborate with key customers on strategic projects across the entire value chain. We aim to accelerate sustainability and regenerative agriculture certification programs.

We **analyze the carbon footprint of our products and launch eco-design initiatives**.

Our ambition is to be a trusted partner, providing tailor-made **solutions to help customers achieve their sustainability goals and go beyond standard requirements**.



## A partnership of choice with **holis**

At Roquette, we do everything we can to improve our products while reducing their environmental impact. To achieve this, we have taken a **data-driven approach** by choosing Holis, a start-up that won the “Environmental Startup Accelerator” Award from Microsoft, as a key enabler of our eco-design program.

The growing demand from our customers for the assessment of our carbon footprint, correlated with the need of our teams to have life cycle assessments (LCA), required an effective solution. Holis offers the precision and ease of use we need.

As one of the start-up’s first customers in our industry, we are already adopting advanced sustainability tools. Recognized as an **agile, easy and intuitive solution**, Holis will allow us to optimize LCAs for the characterization of our products, to model eco-design scenarios more quickly and to accurately analyze environmental impacts.

This partnership is perfectly aligned with our 2030 objectives for INVENT for the future, **in particular by providing specific LCAs for all our products, by developing collective expertise in eco-design with the training of more than 500 experts in our value chain, and by integrating eco-design into all our innovation projects**.

# Evaluating our products and their sustainability for our nutrition and health markets

Part of the life+nature program and launched in 2024, **SPARQ (Sustainability Portfolio Assessment by Roquette) is a proprietary methodology designed to assess the sustainability performance of our products in specific applications.** It's a valuable tool for our sales teams, alerting them to sustainability signals in the market, even those that can be weak and subtle.

SPARQ also allows for **proactive measures, anticipating potential impacts, and formulating timely responses.** This methodology aims to reduce our environmental footprint, offer sustainable solutions and have a positive impact on people's lives.

Developed in collaboration with consulting firm Arthur D. Little (ADL), a pioneer in the implementation of such methodologies, this framework aligns closely with the World Business Council for Sustainable Development's (WBCSD) Portfolio Sustainability Assessment (PSA). **We are among the first in the pharmaceutical and food ingredients industries to adopt this methodology, ensuring the effectiveness and success of SPARQ.**

Among the first products evaluated, we have selected the following examples:



## POLYSORB®

### Isosorbide

#### What's that?

Our POLYSORB® offers technological solutions for both thermoplastics (polyesters, polycarbonates and TPU thermoplastic polyurethanes) and curable resins (polyurethanes, epoxy resins, unsaturated resins and reactive coatings), etc.

#### What are the advantages?

- Bio-based, sustainable and renewable.
- Free of bisphenol A (BPA), bisphenols and phthalates.
- Fewer emissions and more biogenic carbon absorbed.



## NUTRALYS®

### Organic Pea Protein

#### What's that?

Our NUTRALYS® plant protein range offers several grades that can serve as an excellent source of protein in meat alternatives, as well as for protein fortification in baked goods. In addition, it can be used for specific functional foods such as protein-rich powder blends for sports nutrition.

#### What are the advantages?

- Reduced carbon footprint compared to meat protein.
- Improvement of the environmental impact through its biological nature.



## LYCAGEL®

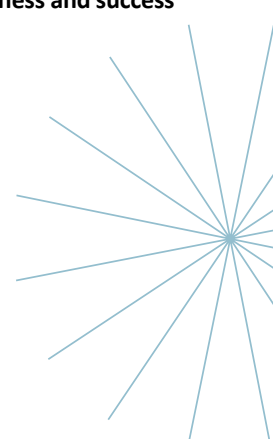
### Flex Hydroxypropyl Pea Starch Premix

#### What's that?

Based on Roquette's first-to-market pea starch technology, LYCAGEL® Flex is a plasticizer-free, plant-based premix for high-performance softgels. It offers the freedom to select the optimal gelling agent for a wide variety of formulations while easily adapting to existing standard equipment and processes.

#### What are the advantages?

- Plant-based alternative to gelatin.
- Time savings in manufacturing processes.
- Performance and stability throughout the shelf life.



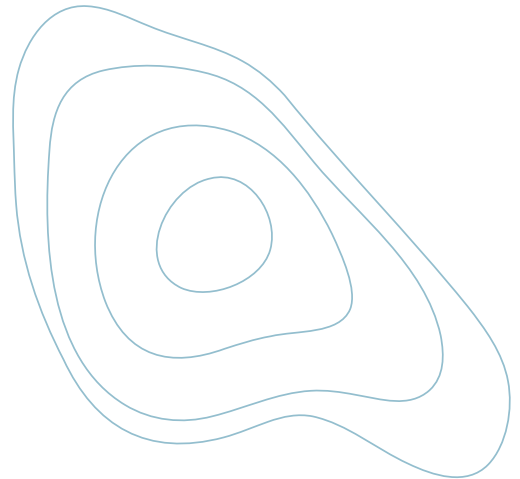
# Analyze throughout the lifecycle

In response to the growing demand for environmental data from customers and the need to better understand the **impacts of our products**, we have significantly improved our life cycle assessment (LCA) activities within the INVENT for the future platform.

In line with our 2030 ambition to have environmental footprint assessments of all our products, we have carried out LCAs and PCFs (product carbon footprint) focused on priority sites and products. Together with our customers, **we integrate the methodological specificities of each industry and respond appropriately.** Having reliable LCA

data is an essential key to supporting the full integration of eco-design principles in all our innovation projects by 2030, thus helping us to correctly measure the improvement of our environmental impacts.

**To guarantee consistency and reliability, we work with recognized LCA consultants, pioneers in eco-design and led by strong teams of experts, with experience in complex industrial processes.** This ramp-up will be facilitated by the implementation of innovative tools such as Holis and data structuring, increasing our productivity and accuracy.



**Maximilien de Langautier**  
Training Development  
Manager  
Mines PSL



“ As Roquette’s educational partner on its eco-design program, we were particularly impressed by the scope and ambition of the approach. It extends to the entire portfolio, relies on advanced tools and mobilizes a dedicated team supported by structured governance. From an academic point of view, this approach illustrates an exemplary integration of the principles of eco-design and sustainable innovation into the company’s internal processes.”





Eco-designing training session

## Experts in eco-design

A key element of our INVENT for the future platform is our eco-design program, launched in collaboration with the group's R&D and Innovation teams. This initiative, aligned with the principles of the WBCSD (World Business Council for Sustainable Development) and SSBd (Safe and Sustainable by Design), aims to develop **new products and solutions that reduce the environmental footprint throughout their life cycle and have a significantly positive social impact.**

To support this approach, we have established external partnerships with recognized educational institutions. We have also designed **diploma training sessions in collaboration with Mines PSL Paris and Ginko21.** These sessions aim to enrich the expertise of our teams, integrate the fundamentals of eco-design into product development, and strengthen synergies between the different functions of the group.

**By 2030, we will train more than 500 Roquette employees, as well as our partners.**



**H el ene Teulon**

Eco-Innovation Consultant, Founder  
Ginko21



“Roquette has chosen to rapidly increase the skills of its employees: the implementation of complete training courses, coupled with an adapted support system, is proof of a strong commitment to the ecological transition. This desire to spread an eco-responsible culture, supported by robust methodologies and quality educational management, positions Roquette as a strategic player in a decarbonized and responsible economy.”

## #6 - OUR ECOSYSTEM

Through our actions, we strengthen the links within our ecosystem, integrating the perspectives and needs of our different stakeholders. Guided by the values of authenticity, excellence, well-being and forward-looking, Roquette creates strong bonds between farmers, employees, customers and local communities.



**Isabelle Lecoq**

employee and winner of the Act & Care initiative with her association Richebourg Solidarité

“Roquette’s valuable support to our association is much more than a generous gesture. It is a promise of hope and dignity for those who fight against precariousness. By helping the association in which I am involved, Roquette fully embodies its values, and more specifically authenticity. As an employee of this company, I am deeply proud to see Roquette contribute to a cause that is so close to my heart.”



**John BODE**

President and CEO of CRA  
Corn Refiners Association (USA)

“Corn refining is an industry of innovation and sustainability, and Roquette is an outstanding example of both principles. Roquette’s forward-looking vision helps build strong connections from farmers to consumers. Its commitment to sustainability, excellence and authenticity creates lasting value for communities and the entire supply chain.”

AUTHENTICITY

ANTICIPATION

These values are concretely reflected in our actions and collaborations, as illustrated by the testimonies of four of our stakeholders. Their quotes highlight our commitment to innovation, sustainability and continuous improvement, as well as our drive to make a positive impact on people, everywhere.



**Marc Peeters**  
Head of Human Resources  
Roquette

“At Roquette, we believe that diversity and inclusion lead to better ideas, better decisions, and better outcomes. We are committed to building a team that reflects these values.”



WELL BEING



**Gilles Duponchel**  
Managing Director France  
Ocean Network Express

“The Ocean Network Express team is very pleased to have been able to build a strong and lasting partnership with Roquette. The trust established over the years with the team has allowed us to set up annual strategic workshops to reflect on and implement logistics solutions with the primary objective of gradual decarbonization. The first results have been visible since 2024 with land transport carried out with B100 fuel and the intensified use of barge solutions, which allows a CO2 reduction of up to 50% on average. At the same time, Ocean Network Express has launched, strongly encouraged by the Roquette specifications, a program to build 48 bio-fuel vessels by 2026-2027 that will contribute to the next stage of decarbonization of Roquette flows.”



EXCELLENCE



**ROQUETTE**

*Offering the best of nature™*

Roquette is a family-owned global leader in plant-based ingredients and a leading provider of pharmaceutical excipients.

Founded in 1933, the company currently operates in more than 100 countries, through more than 30 manufacturing sites, has a turnover of around 4.5 billion euros, and employs almost 10,000 people worldwide.

Life and nature have been our sources of inspiration for decades. All our raw materials are of natural origin. From them, we enable a whole new plant-based cuisine; we offer pharmaceutical solutions that play a key role in medical treatments; and we develop innovative ingredients for food, nutrition and health markets.

We truly unlock the potential of nature to improve, cure and save lives.

Thanks to a constant drive for innovation and a long-term vision, we are committed to improving the well-being of people all over the world. We put sustainable development at the heart of our concerns, while taking care of resources and territories.

We are determined to create a better and healthier future for all generations.

life+nature  
by Roquette

Find out more about the program:

[FIND OUT MORE](#)

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