

A photograph of a modern, multi-story office building with a large glass facade. The building is light-colored with horizontal panels. A tall, narrow vertical section on the right side features a large circular logo at the top. The glass facade reflects the sky and surrounding greenery. A security camera is mounted on the roof. The sky is clear and blue.

ROQUETTE

revealing
tomorrow
TODAY
INNOVATION CENTER
GRAND OPENING

2011

**SUSTAINABLE DEVELOPMENT
AND ACTIVITY REPORT**

ROQUETTE



ROQUETTE
Offering the best of nature™

"My personal convictions..."

Being proactive on sustainable development and going beyond the mere respect of regulations is today a necessity. I firmly believe that enterprises that anticipate the major social and environmental challenges of the future will be more successful than those that do not.

My personal conviction is that the long-term success of our Group will depend on the reinforcement of our policies based on the protection of the environment, the respect of people and innovation in two areas: Nutrition-Health and Plant-Based Chemistry.

Concerning Nutrition-Health, our Group's ambition is to create nutritional and sustainable solutions from glucides, fibers, proteins, lipids and extracts that are derived from plant-based raw materials and processed in our biorefineries. Roquette offers its customers a broad range of ingredients that seek to improve the nutritional, functional and technical properties of the products they offer to consumers. The challenges are clear, and consumer needs from all countries remain diverse: from nutritional requirements or food shortages to diseases related to obesity or the aging of populations.

With the growing scarcity and volatile prices of fossil resources, the development of plant-based chemistry has become a strategic necessity. Tomorrow, plants will be increasingly used to produce the molecules that society needs. Roquette is at the forefront of this major transition. We must not blindly advance forward, as we are well aware of the consequences that can arise from this approach, notably in terms of the availability of arable land. It is a true debate. In many cases, a complementary approach can achieve the right balance, with the same parcel of land devoted to different uses, since each part of the harvested plant can be used. Similarly, biorefineries can serve highly varied markets.

We have invested a lot and continue to invest in research internally, but we are convinced that to succeed, the path lies through collaborative development and innovation through networks. Thus, our microalgae research program for Nutrition-Health works with some fifteen partners, universities and private entities, as does our research program in Plant-Based Chemistry.

Our investments in research and development may seem quite bold, but they are in line with the trends and developments in our world today.

At Roquette, whether as shareholders or employees, we are all convinced that rising to these challenges will be the key to the long-term success of our enterprise.

Marc ROQUETTE
Chairman of the Roquette Group



Our Vision:

*Become a leading global player on identified markets,
for biorefinery-based solutions and products*



The Roquette Group

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Our values



Respect



Trust

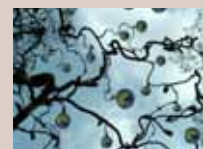


Solidarity

Our principles of action



Innovation



Passion for the job

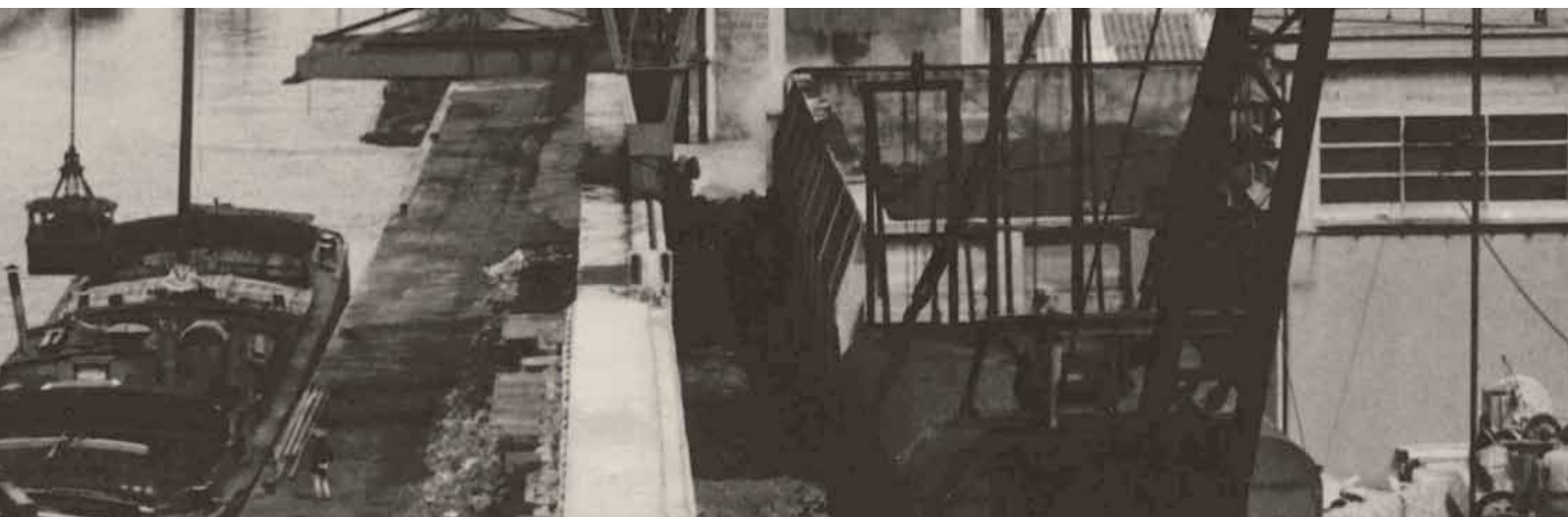


Commitment to achieve



1

THE ROQUETTE *GROUP*



The adventure starts in 1933: "Roquette Frères - The great potato starch producer of the North" (Lestrem - France)



Created in 1933 by Dominique and Germain ROQUETTE, the Roquette Group transforms renewable resources such as corn, wheat, potatoes, peas and microalgae. It produces more than 700 products from these plant-based raw materials, aimed at five sectors: Human Nutrition, Paper-Cardboard, Pharmaceuticals-Cosmetics, Chemistry-Bioindustry and Animal Nutrition.



INTERVIEW WITH GUY TALBOURDET AND PHILIPPE OLIVIER

The Roquette Group is a family-owned business whose shareholders are all members of the Roquette family. Is this an advantage in terms of the Group's approach to sustainable development?

Guy Talbourdet, Chief Executive Officer:

The Group's approach to sustainable development derives from its core values. In this way, the shareholders are real stakeholders in its implementation. The Roquette family is attached to the enterprise: many shareholders in the third and fourth generation witnessed their parents' strong involvement in the family business and live in Lestrem or in the Nord-Pas-de-Calais, where the company was founded. They therefore know all the social, environmental and economic challenges involved in developing a territory. They see how growth and the balance of the three pillars of sustainable development, "People, Planet, Profit," are needed to maintain a successful and independent enterprise.

In concrete terms, the Group's family shareholders accept the technological challenges involved in relatively long lead times to bring products to market. The levels of profitability defined by the shareholders correspond to what is required to maintain the family independence while deploying a strong policy of reinvestment in the enterprise.

Why do sustainable development projects sometimes require more time?

Philippe Olivier, Reliability and Sustainable Development Corporate Director:

Establishing a culture of sustainable development in an enterprise is not done in a day. It makes more sense and is more effective to work over a longer period in order to mobilize the maximum number of employees at all the levels and in all the functions. Sustainable development lies at the heart of the corporate strategy.

For example, we have decided to equip our Beinheim factory with a geothermal installation to develop the use of renewable energy sources. It is a world first that represents a very big investment.

The Roquette Group is becoming more international. How is it anchored in the territories in which it produces and sells its products?

GT: To start with, we work with suppliers

of agricultural raw materials that are located closest to our factories. For the entire Roquette Group, the vast majority of our raw materials are produced locally.

We reinforce our collaboration with the agricultural sector because we are well aware that our responsibility extends throughout the entire life cycle of our products, from the agricultural raw materials to the product's final use.

We also work with a network of service providers located near our factories, notably for transport, maintenance and investment works. In this way, the Group indirectly creates a lot of jobs.

Our local presence is also an asset when it comes to understanding and responding to the demands of consumers whose habits regarding food can vary a great deal from region to region.

Does your local commitment extend to involvement in the communities around you?

PhO: Each factory, and each subsidiary of our Group, contributes to local projects or finances them, either directly or indirectly, because our employees and those of our suppliers are all members of local communities.

We work in collaboration with the elected officials to achieve the right balance between the development of the community, the creation of jobs and the industrial footprint.

You spoke about your suppliers but what are the new demands from your customers?

GT: Up until the end of the last decade, the Roquette Group was a relatively secret enterprise. We were used to "doing" without necessarily "talking". Now, our customers' expectations go beyond the quality of our products and their price. They concern elements that must guarantee the institutional Roquette brand.

Our customers question us more and more regularly on our engagements to Corporate Social Responsibility (CSR). For example, their criteria to establish sustainable relations include the various aspects related to our business practices, our environmental footprint, our relations with employees and the communities in which we operate.

We must move forward with them, anticipate their questions, respond to their many requirements, and be flexible.



Guy TALBOURDET

Have your customers urged you to communicate about the Group's approach to sustainable development?

PhO: In terms of CSR, our customers were initially focused on social responsibility, notably with respect to the principles issued by the International Labor Organization.

Four years ago, we decided to begin publishing a Sustainable Development Report. From the very first edition, this report has been highly appreciated by our customers, our shareholders, our suppliers and our employees. This report also lists our engagements under the United Nations Global Compact, which offers a common framework for companies committed to sustainable development.

Today, we are also making progress to reduce the carbon footprint of our products. We have chosen to go beyond what is asked and work on Life Cycle Analyses (LCA) in order to measure the total impact of our products on the environment without limiting ourselves just to the problem of carbon. We plan to integrate these LCA into our approach on progress and innovation.

Our Mission:
To serve men and women and transform agricultural raw materials into products that are directly or indirectly used in food, health and consumer and capital goods, with an approach based on the principles of sustainable development.

customer demand as well as to the evolution of our society, which is demanding more and more products that respect society and the environment.

In your opinion, what are the responsible and sustainable innovations of tomorrow?

PhO: We listen to market expectations and we develop, for example, alternatives to bisphenol A and phthalates, products whose risks have been noted in various studies. We are

also making advances in starch-based substitutes for certain petrochemical molecules used in specialty markets. Another very promising sector for the future is microalgae. Their potential is far from being fully evaluated, and we are convinced that their field of development for human food is immense.

Roquette's major asset is its biorefineries, which allow it to work in perfect symbiosis on both Nutrition-Health and Plant-Based Chemistry, which are becoming complementary rather than competitive.

Do innovation and the search for new products and processes also help promote sustainable development?

GT: Of course. Taking into consideration the challenges of sustainable development before developing a new product is the best way to guarantee the actions of Roquette in this area over the long term. This approach also helps generate new ideas for developing the range of products and services we offer our customers.

Our researchers work to anticipate future needs and new markets. This is what we have done recently, for example, we recently launched a whole flour made from microalgae, for use in human food, a product and market that did not exist before! This is what we call "disruptive" innovation.

We must always remain attentive to

What are the future challenges for the Roquette Group?

GT: To continue to thrive, our Group must adapt regularly to the market and confront major challenges.

Today, we are facing three such challenges: the new European Common Agricultural Policy, the globalization of financial markets, notably with the speculation in agricultural raw materials and energy, and, of course, the increased competition that now includes players from new horizons, new geographic areas, and also new business sectors.

We must therefore be innovative and know how to turn constraints into strengths.

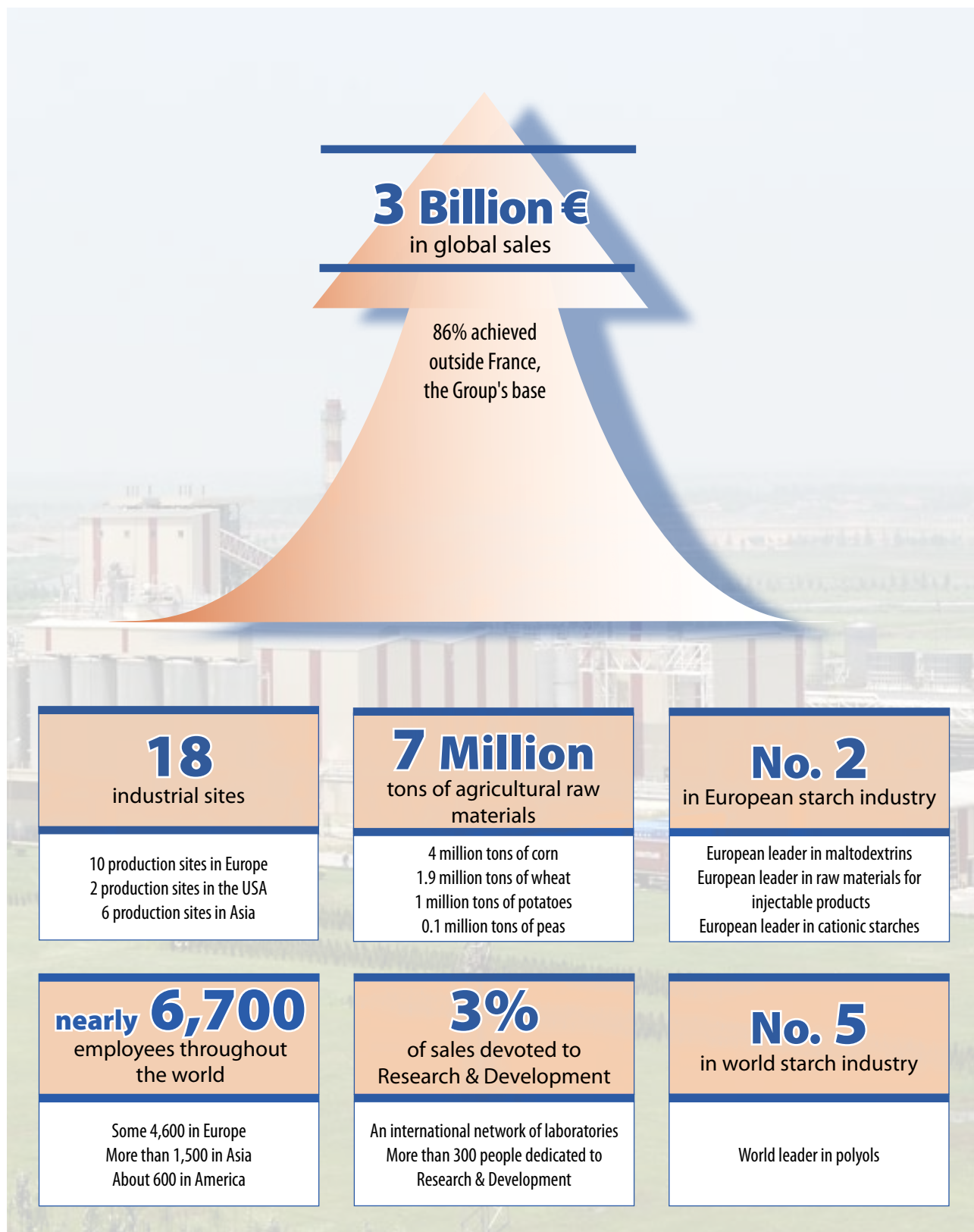
Our ambition is to meet these challenges by succeeding in our mission:

"To serve people by offering the best of nature".



Philippe OLIVIER

KEY FIGURES 2011



OUR HISTORY

"Who could have imagined that the little starch producer founded in 1933 at the Lestrem site would give birth to the remarkable international industrial complex that is the Roquette Group today, with its 6,700 employees in Europe, Asia and America?"

Marc Roquette, Chairman

Once upon a time in the North...

The adventure started in 1933 when two brothers, Dominique and Germain ROQUETTE, then grain agents in Lille, created the company "Roquette Frères, the big starch producer of the North" and began construction on a potato starch plant at Lestrem, a small village in the North of France.

In 1946, the workshops began working on another interesting cereal grain: corn. Other renewable raw materials would subsequently be added to Roquette's activity: wheat in 1956, peas in 2005 and microalgae in 2008.

Beyond the frontiers

The years from 1958 to 2000 marked the group's first wave of expansion outside France, with the acquisition or construction of European industrial sites in Spain, Italy and England.

In the 1980s, the Roquette Group set its sights overseas with its first factory on the American continent.

As of 2000, the group's global expansion strategy began looking east, with acquisitions notably in China, Korea, Japan and India.



Germain ROQUETTE, one of the founding brothers, and Adam Grünewald, a brilliant engineer, whose rigor, inventiveness and energy came to bolster the courage and daring of the two pioneers in 1933.

Nearly 80 years of existence

To date, Roquette remains an independent family-owned business, one of the world leaders in the starch industry. A pioneer in Research & Development with its first laboratory in 1951, the Roquette Group has made innovation a constant priority for future development around Nutrition-Health and Plant-Based Chemistry.



In the DHAINÉ family, there was the grandfather, then the father, and now the son...

André, Denys and today Jérémy, all three employed at Roquette

Denys Dhaine: My father, André, began in 1948 at the factory in Lestrem, where he worked for 38 years. Mr. Grünewald called him "Captain" and his colleagues "Ch'marin" because he used to work in the navy. He spent practically his entire career in the boiler room, where he saw the boilers grow in size at the same pace as the factory. As a child, I remember that he would come home covered in coal dust, from shoveling coal into the boilers, which is what they had to do at the time. With the new technologies, it's a lot cleaner today, and a lot healthier!

Without any qualifications, I began as a lab assistant right after turning 18. When I was given the opportunity to work in the boiler room, like my father, I jumped at the chance! I took courses at the technical school in Lille and received my diploma. First I was a roundsman, then a tabler, and I was a shift supervisor when I retired after 42 years. I witnessed quite a lot of changes over the years, especially in terms of the working conditions, which improved a great deal. I am proud to have followed in the footsteps of my father, proud of the work I accomplished and proud to see my son, in turn, give the best of himself to this same company.

Jérémy Dhaine: Already when I was young I dreamed of working at the factory. I left a job at a flour mill to join Roquette. I've been given the post of operator in the glucose plant and I hope with all my heart to have a long career at this company. What I really like about this company is its ability to always go further, and that nothing is impossible, even changing the course of the Lys River! That makes me confident about the future. My dearest wish is to advance to a position in ... the boiler room, of course!

GOVERNANCE

At the head of the Group, Marc ROQUETTE represents the third generation of the family. In 2004, he succeeded Dominique ROQUETTE, son of one of the two founding brothers. The stability of the family shareholder base and the financial independence of the Group contribute to the implementation of its strategy of sustainable development and investment.

The Board of Directors

The Board of Directors determines the strategic, economic, financial, technological and social orientations of the Group and oversees their implementation by the General Management.

Its mission is to ensure the long-term development of the company and its activities. As a collegial body, it acts in the social interest and serves the common interest of the shareholders. As of 31 December 2011, the Board consisted of nine members.

Governance evolved

The ambition of the Roquette family is to retain control of a successful Group that enjoys an excellent reputation and is ranked among the top world leaders in its sector. In order to adapt to the needs of its growing shareholder base, its system of governance underwent a major transformation in December 2011: the merger-absorption of the holding companies from the different family branches.

Now, all shareholders are on the same footing and all directly hold shares in Roquette Frères.



Francis
WALLART

Edouard
ROQUETTE

Guy
ROQUETTE

Miguel Angel
PUIG

Pascal
PAYET-GASPARD

THE AUDIT COMMITTEE

This committee assists the Board of Directors, examines the accounts of the Roquette Group, controls the missions of the account auditors, evaluates risk and oversees internal auditing.

Christophe ROQUETTE
Chairman



Francis WALLART



Edouard ROQUETTE



Bernard YON



THE COMMITTEE OF NOMINATIONS AND REMUNERATIONS

It meets to decide on recruitment, nominations and the remuneration of directors.

Guy ROQUETTE
Chairman



Bernard YON



Christophe ROQUETTE



Pascal PAYET-GASPARD



Domenico
CARBONE

Bernard
YON

Marc
ROQUETTE

Christophe
ROQUETTE

GOVERNANCE AS OF 31 DECEMBER 2011



SHAREHOLDERS

200 Members
of the
ROQUETTE family



ADMINISTRATORS

Marc ROQUETTE
Edouard ROQUETTE
Christophe ROQUETTE
Guy ROQUETTE

Domenico CARBONE
Pascal PAYET-GASPARD
Miguel Angel PUIG
Francis WALLART
Bernard YON



CHAIRMAN

Marc ROQUETTE

VICE-PRESIDENT

Edouard ROQUETTE



Romuald MARESCAUX, Microbiology – Phycology technician
(Lestrem – France)



GENERAL MANAGEMENT



Jean-Bernard LELEU
Deputy CEO & Vice-President, Research,
Innovation and Development



Guy TALBOURDET
CEO



Jean-Marc WILLEFERT
Deputy CEO & Vice-President
Europe



INTERNATIONAL EXPANSION

The Roquette Group's global expansion policy has long been based on a mix of industrial sites, sales offices and agents.

Currently present in more than 100 countries, the Group pursues its deployment and strong growth in geographic areas through an industrial policy of broad scope.

The Roquette Group today includes 18 industrial units, a network of laboratories for research and applications, and some 30 sales offices. Its industrial sites are located in Europe, America, Asia and India. Its international presence is further bolstered by its nearly 70 sales agents around the world.

This world-wide presence serves to respond to the needs and expectations of our customers, who insist on the same level of quality wherever they do business.

Multiplying new markets

The Group reinforces its presence throughout the world by entering into partnerships with enterprises recognized

in their field of expertise. It remains open to industrial and commercial opportunities that will allow it to continue its world-wide development.

Deployment in Southeast Asia

In 2011, the Roquette Group launched a new sales organization in Southeast Asia. The logical consequence of its strong growth in the region, Roquette Singapore is now broadening its activity with teams in Malaysia, Indonesia, the Philippines, Thailand and Vietnam, countries until now handled by sales agents. Its teams are being reinforced primarily through local recruitment and will seek to actively cover this emerging region of more than 500 million inhabitants.

18 industrial sites

nearly **30** sales offices

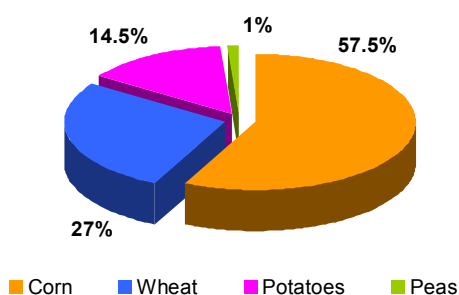


OUR BUSINESS

Our industrial units transform renewable raw materials (corn, wheat, potatoes, peas or microalgae) to obtain more than 700 products aimed at five industrial sectors: human nutrition, paper and cardboard, pharmaceuticals and cosmetics, chemistry and bioindustry, and animal nutrition.

The Roquette Group thus promotes the concept of the integrated biorefinery.

Raw materials used

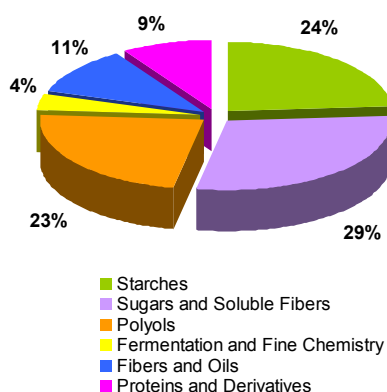


The Roquette Group, partner of the agricultural world

Each year, the Group transforms 7 million tons of agricultural raw materials, including 3.5 million tons of local French origin, representing a total of 800,000 hectares of cultivated land.

For many years, it has maintained privileged relations with its suppliers, most of whom are located close to its factories to promote local sourcing within a small logistics radius.

Sales by product range



The richness of a molecule

Our biorefineries extract and separate the components of corn, wheat, potatoes and peas, which are then transformed into more than 700 products. The main component, starch, made from molecules of glucose, is a tremendous source of energy. It is marketed in its native form or in derivative forms. This diversity of raw materials, combined with Roquette's manufacturing processes, allows the Group to develop products adapted to the needs of the market.

In Human Nutrition, for example, our products are used in infant formula, beverages, soups, breaded products, cheese, jams, confectionary, chewing gum, ice cream, to name but a few.

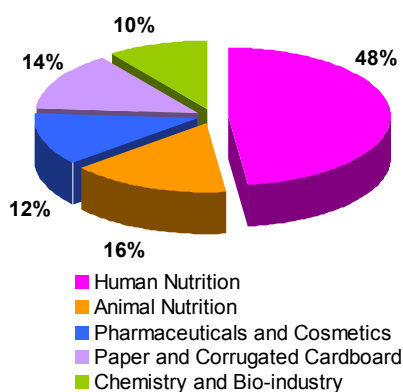
In Pharmaceuticals-Cosmetics, our products can be found in toothpaste and beauty creams, as excipients for syrups and caplets, or as the active principle for injectable products.

In Animal Nutrition, our products enrich pet food and feed for livestock.

Among applications in Paper-Cardboard, our products are used as adhesives for cardboard and to improve the softness and resistance of facial tissues and the print quality of books, etc.

In the Chemistry-Bioindustry sector, our products are employed notably in the treatment of metals, in wall adhesives and as additives for concrete.

Sales by sector of application



Products present in our daily life



Sweet and creamy for your pleasure!

Glucose avoids crystallization in ice creams.



Sorbitol keeps toothpaste soft !

Sorbitol retains water and prevents toothpaste from drying out.



Without corn gluten, your egg yolks would turn pale! *The pigments naturally present in corn gluten help reinforce the color of egg yolks.*



A pulpy and delicious tomato sauce!

The new starch from peas improves the pulpy texture of tomatoes.



Well-glued packaging means well-transported products ! *Corn and pea-based adhesives are used to manufacture crates and cartons for packaging.*



Wood turns green!

Glucose syrups and starches are our alternative solutions for reducing formaldehyde emissions from adhesives for wood materials.

LOCAL RAW MATERIALS

The quality of our products relies on agricultural raw materials of irreproachable quality. For years, the Roquette Group has worked in close partnership with its local farmers, cooperatives and other suppliers...

A strong presence in the territory

The various factories of the Roquette Group are all strongly anchored in their respective territories and purchase cereals from local suppliers.

For the Roquette Group, stable sourcing means developing long-term relationships with suppliers and optimizing transport from numerous local collection points.

Train and barge are the preferred methods of transport in order to reduce the carbon footprint of logistics. When necessary, road transport by truck is used for short distances. In addition, the Roquette Group optimizes its logistics routes in order to minimize transport of empty containers.

Each year, numerous audits are carried out on the silos of our accredited cereal producers. These diagnostic inspections contribute to the improvement of the infrastructure and help ensure that our network of collection points is optimized and properly maintained throughout the territory. Local sourcing serves to limit transport between storage points and loading platforms, and thus avoids any delays in loading.

Waxy corn, an example of close collaboration with farmers

The production of waxy corn dates back to the 1970s. Waxy is a relatively new type of corn that is rich in amylopectin, one of the two key components of starch. Forty years ago, a few kilos of waxy corn seeds were imported from the USA for testing in Italy. The small test field was located in the middle of the park of an old abbey to keep it isolated from the pollen of other plants. Since then, the Group's agronomists each year test new varieties to propose to farmers. Privileged relations have thus promoted the loyalty of farmers – in certain cases up to three generations now – and improved the profitability of this sector for sourcing.

Waxy corn also plays an important role in the Roquette Group's international expansion strategy. It was introduced in China in 2005 with the same approach and the same success as in Europe. After a first phase testing different varieties, Roquette China's agronomists have established direct contracts for the procurement of waxy corn for two years now. The agronomists monitor agricultural production in close collaboration with the farmers from the big cereal-producing provinces close to the industrial Lianyungang site.



"Understanding the needs of the other has allowed us to forge a real mutual trust."

Martin MIGONNEY, Director General of the NORIAP Cooperative, cereals supplier to Roquette France

How long has the Noriap Cooperative been a supplier to Roquette?

The first contacts date back to the 1980s, for wheat starch first in Vecquemont then in Lestrem via Agro Picardie, which has since become Noriap. We began to deliver corn to Lestrem in 1987, then peas to Vic-sur-Aisne as of 2000.

Over the course of these exchanges, we have made a lot of progress together in the definition and the respect of technical specifications. In the beginning, it was not always easy to integrate the demands of a specialized industrial company into our working processes. But by working together, sharing analyses and results, we could each understand the needs of the other, and over time this forged a real mutual trust.

Is sustainable development integrated into your activity?

Yes, of course! Sustainable development is integrated into all the activities of the cooperative.

We developed a very active policy regarding tools to assist decision-making, which we made available to agricultural producers to enable them to optimize their resources (using less and in a more efficient manner), while retaining the two fundamentals: yield and quality of the product.

More than half of cereal shipments are handled by train or water to reduce the number of trucks on the roads. Furthermore, we deliver within a radius limited to 200 km, which improves the carbon footprint of our activity. We manage each year more than 5,500 test fields to improve our seeds and raise our members' production

yields and quality.

Over time, has the relation between Noriap and Roquette evolved?

Our simple seller-buyer relationship has evolved towards a more technical partnership, in which the needs of the buyer are integrated into the way the members of the cooperative produce their wheat.

This transition to a relationship of customer and supplier, where each is a co-contributor to the development of the sector, has led us to encourage exchanges such as site visits, meetings and the sharing of results, audits, etc. Our two groups have been greatly enriched by this relationship, which has jointly contributed to the creation of value both for Noriap producers and for the Roquette Group.

OUR CSR COMMITMENT



Sustainable development poses fundamental challenges, both in terms of social and societal issues as well as environmental and economic performance. The Roquette Group remains strongly committed to Corporate Social Responsibility (CSR).

The Ethics Charter

Since 2009, the Ethics Charter has been the document of reference that defines the convictions, the responsibilities and the commitments of the Group, as well as the spirit in which it seeks to manage its activities.

This charter reflects the ambitions of the Senior Management and Board of Directors to affirm the Group's values and principles of action: Respect, Trust, Solidarity; Innovation, Passion for the job and Commitment to achieve. It provides the employee with guidelines to clarify professional conduct and choices, notably in situations of dilemma or uncertainty.

The Code of Conduct

The Code of Conduct lists the operational practices and principles of the Ethics Charter:

- Respect of the law and regulations,
- Protection of the social rights of employees,
- Good business practices,
- Respect of the environment,
- Prevention of conflicts of interests,
- Management of information,
- Protection of the assets of the Roquette Group.

The Ethics Committee

In addition to the Ethics Charter and adherence to the United Nations Global Compact, the Roquette Group has also had an Ethics Committee since 2009. Under the auspices of the Reliability & Sustainable Development Dept., the Ethics Committee is composed of representatives from the different regions plus one external member.



Going beyond the legal requirements to promote the Group's values and principles of action.

Our adherence to SEDEX

SEDEX (Supplier Ethical Data EXchange) is a not-for-profit organization for companies committed to improving the ethics performance of their production and distribution chains.

Adherence to this initiative involves participating in a platform for exchanging information on social responsibility and performance. Certain multinationals from the agrofood sector have joined the "AIM-PROGRESS" consortium in order to promote good ethical practices with their suppliers. To this end, they rely on the SEDEX platform, which applies the principle that "an audit for one is an audit for all." Roquette has been part of SEDEX since 2006 and in 2012 engaged in audits of two of the Group's sites: Lestrem (France) and Lianyungang (China).



"Guiding professional conduct and behavior, in particular in situations of dilemma or ethical uncertainty"

Lori Hale, Member of the Ethics Committee and Project Coordinator at Keokuk (USA)

What is the role of the Ethics Committee and how does it perform its function?

The creation of the Ethics Committee reflects the commitment of the Group in terms of social responsibility and ethics, notably at the level of the decision-making process. It acts transversally by

involving all the levels and the functions.

All the regions are represented, which gives a multicultural perspective to best guide the enterprise and the professional conduct and behavior of each employee, in particular in situations of dilemma or ethical uncertainty.

The Ethics Committee meets twice a year, and more frequently if the need arises. In 2011, it was called upon three times to respond to questions from the different regions. Ethical issues or questions can be submitted directly to a member of the committee or by e-mail to the following address: **ethics@roquette.com**

LISTENING TO OUR STAKEHOLDERS

The Roquette Group has identified all its stakeholders: customers and suppliers, employees and shareholders, public and private partners... Taking their expectations into account allows to adapt the method of dialogue with each of the parties. Here are a few examples:



Stakeholders are individuals or groups of individuals that influence or are influenced by the activities of the enterprise.



Working closely with farmers helps to prepare a sustainable future for the potato starch sector in France, following changes in European regulations.

Listening to the customer

As part of its constant efforts to improve customer relationships, the Roquette Group ran a satisfaction survey in 2011 to listen to customers, respond to their expectations and identify areas for improvement.

Conducted with 7,000 people in 108 countries, the study sought to determine how customers perceive our offers and services, around six major themes: the Group's product range; its sales teams; its agents and distributors; the technical support it provides for development; logistics; and the handling of complaints.

The results of the survey show a particularly high overall satisfaction rate of 95%.

This study on our strengths and weaknesses highlights that the most important criteria for our customers involve logistics, sales and product issues where the Roquette Group's performance received high scores.

The areas where customers would like to see improvements concern:

- The development of innovative solutions in partnership with the customer,
- Responding to requests for market information, and
- Improving the way we handle complaints.

The action plan established around these priority issues involves all employees of the Group and is accompanied by an ambitious campaign to raise awareness among employees.

A common approach with suppliers

Under its Common Agricultural Policy, the European Union will cease to subsidize the potato starch industry as of mid-2012, leaving the market and competition as the only regulating factors.

Since this announcement at the end of 2008, and in order to continue a healthy potato starch activity, the Roquette Group has worked closely with its potato suppliers to prepare for the transition towards the new system.

Our Vecquemont factory (France) was until recently supplied by nearly 1,200 potato producers.

The latter are now organized into two cooperatives that supply the Vecquemont starch production plant. The result is a better synergy between the sector's actors and the French and European authorities.

In parallel, the Roquette Group has intensified its efforts to develop sales of potato starch and derivative products on sustainable markets in order to ensure our supplier partners a profitable activity, even after the change in European regulations.

Dialogue with shareholders

Testimonial from Hervé Roquette, Shareholder and Employee of the Roquette Group

"The company's relationship with its shareholders is a determining factor, and the latter are sensitive to this privileged connection, which goes well beyond merely providing legal information. Roquette maintains a close relationship with its shareholders in order to inform them and take into account the expectations of new generations in the family.

"In addition to two annual informational meetings, appropriate site visits or training programs are organized with the Senior Management and internal specialists.

"The shareholders of an eponymous company are also ambassadors of the company in public life."

The Sustainable Development Report: a method for dialogue and sharing good practices

Testimonial from Dennis Janssen, Coordinator of the Safety, Health, Environnement Program (Keokuk - USA)

"The Sustainable Development Report is a very professional and very practical document. It highlights the actions of the Roquette Group and shows readers the considerable work done by the enterprise at a global level. When you go through this document and you read an article on a subject for which you have devoted numerous hours, you begin to understand that in each unit another person has made the same efforts. And if you multiply this by the number of workshops and subjects, you get a pretty clear picture of the considerable amount of work that we carry out.

"The Roquette Group makes very specific efforts to bring together our international community in order to define common objectives in line with the priorities of the enterprise. Thanks to this, it will be stronger and more efficient. Most of our employees are highly invested in their work, but they need to be assured of what is needed for the

enterprise. For this, internal communication and exchange are essential."



Exchange with the local communities

Excerpt from the speech of Mr. Tang GuoHai, Assistant to the mayor of Lianyungang, during the 10th anniversary celebration of Roquette Asia.

"(...) Ten years ago, the Roquette Group planted a seed of hope in the Development Zone of Lianyungang to launch its activities in Asia. Over the past decade, it has taken root in China and grown at an incredible pace... Roquette's Lianyungang factory has become the Roquette Group's biggest production unit in Asia, one of the biggest enterprises to arise from foreign investment and one of the most important French investments in the province of Jiangsu.

"All these accomplishments bear witness to the considerable efforts of Roquette that have contributed not only to the tremendous support of numerous institutional and strategic partners, as well as to a friendly collaboration with the municipality and the Technological and Economic Development Zone of Lianyungang.

"Since 2009, Lianyungang has improved its integration of resources and accelerated its development. We will increase our efforts to assist Roquette in Lianyungang. To provide new contributions to business and economic exchange, we also sincerely hope that we will be able to develop our friendship and our cooperation with the Roquette Group (...)."



Tang GuoHai, assistant to the mayor of Lianyungang, pays tribute to 10 years of harmonious relations between the Roquette Group and the community of Lianyungang.

ASIA
ROQUETTE SINGAPORE extends its operations with the opening of sales offices in Malaysia, Indonesia, the Philippines, Thailand and Vietnam

USA
End of the labor action at Keokuk. A new contract is ratified, putting an end to the lock-out

CHINA
Launch at Lianyungang of the caramel coloring production unit of the SETHNESS ROQUETTE FOOD INGREDIENTS joint venture

GROUP
Acquisition of stake in AGI, a French specialist of hydrocolloid-based solutions

GROUP
ROQUETTE actively participates in 1st European Congress on Plant-Based Chemistry

ASIA
Ceremonies of the 10th anniversary of ROQUETTE ASIA

FRANCE
Announcement of the opening at Lestrem of a production unit for food ingredients derived from microalgae, dedicated to SOLAZYME ROQUETTE NUTRITIONALS

GROUP
Acquisition of stake in AMILINA, a Lithuanian starch producer, to serve the Baltic and Nordic markets

MAJOR EVENTS OF 2011

GROUP

Renewal of our adherence to the United Nations Global Compact

GROUP

Change in governance in December 2011 with the merger-absorption of holding companies that represented the different family branches

GROUP

ROQUETTE develops its internal collaborative networks by bringing together experts from its different sites:

1st Meeting of the Group's Engineering Network

1st Meeting of the Group's Safety Network

1st Research Innovation Development Forum, which on this occasion celebrated 60 years of Research at ROQUETTE

ITALY

Construction begins on a production unit for biosourced succinic acid at the Cassano site, dedicated to REVERDIA™, ROQUETTE venture with DSM

DENMARK

Opening of a new subsidiary at Allroed

USA

ROQUETTE AMERICA inaugurates its new Innovation Center at Geneva

2

A CULTURE *OF INNOVATION*



Tilo MOTTSCALL, Quality and Laboratory manager at the site of Klötze (Germany)



Research, innovation and development are part of the DNA of the Roquette Group, which has always responded to the evolution of the market, often anticipating changes. The human and technological expertise put into application are in line with the high ambitions of the Roquette Group, one of which is to rank among the most innovative enterprises in the areas of Nutrition-Health and Plant-Based Chemistry.



INNOVATION AT THE HEART OF THE ENTERPRISE

Innovation has been the backbone of the Roquette Group's development and growth since the 1950s, when its first research laboratory was launched at Lestrem (France). To support its research activities, the enterprise employs more than 300 people, and devotes 3% of its annual turnover. Thanks to its global network of application laboratories, it makes every effort to offer products with new functions or alternative solutions that are more respectful of human health and the environment.

CONSTANT INNOVATION

The Roquette Group innovates continuously to create new products and solutions adapted to the needs of consumers. Its research activities are primarily based in France at Lestrem. Over the past several years, five other application laboratories have been added (USA, China, Japan, India and Italy).

The research relies on numerous areas of expertise, including chemistry, biochemistry, phycology (the science of algae), microbiology, toxicology, etc. Multidisciplinary teams skilled in state-of-the-art technologies and equipment design, test, analyze and develop innovative solutions, products and processes that are more respectful of people and the environment, as well as more economically sustainable. Numerous research contracts with universities, laboratories and other partners from around the world allow Roquette to benefit from studies and other works in complementary areas of expertise. They allow the Group to keep up with the latest scientific and technical knowledge.

The Roquette Group's innovation strategy focuses on designing new products and solutions from renewable resources in two main activities: Nutrition-Health and Plant-Based Chemistry.

Nutrition-Health creates sustainable solutions for nutrition and health. It responds to the specific nutritional needs of populations and offers innovative solutions based on glucides, fibers, proteins, lipids and other extracts. It relies on results validated by clinical studies and renowned experts.

Plant-Based Chemistry is an integral part of our approach to develop the group's economic and environmental performance through the use of renewable resources. It offers new biosourced chemical intermediaries with improved properties and functions.

It also works on new methods of production, such as biotechnologies, to substitute existing chemical compounds with molecules from plant-based origin. Lastly, it develops natural polymers and other materials with special properties and functions, all from plant-based resources.

"The efficiency and performance that we seek come from sharing skills and ideas thanks to our way of working collaboratively within our global business networks."

Jean-Bernard LELEU, Vice-President, Research, Innovation and Development



Innovation to meet the major challenges

New ways of working are needed to confront the next big challenges, which include the recent rapid expansion of the Group's international presence. In this spirit, we are building world-wide research networks and reinforcing our local presence in the different regions. The Group is also developing synergies between the sales & marketing teams and the application laboratories in order to develop greater proximity with customers.

On the strength of its experience with current partners such as DSM and Solazyme, the Roquette Group is reinforcing this type of win-win collaboration to mutually develop expertise.

Innovation to respond to the needs and concerns of society

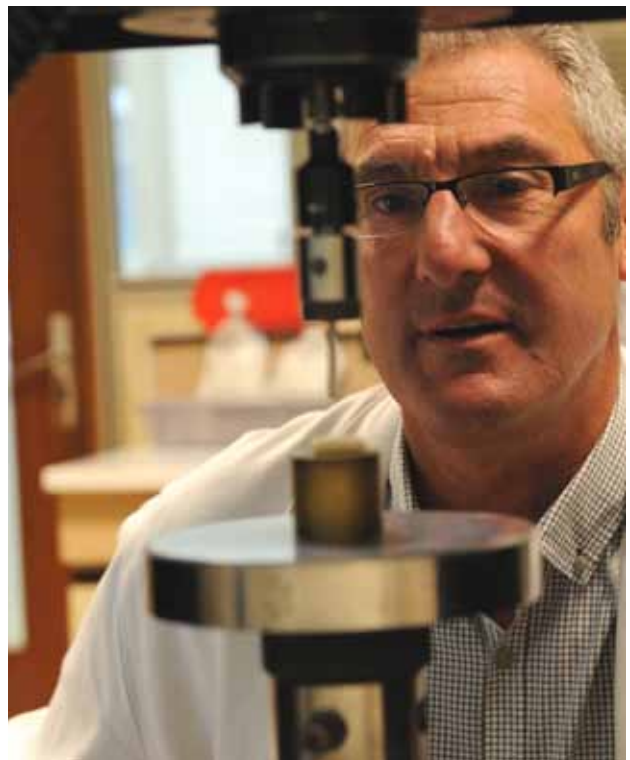
Research & Development is a key priority to respond to the needs of our customers and to the evolution of the market. By offering products with exceptional nutritional qualities, designing innovative functional ingredients with strong health benefits, and developing sustainable alternatives to petrochemistry, the Roquette Group responds to the demands of consumers who are more and more concerned about their health and well-being and that of the environment. These are top priorities for the Roquette Group.

A few examples of recent and historic innovations are illustrated on the following pages.

6

application laboratories

(USA, France, Italy, India, China, Japan)



Yves BOURTEEL, Rheological Expert (Lestrem - France)

State-of-the-art technologies and equipment are used by our multidisciplinary teams.

Patents at Roquette, a sustainable, renewable and integral product!

This is the story of a small company, Roquette Frères & Cie., which submitted on 15 April 1937 its first patent protecting "a sweet, comestible product, for use in confectionary, pastries and other products, presented in the form of a white paste, with a consistency analogous to butter, such that it can be put in breads or dough and can also be kneaded or spread."

More than 74 years later, this same company has submitted its 4,667th patent covering a variant strain of Schizochytrium with high productivity in DHA (Docosahexaenoic acid, a family of omega-3).

This latest success reflects the strategic, technical and geographic diversification of the Group, having been developed by a team of inventors from Roquette France and China!

This long, proactive and dynamic policy of industrial intellectual property development has led Roquette to be ranked No. 1 in France for patents filed in the agrofood industry¹, a clear reflection of its culture of innovation.

¹ Source : the Patent Panorama of the French agrofood industry 2010 - www.frinnov.fr

NUTRITION-HEALTH

➤ The story of a small grain of corn, an example of historic innovation

A sacred grain for the American Indians, "discovered" by Christopher Columbus, known for five centuries in Europe under the name of wheat in Turkey, Spain and even Italy, corn is today cultivated on the five continents. Its role in daily life, however, is often still not fully understood.

It is from corn that we produce glucose for the injectable solutions that are widely used in hospitals for intravenous rehydration and parenteral nutrition of patients. Glucose is obtained from starch extracted from corn grain and fractioned (hydrolyzed) into glucose monomers.

Since 1894, scientific advances in hydrolyzation techniques and purification processes have led to the production of a quality of glucose that is exempt from all pyrogenic substances. This purity avoids the reaction of fever in the patient.

For many decades, the Roquette Group has been the leading manufacturer of apyrogenic glucose. To consolidate its position and maintain excellence, a completely new production unit equipped with the latest technologies has been built at the Lestrem site (France) in 2011.

Apyrogenic glucose is defined in the monographs of the pharmacopeia, which describe specific tests such as the LAL test. These serve to verify production circuits as well as to control the product to ensure it conforms to the expectations of customers.

The batches of crystallized apyrogenic glucose are packaged in sacks or in big bags. Upon reception by the

Parenteral nutrition

Parenteral nutrition, or intravenous feeding, corrects or prevents imbalances in nutrition of patients with severe or chronic intestinal problems.

LAL TEST

(Limulus Amebocyte Lysate Test)

The limulus polyphemus, also known as the horseshoe crab, is a living fossil that has not evolved for over 500 million years. Its longevity is due to the properties of its blue blood, which coagulates in the presence of endotoxins. This characteristic is used in the LAL test in order to prepare the reactive material that detects the presence of bacterial endotoxins in a solution. These are pyrogenic substances, i.e. they provoke a potentially harmful increase in body temperature following parenteral injection. Thanks to the LAL test, rabbits are no longer needed for apyrogenetic testing. The limulus is a protected species, and the taking of blood is done under strict control, after which the crabs are returned to their natural sea environment. This practice contributes to the protection of the species.

customer, they are placed in solution and repackaged in sterile pouches or flasks.

In this way, corn is at the origin of the molecule of life, glucose, a raw material used in post-surgery and trauma care as a source of energy. Several tens of thousands of tons are delivered throughout the world for the satisfaction of our customers and the well-being of patients.



The story of a small grain of corn that became the molecule of life



Each day
1.5 million
people in the world receive
intravenous drips with
LYCADEX® PF produced in our
factories at Lestrem (France)
and Keokuk (USA)

➤ Promoting research with DigestScience

The DigestScience Foundation was created at the initiative of doctors and researchers in the North of France to "promote research on diseases of the digestive system and nutrition". The Roquette Group is one of the founding partners.

The scientific community considers this association for medicine and nutrition as a leading force for sustainable progress in the treatment of these pathologies. Works by the experts who launched this foundation have brought the region of Lille, in the North of France, to the forefront of the research world. To support these efforts, the Roquette Group has made a five-year pledge to provide 300,000 euros a year to DigestScience. At the time of its creation, studies on the impact of our polyols and fibers on oral and intestinal microbiotics had been done for many years, notably with teams of researchers involved in the origins of DigestScience.

Over the past three years, DigestScience has launched two calls for proposals, organized several workshops and congresses, published bimonthly newsletters, and provided therapeutic education with the support of a dedicated nurse. The foundation each year also organizes an athletic competition for the benefit of research, the Testathlon, which is well known to Roquette's employees in France, who often receive the trophy for most participants from a single company.

Useful calls for proposals

DigestScience finances cutting-edge research programs on digestive disorders and human nutrition. The European calls for proposals are managed by a high level scientific council.

The first call for proposals (2009-2010), for an amount of one million euros, sought to promote cutting-edge research in chronic Inflammatory Bowel Diseases (IBD), coeliac disease and the immunological and/or inflammatory aspects of intestinal dysfunction. The winning team (Prof. D. W. Hommes et al, University of Leiden, Netherlands) took an innovative and original therapeutic approach: it employed stem cells from bone marrow (mesenchymatous stromal stem cells), possessing a high power of proliferation and differentiation in various tissues, for the treatment of IBD.

The first results of the phase 1 clinical study (Duijvestein et al., GUT, 2010) are very encouraging for the treatment of Crohn's disease.



"We are partners of DigestScience and we seek to play a major role, in an action of good corporate citizenship, to promote clinical research and protect the health of people."

Marc ROQUETTE, Chairman of the Roquette Group

The second call for proposals (2011-2012), for an amount of 500,000 euros, targeted the "handling of intestinal flora in the domain of health and disease". The four winning teams, led by Laurent Debarbieux of the Pasteur Institute of Paris (France), embarked on an innovative project: "The interactions between bacteriophages and bacteria in intestinal flora" (still little understood at the digestive level). Given that bacteriophages are viruses that are exclusively directed against bacteria and represent the most numerous biological entities on the planet, these phages play a primordial key in microbial equilibrium. This ambitious project is expected to lead to numerous applications, and the initial results are expected in 2012.

High level workshops

Many themes have been addressed since 2009. The latest being: "Inflammation, Hypersensitivity and Abdominal Pain: mechanisms and recommended conduct" (June 2011).

For more information: www.digestscience.com



Sophie NESVADBA and Pascale HENO (Lestrem - France)

DigestScience each year organizes the Testathlon, a sports event in which more than 250 employees from the Roquette Group's French sites participate.

➤ How to innovate in nutrition without sacrificing taste and enjoyment?

These days, consumers want foods that taste great, but they are also increasingly aware of the need for a healthy and balanced diet.

Yes, it's possible to please the taste buds while savoring a few cookies or an ice cream and still protect your waistline and your health!

With microalgae, an innovative solution is now available thanks to the creation in 2011 of the Solazyme Roquette Nutritional joint venture.

Microalgae, an innovative source of nutrients

Microalgae are single-cell algae that feed on a carbonated source and can be produced in a controlled and secure environment.

Discovered centuries ago but only recently applied for industrial purposes, microalgae include several hundreds of thousands of species. They are known for their extraordinary intrinsic composition: proteins, lipids (including omega-3 and omega-6), a wide range of vitamins and minerals, various pigments, etc.

Cultivating microalgae at industrial scale

In order to offer a product for the agrofood industry on a large scale, the big challenge was to select the right strain of microalgae and identify the optimal conditions for cultivation.

The decision was made to cultivate the microalgae in a reactor, to avoid changes in climate and other conditions associated with an uncontrolled environment. This approach also presents the undeniable environmental advantages of preserving natural resources.

A unique, new whole food ingredient

The whole flour obtained from microalgae combines proteins, lipids and fibers. The lipids in this flour have a very interesting nutritional profile, close to that of olive oil.

This food ingredient is a great solution to improve the nutritional properties of many food applications, notably cereals and bakery products, beverages or frozen desserts.

It offers very low content in saturated fats and contains no trans fatty acids or cholesterol. It considerably reduces calories while providing fiber and proteins. Best of all, it offers the same mouth feel and same consistency as a solution rich in fats. Thanks to these characteristics, the possibilities for innovation are endless.

Microalgae offer tremendous opportunities for innovation in nutrition without sacrificing taste or enjoyment, while improving the well-being of consumers.



The whole flour obtained from microalgae can replace lipids in a broad range of applications: cereal and fine bakery products, beverages or frozen desserts.

SRN, a pioneering joint venture in microalgae

In November 2010, Solazyme Inc., a California-based company specializing in oils and renewable bioproducts, and the Roquette Group formed the joint venture SOLAZYME ROQUETTE NUTRITIONALS (SRN) to combine their skills and technologies. Specialized in food ingredients derived from microalgae, SRN is based in San Francisco.

A first production run, with capacity of 300 tons of whole flour, was launched at the Lestrem site (France) for SRN, which is planning to begin marketing the product in 2012. Production capacity for this unit will eventually be raised to 5,000 tons a year.

➤ Healthy beverages

Beverages for the Nutrition-Health market continue to be developed. Consumers are demanding beverages with less sugar content, fewer calories and greater nutritional benefits for their health.

With the specific properties of NUTRIOSE® fiber, notably its solubility and neutral taste, the Roquette Group has developed a new beverage concept that is rich in fruits and entirely sugar-free, thanks to a NUTRIOSE® blend that replaces the sugar that is usually added. The taste, sweetness and texture of this beverage are fully comparable to the traditional sugared drink, but with 75% fewer calories. Furthermore, the NUTRIOSE® fiber is recognized as a natural food ingredient. It can be produced from two renewable raw materials: corn or wheat. This flexibility adds to the natural advantages of this ingredient. The solution is always guaranteed to be gluten-free.

The international strategic consulting firm FROST & SULLIVAN has just awarded the Roquette Group the 2011 "European Food Fiber Ingredients Customer Value Enhancement" award for its soluble NUTRIOSE® fiber.

This distinction is the latest to reward the Group's strategy of continuous improvement, in particular on the scientific validation of the nutritional and health properties of its ingredients.



Soluble NUTRIOSE® fiber replaces added sugar, reducing calories by 75% without compromising taste.

➤ Plant-based proteins, a response to the challenges of aquaculture

According to forecasts by the United Nations Food and Agriculture Organization (FAO), aquaculture is expected to show strong growth in the coming decades, as increasing consumer demand for fish puts greater pressure on natural fish stocks.

Fish meal and oil are the primary ingredients for fish food. The rise of fish farming has increased demand for these raw materials, which traditionally come from fish capture, where production is sluggish. Through its range of proteins derived from the fractioning of peas, potatoes, wheat or corn, the Roquette Group provides alternative solutions to fish-based raw materials.

Plant-based proteins represent a highly digestible protein source that responds to the nutritional needs of fish farming. Furthermore, they provide a response to the problem of the sustainability of the aquaculture sector.

In the short term, aquaculture can rely on ingredients from renewable plant-based raw materials such as proteins, while preserving marine resources.



The scientific studies confirm that it is possible to substitute 75 to 90% of fish meal in aquaculture food with a blend of plant-based protein sources without negative effect on the fish or its environment (Source INRA).

PLANT-BASED CHEMISTRY

➤ A new plant-based floor covering for our babies

How can we protect young infants from the potential toxicity of everyday products such as floor coverings, which often contain phthalates? This problem is regularly discussed in establishments where children are present, such as day-care centers.

Now there are new and highly innovative solutions that can contain up to 75% renewable materials. A floor covering made from PVC (polyvinyl chloride) can be produced in this way. It is flexible and homogeneous with excellent resistance to wear even under strong traffic. The big innovation is the use of a plastifier produced by our Group that is 100% plant-based, POLYSORB® ID37, which is entirely made from renewable raw materials. It is a green alternative to traditional plastifiers such as phthalates. It is completely non-toxic and poses no danger whatsoever to human health or the environment, so it can be used in absolute safety, notably for floor coverings for day-care centers.

Thanks to these non-toxic and innovative characteristics, the Roquette Group received the "Agrobiobase 2011" prize for its biosourced molecule at the "Green Chemistry for 2020" congress in France, the first European congress devoted to plant-based chemistry.

New step for POLYSORB® ID37

In 2011, this product was successfully registered under the European REACH regulation, which provides Roquette the right to produce more than 1,000 tons. The Roquette Group can now promote the product on a large scale and sell it on all markets.

The plant-based plastifier produced by the Roquette Group is a derivative of isosorbide, a biosourced diol obtained by dehydration of sorbitol (a derivative of glucose). Isosorbide can be used for the manufacture of specialty polymers such as polyesters, polycarbonates, and polyurethanes. Thanks to its rigid structure, it is the only biosourced diol that improves resistance to heat, to ultraviolet (UV) light, and to chemical products. It confers excellent optical and mechanical properties to the materials obtained.

With isosorbide (for which the Roquette Group is the world leader), a whole range of biosourced derivatives is being brought to market. Isosorbide can not only substitute for potentially toxic molecules (such as Bisphenol A and phthalates) but it also provides remarkable additional properties to the polymers.



➤ Shoes that leave a biosourced footprint

Choosing the right shoes is important for the individual but also for the environment.

The soles of shoes are often made with polyurethane. This elastomeric polymer is currently produced from different compounds, notably adipic acid from fossil resources. This can be advantageously replaced with succinic acid made from plant-based matter, which significantly reduces the carbon footprint.

For each type of shoe, a reduction of CO₂ emissions can thus be calculated. This can vary from 1 to 8 kg of CO₂ per pair of shoes, according to its type (reduction of 1 kg of CO₂ for a pair of street shoes or running shoes, reduction of 8 kg of CO₂ for a pair of ski boots; these carbon estimates are based on calculations by Reverdia™ with life cycle analyses of biosourced succinic acid and different shoe models).

A 100% biosourced molecule

Biosourced succinic acid, Biosuccinium™, is a product offered by Reverdia™, a joint venture of Roquette and Royal DSM N.V, a Dutch multinational company specializing in life sciences and material sciences.

Reverdia™ is the exclusive proprietor of the technology developed, which is based on a highly advantageous yeast-based fermentation process. This process considerably reduces the consumption of energy compared with the traditional method, which means lower CO₂ emissions.

In 2011, DSM and Roquette announced the construction of an industrial production unit for biosourced succinic acid with a capacity of about 10,000 tons per year. The new unit at the Roquette site in Cassano (Italy) is expected to enter production in the second half of 2012.

Initial feedback from the market is very encouraging and indicates that the choice to invest in renewable alternatives to fossil raw materials and develop biotechnological processes is beginning to bear fruit.

Biosourced succinic acid will allow customers in the chemicals industry to opt for an alternative with a lower environmental footprint for a vast range of applications.

"Our exclusive fermentation process will significantly slash saline and other emissions and improve the overall environmental footprint of finished products."

Rob van Leen, Director of innovation at DSM



Biosourced succinic acid can replace components of fossil origin, serving to significantly reduce the carbon footprint of shoe soles.

Reverdia™, a successful collaboration launched in 2008

The fruitful cooperation between DSM and Roquette began in 2008.

In 2010, a demo production unit was set up at the Roquette site in Lestrem (France) and today is running at full capacity.

That same year, DSM and Roquette announced the creation of their joint venture, Reverdia™.

The new industrial production unit for biosourced succinic acid at Roquette's Italian site will have a capacity of 10,000 tons, making it the biggest in Europe!

➡ Pea starch: an alternative solution to replace borax and boric acid

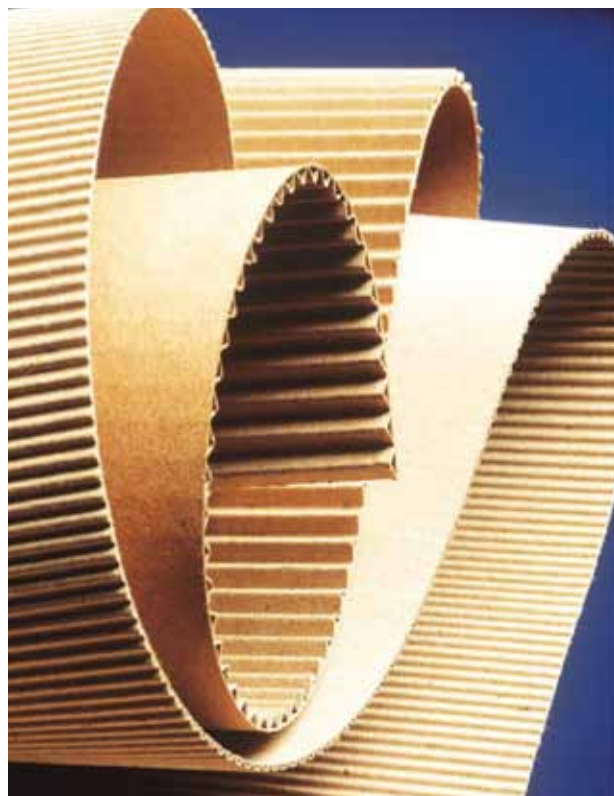
In cardboard applications, borax and/or boric acid are widely used in the adhesives for the corrugated joints.

Since 2008, borax and its compounds have been classified as CMR (Carcinogenic, Mutagenic and Reprotoxic). The main concern is that the adhesives become "reprotoxic" (toxic for reproductive health), if the concentration exceeds 5% for boric acid and 8.5% for borax.

In order to protect employees, the cardboard industry has developed formulas with liquid solutions so that handling of the product is kept to a minimum.

To go even further, and considering that the residues of borax and other derivatives in cardboard have been analyzed with contents inferior to 0.1%, the Roquette Group has developed in its applicative research laboratories a formula that would eliminate the need for borax entirely.

VECTOR® N-7152, a pea starch produced in our factory at Vic-sur-Aisne (France), can be used in adhesives for cardboard. It has been judged as effective as borax for all types of gluing and, best of all, it allows productivity to remain at the same level as that obtained with borax-based formulas, notably in maintaining the speed of the machines manufacturing the cardboard.



Corrugated cardboard for lightweight, solid and recyclable packaging

Cardboard is a recyclable material based on renewable raw materials. In Europe, 80% of cardboard is recycled.

The structure of corrugated cardboard is similar in design to that used by Gustave Eiffel to construct the famous tower that bears his name. It is this structure that gives such a level of rigidity to this lightweight material. The average weight of 1 m² of cardboard is only 530 grams.



Its construction helps protect goods during transport, thanks to its capacity to absorb impact. This is one of the primary functions of packaging: to reduce losses during transport. Without the right packaging, for example, some 50% of food products would be damaged or destroyed in transport. Last but not least, cardboard helps contribute to the notoriety of the packaged product, because it allows for highly attractive printing.

In Europe, 22 million tons of cardboard are produced annually.

➤ GAÏALENE®: innovative and sustainable solution for plastics

Did you know that your waste basket can be made out of plant-based plastics?

Our research teams have designed a range of plant-based plastics from grafted modified starches, offering innovative and sustainable solutions for the plastics industry. Launched at the end of 2010, this range called GAÏALENE® constitutes a sustainable plant-based alternative for applications such as packaging, small bottles, electrical appliances, indoor furniture or the automotive sector.

Plant-based solutions in response to the growing scarcity of fossil resources

Unlike the plastic materials usually derived from fossil resources, GAÏALENE® resins are made from agriculture crops grown locally.

Our plant-based resins contain more than 50% plant-based materials. Thanks to their composition, our resins represent a significant and direct reduction in petrol and gas consumption, compared with traditional fossil-based plastics, thus helping to preserve scarce fossil resources for future generations. The content of this biosourced material is guaranteed and certified for each type of resin with a label delivered by the Association Chimie du Végétal (association for plant-based chemistry) in France.

A low environmental footprint

GAÏALENE® resins respond to today's growing environmental concerns, in particular those linked to the increase of greenhouse gas emissions and global warming. The capture of carbon dioxide (CO₂) in the air in the resin, and the fact that the synthesis from starch only requires a few steps, together help contribute to a particularly low carbon footprint. Emissions in CO₂ equivalent are reduced by 65% compared with those of polyolefins, the family of synthetic polymers most often used for plastic materials.

The environmental data for these resins result from evaluations done under the ISO 14040/44 standard for life cycle analyses and have been certified by an independent, external source. **Furthermore, these resins are fully recyclable during their production and at their end of life. They thus constitute a renewable resource that can be used for the production of new plastic objects.**

Innovation in the service of the customer

The resins also present unique and advantageous technical properties, for example their soft and pleasant feel, which will enable new concepts and designs.

While they are derived from green resources, GAÏALENE® resins are not biodegradable. This means they can be used



Philippe STARCK (Société STARCK) and Bruno MEURA (Société ELISE)
The ElisebyStarck waste basket is made with GAÏALENE® resins.

for short, medium, and long-term applications, just like plastics made the old way. They also offer the advantage of being easily transformed with the processes that already exist at plastics companies, but at lower temperatures than those required usually.

"For our customers, the new GAÏALENE® plant-based resins constitute a real solution for innovation, at a time when consumers are becoming more and more demanding and sensitive to sustainable development in their daily environment."

Jean-Marc CORPART, Director of GAÏALENE®

GAÏALENE® named "BIOMATERIAL OF THE YEAR 2011"

In March 2011, five months after the launch of its new plant-based resins, the Roquette Group was honored at the Biowerkstoff congress on biosourced materials in Cologne (Germany), where it was awarded the innovation prize for its GAÏALENE® plant-based resins.

This prize is an official recognition by the German and international plastics industry of our capacity to innovate. It also reinforces our image as a new supplier to the plastics industry.

3

A CULTURE THAT RESPECTS ***THE ENVIRONMENT***



Flos solani tuberosi (Potato flower)



The Roquette Group's strategy is founded on innovation and industrial development that respects the environment. To preserve the natural balance of our biosphere, which is necessary to preserve life, the enterprise seeks to protect our planet's natural capital by reducing the impact of our activities on the world around us.



PRESERVING THE NATURAL CAPITAL, A PRIORITY

The main objectives of our environmental strategy involve monitoring environmental performance, reducing emissions, optimizing our processes, using renewable energy sources, researching the “cleanest” new technologies and reducing the impact of our logistics chain.

ENVIRONMENTAL CONSERVATION



➤ Preserving water, in quantity and quality

Controlling water consumption

The Roquette Group's industrial activities require water, which is used in extracting the components of cereals. It is therefore necessary to manage this resource in a sustainable manner.

For this reason, Roquette regularly studies new ways to limit water use. For example, under a program to be initiated in 2012, condensation from evaporation will be collected and reused, according to water quality. The water will be either reused directly in the same process, or in a different circuit that uses water of lesser quality. This will reduce the volumes sent to the water-treatment station, which will also promote a better understanding of the dimensions needed for the Group's future water-treatment stations.

Process optimization is a constant and essential challenge. As with their energy plans, all of the Group's industrial sites will continue and intensify their plans to reduce water consumption.

"Controlling our water consumption is a clear economic and ecological necessity for several reasons, notably to protect the natural environment and to preserve the water resources we need to cultivate our raw materials and transform them in our factories."

Agnès FIEVET, Group Energy and Environment Expert

"Cleaner" waste

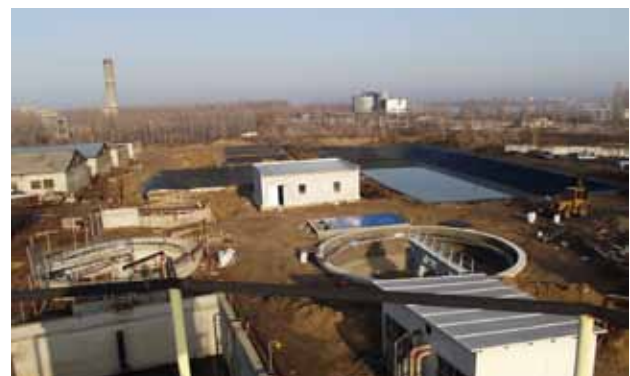
The Group has been treating its effluent since the 1970s, when it installed the very first treatment station in the North of France region, at its Lestrem site.

Because it transforms plant-based raw materials, Roquette can use biological methods to treat its effluent at the various sites of the Group. Improvements are continuously made to optimize our internal water-treatment stations.

For example in Romania, the biological treatment station is currently being modernized, which will multiply its capacity to treat effluent by five.

Emissions into the natural environment are under particularly strict controls, and are tracked daily by independent organizations throughout the world.

Our sites' teams also regularly check for the absence of dangerous substances in the environment.



The new treatment station at the Calafat site (Romania) will be operational in 2012 and will increase the current treatment capacity by a factor of five.

Going beyond the objectives of the European directive

The European Water Framework Directive (WFD) defines environmental objectives to improve the quality of aquatic environments. For industrial groups, these objectives involve a mandatory reduction, or even complete cessation, of emissions of dangerous substances in water.

In 2011, the Roquette Group's factories in France, ahead of their European counterparts, began checking for any substances that might be found in emissions after going through the treatment station. Measurements as precise as one microgram per liter were carried out under the WFD guidelines, and no dangerous substance was found. In our ongoing desire to reduce our impact on water, our continuous improvement program will continue to seek ways to improve the quality of our emissions.

➤ Reducing dust emissions and limiting odors

For all its sites, the Roquette Group implements different technologies to reduce dust emissions from the handling of cereals and the production of powdered products.

For odors, the site at Cassano (Italy) has done extensive analyses that allowed it to map the areas of olfactory impact around the site and to determine the origins of odor emissions. Thanks to the knowledge obtained from this cartography, targeted investments have been decided and the projects launched to reduce odor pollution.

➤ Anticipating and reducing noise pollution

The Roquette Group takes into account the question of noise when designing its new installations. For example, for the construction of the wood chipper for the new biomass boiler at Beinheim (see page 41), the building was specially designed to dampen noise from the chipper. Furthermore, the chipper was designed with extra capacity so that the full weekly production can be achieved during the day and the chipper can be stopped at night and on the week-end in order to respect the tranquility of the neighborhood.

➤ Reducing the quantity of waste and recycling it to create value

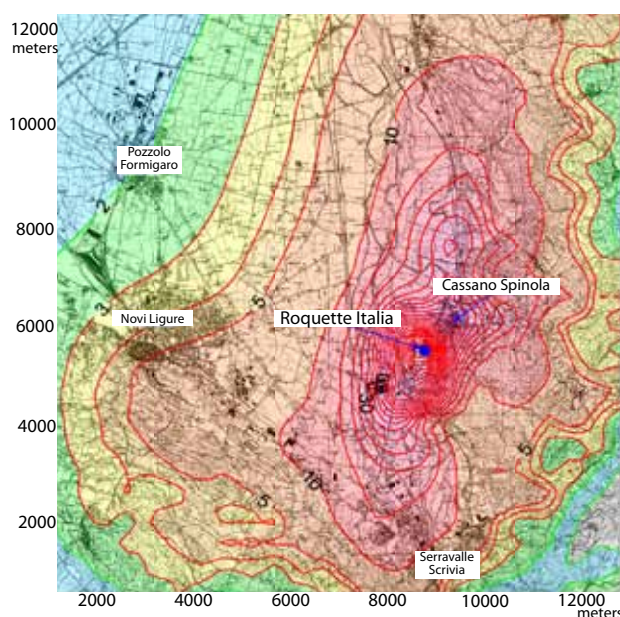
The Roquette Group aims for "zero waste" by optimizing manufacturing processes and by recycling even the smallest waste.

To improve the energy efficiency of our production sites, the methanization of effluent has been developed at most of the European sites. In 2011, the decision was made to construct a methanizer on the Italian site of Cassano. It will allow the site's effluent to be turned into bio-gas, which in turn will power a gas motor to generate "green" electricity, thus reducing the carbon footprint of the site.

Methanizers produce less granular mud than traditional treatment stations. In this way, value is generated from the effluent of the French factories of Lestrem and Vecquemont. These will in turn be used to prime other methanizers at the different European urban or industrial water-treatment stations.

In the USA, the factories continue to develop systems to identify, measure and reduce waste. Before the start of the logistics chain, for example, an approach has been developed to define a second use for materials not directly used in the process (for example packaging). The idea is not only to define a new usage but also to set up an organization and method to ensure a second life for these materials rather than to simply scrap them.

Curve of odor levels around the factory of Cassano (Italy)



The biomass boiler at Beinheim (France) has been designed to reduce the noise generated by the chipping of tree trunks.

CONTINUOUS IMPROVEMENT



The environmental policy of the Roquette Group plays a key role throughout the production process. For this, an approach of continuous improvement has been implemented for many years on the existing installations, on the processes and on the logistics chain.

➤ Optimizing energy consumption

Each year, the Group studies and implements improvements to limit the consumption of energy.

A third energy plan for the European units

As part of its continuous improvement of energy performance in Europe, Roquette launched studies for a new energy plan in the second half of 2011.

This study was initiated by the Energy & Environment Expertise Center and developed by the technical managers from the European factories.

The previous plan led to annual energy savings approaching

194 GWh, or roughly 40,000 tons CO₂ equivalent. This third plan to reduce energy usage was validated at the end of 2011 and will be progressively implemented by the operations teams throughout 2012. It will be fully operational in 2013.

The latest plan relies primarily on reducing steam consumption and on a number of improvements to reduce consumption of electricity on the ventilation circuits.

For all European factories, the expected drop in volumes of natural gas consumed will represent an emissions reduction of 11,000 tons of CO₂.

Spray towers that use less energy

Spray drying is a technique used to transform a liquid into a dry product in powdered form. During dehydration by spray, the liquid is pulverized into fine droplets, in a vertical cylinder in contact with a current of hot air in order to evaporate the water.

This technique offers numerous advantages, such as the



Alain BOULANGER, Technician at the Energy Dept. of Lestrem (France)

The third energy plan for the European units should reduce emissions by 11,000 tons of CO₂.

speed of drying. It also preserves the technical properties and organoleptic qualities of the product. However, good ventilation is necessary because dehydration represents a non-negligible proportion of annual energy consumption. Different optimization solutions were studied, but the option retained concerned regulating ventilator speed with a frequency variator. This allows the air flow to be perfectly adapted to the operating conditions of the spray tower. This modification was successfully tested on three different spray towers, leading to annual energy savings of 2,700 MWh, or a reduction in emissions of 243 tons CO₂ equivalent.

Other equipment located at different sites of the Group will undergo a similar modification.

A sustainable process in wheat starch

The Roquette Group has developed a new technology for the separation and production of wheat starch. The new system was recently installed at the Corby site (UK) as part of a 25% capacity increase.

This process significantly improves yield as well as energy efficiency. Consumption of steam and electricity has been reduced by about 10% per ton of starch produced, compared with the old process.

Other improvements are expected, notably regarding the optimization of water consumption and production of effluent.

In parallel, the new process uses equipment that is smaller in size than the old system, which improves the hygiene, safety and cleanliness of the workshop. Furthermore, the equipment installed is similar to that at the other sites of the Group, which helps rationalize maintenance.

Improvements in energy use at Gurnee (USA)

At our American site in Gurnee, various energy-optimization measures were put into place in 2011.

The hydrogenation reactors have been covered with a removable thermal insulation that helps prevent heat loss, thus saving 2.1 GWh per year. This also improved working conditions for the operators by lowering the temperature in those workshops.

A second improvement was to install a regulator on the boilers that adjusts to the rate of smoke. The savings totaled 8.3 GWh per year.

These improvements help cut emissions by about 2,000 tons CO₂ equivalent per year. They also will be duplicated at other sites of the Group.



The new process developed for wheat starch at the Corby site (UK) saves energy.



Ronald J. COOGAN, Operator at Gurnee (USA)

The installation of a regulator on the boiler helps reduce energy consumption.

➔ New sources of energy

Ever vigilant to reduce the impact of its activities on the environment, the Roquette Group helps limit global warming by using new and renewable energy sources.

Beinheim, to slash its use of fossil fuels by 75%

Two major investments in the production of thermal energy from renewable sources are being developed at the Beinheim site (France): the geothermal and biomass projects. Both are exclusively thermal, offering energy yields significantly higher than cogeneration and able to cover more than 75% of the steam requirements for the industrial site.

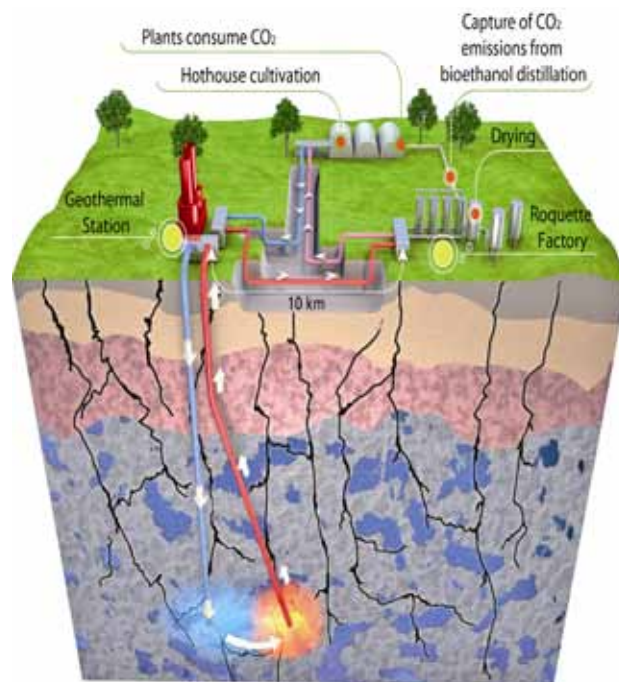
The geothermal project is a world first:

It involves a production center for thermal energy derived from heat that is drawn from deep within the earth. It is the first time the technology is being used for industrial purposes.

In the subterranean granite of the Soultz-sous-Forêts region in France, the temperatures can reach 170°C. The ambitious project calls for the construction of a thermal production unit, the drilling of two wells between 2,500 and 3,000 meters in depth, and pipes to carry the heated water the 17 kilometer distance between the Beinheim site and Rittershoffen, where the wells are located. Geothermal production is scheduled to begin in 2015 and is expected to cut the site's dependence on natural gas by providing 24 megawatts of energy (out of the total of 90 megawatts required) and save 39,000 tons of fossil CO₂ per year.

This project was born from the shared ambition of three groups long involved in the research of renewable and sustainable energy solutions: the Roquette Group, the Groupe Electricité de Strasbourg and the Caisse des Dépôts, which joined forces to create the company ECOGI (Exploitation de la Chaleur d'Origine Géothermale pour l'Industrie) with the support and the guarantees of the ADEME (Agence de l'Environnement et de la Maîtrise de l'Energie), the Alsace Region and SAF Environment.

Even after the factory has drawn the energy it needs, the water will still be at a temperature of 70°C when it exits the site. This means it can be used for greenhouses or other purposes. In this way, this project offers tremendous potential for the further development of the local economy.



The Beinheim site's high energy deep geothermal project involves two wells between 2,500 m and 3,000 meters in depth in order to pump out water at 170°C.

An abundant resource for the planet

Transforming subterranean rock into a thermal exchanger would provide the planet with a practically unlimited source of energy.

In coming decades, global energy demand is expected to soar inexorably. Fossil fuels that pollute the atmosphere with carbon dioxide (CO₂) will no longer be able to meet this surging demand. It is therefore vital to find new sources of energy that are preferably non-polluting and renewable.

Geothermal energy from hot, fractured rock is a potential solution to this planetary challenge. Underground rock is continuously heated by the thermal flows of our planet. At a depth of 40 km below the earth's crust, the temperatures reach 1,000°C. We are living atop an energy stock that is practically infinite.

To understand just what this means, 1 km³ of rock cooled to just 20°C liberates as much thermal energy as the combustion of 1,275,000 tons of petrol!

Source : www.geothermie-soultz.fr

Biomass energy from wood:

The second investment for the production of thermal energy at the Beinheim site was launched at the end of 2011: a boiler fueled by wood biomass.

As with the geothermal project, the biomass system also benefits from the support of the ADEME. This installation provides more than 50% of the site's steam needs and each year will save 29,000 toe (tons of oil equivalent) in gas and 75,000 tons of fossil CO₂ per year.

Annual consumption represents 150,000 tons of wood-energy produced locally within an average radius of 100 km. The sourcing of the combustible wood has been validated as sustainable by the regional authorities. It is made up of logs, branches and wood chips from forests, saw mills and other sources.

The installation for combustion is equipped with a filter to respect strict dust emissions standards and to recover the calories.

"Our biomass project helps reinforce the local ecosystem, with numerous partners and suppliers of agricultural raw materials via this new sourcing of wood."

Clément ROBERT, Director of the Beinheim site (France)



Taking samples for Quality Control during the reception of wood to feed the biomass boiler at Beinheim (France).

A straw boiler at the Calafat site

The Calafat site (Romania) has also launched a biomass project with a boiler fueled by straw, scheduled to be operational in spring 2012.

Until now, the Romanian unit has been completely dependent on fuel oil for its energy. This investment will slash its fuel oil requirements by about 75%.

The boiler will be fed a few tons of wheat straw per hour. The boiler will also be compatible with other types of cellulose, such as corn stalks. It will be equipped with the latest technologies to obtain a quality of smoke that has little impact on the environment and is compatible with the environmental standards of the country.

To secure its sourcing for straw, contracts have already been signed with the local farmers, who also supply our corn, thus reinforcing our ties with these partners.



The straw boiler at the Calafat factory (Romania) will reduce its dependence on fossil fuels

Creating value from bio-CO₂

The Beinheim site (France) each year generates 100,000 tons of CO₂ of plant-based origin released during alcoholic fermentation in the production of bio-ethanol.

Instead of immediately releasing it into the atmosphere, the CO₂ is now purified and liquefied in a new unit constructed at the Beinheim site by Carboheim (a subsidiary of the Belgian group ACP), which started operations in 2011.

It can be used as a substitute for CO₂ of fossil origin in different applications. For example, it can be used as an additive in carbonated beverages or as an accelerator for growing vegetables in greenhouses.

Life Cycle Analysis

The Life Cycle Analysis (LCA) is an indispensable tool for sustainable development. It determines a product's total impact on the environment throughout its life cycle. The objective of an LCA is to find ways to reduce this impact wherever possible.

Roquette started with an internal study of its products. The methodology and tools for calculation were based on current standards and guidelines for good practices. This study provided results for some 20 product families (glucose syrup, powdered Sorbitol, etc.)

PricewaterhouseCoopers (PwC) was called in to audit the work. Following the audit, an assurance opinion was issued by PwC, certifying that the methodology conformed with the ISO 14040/44 standard and the results conformed to the approach developed.

The results obtained are being used in the context of Roquette's policies of continuous improvement and reduction of the environmental impact of the enterprise, in response to the demands of our customers.

The Roquette Group has also participated in a study led by the Association des Amidonniers et Feculiers (AFF), the European starch producers association, with the help of a company that specializes in LCA. Expected for mid-2012, the results of this new study will be based on average production data from 12 European starch producers and more than 30 production sites.

Through such efforts, starch producers are working together to develop a common approach and methodology to determine the environmental impact in areas most pertinent to the industry. The current study will provide LCA data for some 20 product families. The methodology used by Roquette for its work is fully compliant with that developed by the European starch industry.

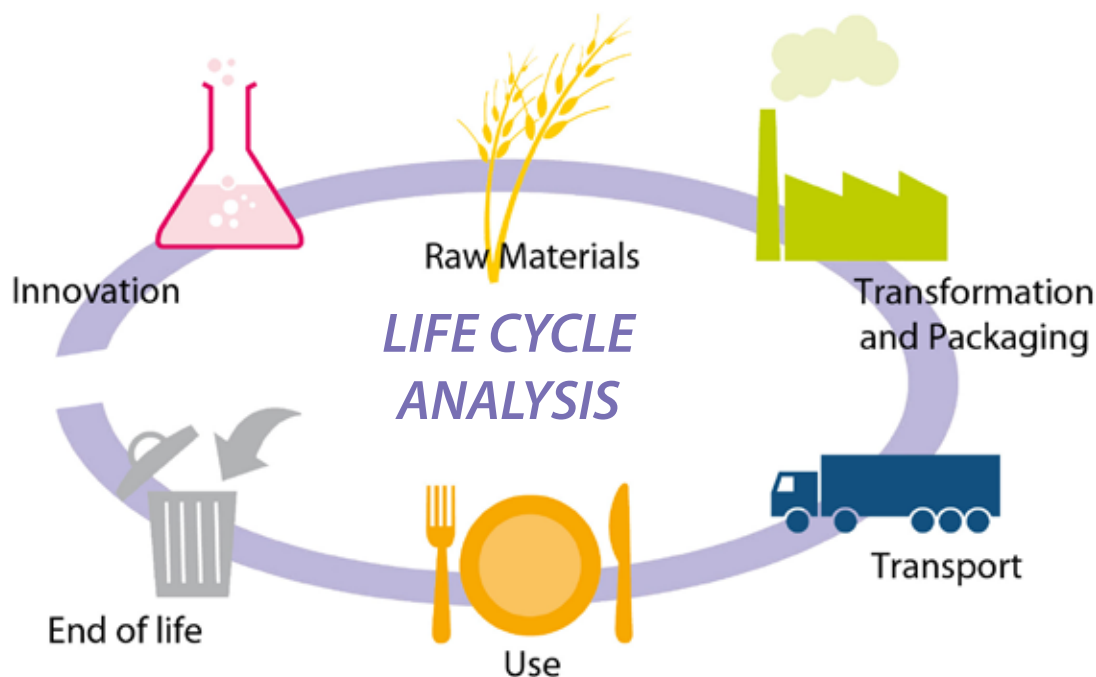
The ANTARES approach: "Doing what we already know better"

ANTARES is our program for continuous improvement. It seeks to find solutions around four main pillars – technical, social, organizational and economic – and involves all actors in the enterprise.

When it was launched in 2010, this program targeted just the production units, but today it has been extended to the business functions, such as Purchasing and Engineering.

Below are a few examples of results from the ANTARES program:

At the Lestrem site (France), it is necessary to clean a starch dryer each time the product in the circuit is changed. This task, which used to take up to 13 hours a week to perform, has been completely revised according to the Single Minute Exchange of Die (SMED) method. Now, eight hours



per week is sufficient. The ultimate objective is to bring this down to five hours.

Optimizing this operation represents a major financial gain for the enterprise because of the reduced cleaning times and the concurrent increase in productivity. It also represents a real benefit in terms of improved working conditions. For example, the operator's movements through the workshop to complete the cleaning operation have been halved (fewer steps to go up and down) and certain manual tasks have now been automated.

In the Sweeteners unit at the Benifayo site (Spain), displaying the daily pollution indicator in the workshop has encouraged the personnel to get more involved and take responsibility. The end result has been a significant drop in emissions. The reduction of more than 1,600 tons of COD (Chemical Oxygen Demand) recorded in 2011 also represents a big drop in energy consumption at the station. The operator of the treatment station is responsible for updating the indicator and participates in the TOP 5 meeting (see page 49), providing ideas for improvements. Teamwork is reinforced, with better reactivity of operators and managers.

"The involvement of operators and managers is the keystone for success with the ANTARES approach. This is not limited to purely technical aspects, which have been the priority up to now; it extends to the organizational, economic and social aspects, such as working conditions."

Franck MORALY, Director of the Group Industrial Performance Project

➤ Innovative technologies, more respectful of the environment

Infrared spectroscopy, a tool to reduce the impact on the environment

Near Infra Red (NIR) spectroscopy is a technique for physical-chemical analysis that has been used for over a quarter century at Roquette to control the quality of products.

This alternative technology has the advantage of being non-destructive and can be performed without chemicals. Safety is improved and the impact on the environment

is reduced. Very easy to use, NIR spectroscopy allows operators who are not lab experts to perform frequent analyses. This information helps optimize manufacturing circuits and reduce the consumption of energy and ingredients.

Throughout 2011, the Quality Control Dept. at the Lestrem site (France) has accelerated the development of such projects. With the help of a student intern (see interview page 50), this has made it possible to handle more of the many requests for analyses from the different production units of the site and to provide technical advice to the other Quality Control laboratories of the Group regarding the choice of equipment.



Jean-Christophe CAILLIAU, Environmental Control & Analysis Dept., Lestrem (France). NIR spectroscopy serves to perform analyses without the use of chemicals.

The Process Studies Department prepares for the future

During the design and development of new processes, the Roquette Group studies ways to reduce the consumption of water and energy.

The strategy of the Process Studies Dept. is to prepare for the future. For this, the choice of new processes is based on new technologies that require less treatment and less waste.

These new manufacturing processes naturally tend to rely on what are known as "disruptive" technologies, i.e. radically different innovations that replace existing technologies. These studies are done at the start of the project.

➡ Reducing the impact of our logistics activity

Reducing the environmental impact of the logistics chain is a clear objective in the fight against climate change. For this, the Roquette Group favors alternative transport methods combined with optimize loads for trucks.

Alternative solutions to road transport

The Roquette Group is committed to making available innovative solutions that are respectful of the environment. It develops alternative methods to road transport, such as river or rail transport, as well as combined transport.

For example, the usage rate of combined transport with road/rail/roll-on & roll-off ship (*) in relation to road transport departing from the Cassano site (Italy) has increased considerably in recent years. It reached nearly 28% in 2011, compared with less than 22% in 2007.

These sustainable transport methods respond to the three pillars of sustainable development:

- In economic terms, the market prices for these methods remain competitive with road transport;
- Environmentally, they use less energy and produce fewer greenhouse gas emissions;
- Socially, they present a lower risk of accidents.

(*) roll-on/roll-off ship: ship used to transport loaded trucks and other vehicles, with one or more access ramps.

Optimizing the load factor of trucks

In terms of logistics, one of the major challenges for the Group is reducing the number of trucks on the road. This requires improving the load rate of trucks while respecting the regulations in application.

In Spain, for example, optimization has led to:

- a 60% reduction in unfilled quantities for bulk liquid tankers
- an increase of more than 3% in the loaded quantity of bulk powders.

These improvements are the result of precise tracking of loads by operators and the extensive deployment of optimization tools throughout the Group. These tools make it easy to identify the optimal load, according to the products and the pallet sizes.

In France since 18 January 2011, the agrofood sector has been authorized to use trucks of 44 tons with five axles. The Roquette Group has worked with its main partners to promote the use of this type of truck. The initial results are very encouraging in terms of optimization, notably for bulk liquid where the load rate has been improved by about 10%.



River transport is a sustainable alternative transport method. Historically, the Roquette Group has sought to locate its factories close to rivers.

A new river terminal for the Lestrem site

In partnership with the Artois Chamber of Commerce and Industry, the Roquette Group actively supports the Navigable Waterways of France, with the construction of a terminal for loading and unloading cereals and products for animal nutrition at the port of Bethune, which is close to the Lestrem site (France). This terminal gives the Group access to the future channel of Seine-Nord, and to its cereal storage platforms as well as those of the sea port of Dunkirk. The installations at the port of Bethune allow the enterprise to significantly improve the safety, quality and productivity of its river transport operations.

Barges and trains to serve customers

For its customers in the animal nutrition sector, the Roquette Group has moved towards alternative methods to road transport, notably for proteins, fibers and oils, which represent a considerable volume of goods.

The development of river and rail transport has helped reduce our carbon footprint, as well as to offer our clientele an innovative response to their demands. Today, nearly 400,000 tons of products per year are transported to our customers in animal nutrition by river and/or rail from our sites of Lestrem and Beinheim (France).

ECO-CITIZEN INITIATIVES



Whether in eco-citizen actions, developing technologies that are more economical, or debating ideas on sustainable development, the Roquette Group actively supports collective or individual initiatives that seek to reduce our impact on the environment.

➤ Virtualization and electronic exchange in the service of sustainable development

The Roquette Group has invested in Information and Communication Technologies (ICT) that help protect the environment by reducing the need to use paper, ink and physical storage space. In addition to generating less waste, these technologies of "virtualization" and electronic exchange also offer economic and other practical benefits.

Exchange of electronic data

The Group's first Electronic Data Interchange (EDI) system was set up in 1999. This channel for transmitting information has been progressively deployed at a large number of our stakeholders (customers, carriers, suppliers, banks, Customs offices). While paper invoices are still required, electronic data exchange is developing fast today thanks to new fiscal legislation on virtual data in many countries. To date, 20% of our customer invoices are transmitted by EDI, i.e. without paper.

Associating the customer to the reduction of paper printouts

Since 2010, others vectors for communication with our customers have been put in place. For example, we now offer customers a catalogue of services for sending invoices. From sending a paper invoice with one copy maximum, to sending it by e-mail with or without paper, or making invoices available via a Web portal, we offer our customers a number of ways to reduce paper printouts. This also extends to other documents such as certificates of analyses and delivery notifications, for which e-mail is now the general method of transmission. In 2011, nearly 60,000 certificates of analyses were sent via the Internet from our European and American subsidiaries.

Virtualization of centralized printing

The printing of management reports consumes a particularly large amount of paper. These can be virtualized on a computer file that is stored on digital media and managed for the period during which they must be retained. In practice, the user can consult the necessary document from his or her workstation and print only the relevant parts needed.

This good practice, already in place in Italy and the USA, is currently being deployed in France. It has already helped save 2.3 million sheets of A4 paper.

➤ The recycling of mobile phones

At the end of their life, mobile phones pose a real threat to the environment when they are thrown out or lost because they contain polluting materials. To reduce this ecological impact, they need to be recycled. At Roquette's four French sites, mobile phones are regularly collected for recycling through the association GREENPHONE, in partnership with an enterprise of social insertion that helps people find jobs. Thanks to these collection drives, some 800 used mobile phones, both personal and professional, have been recycled. This eco-citizen initiative has also provided a jobless person employment for 10 months.

➤ Participating in debates to raise awareness

In September 2011, Marc Roquette participated in a "Debate on Exceptional Ideas" in Lille (France). The event was organized by the Center for Young Directors, in honor of Lester Brown on the occasion of the release of his latest book "World on the Edge". This agro-economist is a research pioneer on sustainable development and has been named by the international press as one of the 100 most influential people in the world.

A few key points from Marc Roquette's presentation:

"Lester Brown raises consciousness without being an extremist (...) His work restores hope and offers solutions. The latter are the fruit of amazing advances in technology (...) Each year, 300 million tons of petroleum products are used in factories for organic chemistry. But starch can also be used to obtain certain products that are currently produced with fossil resources."



An exceptional meeting between Lester Brown and Marc Roquette.

4

A SOCIAL AND SOCIETAL *CULTURE*



Lilian HUANG, Human Resources Dept., Shanghai (China)



Since its creation, the Roquette Group has based its success and development on the professional engagement of its people and their commitment to the enterprise. In parallel, each entity within the group is anchored in its territory and is engaged with the local community.



EMPLOYEES AS ACTORS OF THE ENTERPRISE

The Roquette Group's culture is profoundly based on the human dimension. Our values of *Respect, Trust, Solidarity*, and our principles of action – *Innovation, Passion for the job and Commitment to achieve* – can only exist through the commitment and actions of each member of the group. To involve each employee in the development of the enterprise, we rely on a strong and structured Human Resources policy that embraces the diversity of our economic and social environment.

BUILDING A CAREER AT ROQUETTE

➤ Seniority and loyalty rewarded

The Roquette Group believes in the importance of employees who contribute every day to the life and development of the enterprise. Generations come and go, but the spirit of the enterprise remains fundamentally the same: a spirit of respect, trust and solidarity.

The Group is highly committed to its employees, and the same holds true in return for the employees, who year after year show their loyalty to the enterprise. As proof, the average level of employee seniority for the Group is more than 12 years, and even higher for the older sites in France, Spain and Italy.

The year 2011 was marked by the 10th anniversary of Roquette's industrial presence in Asia. Nearly 120 employees received recognition and awards for their loyalty to the enterprise since it began industrial operations in China in 2001. It is interesting to note that for all companies implanted in China, employee turnover is statistically high and average seniority relatively low. We can therefore be very proud of the loyalty of our employees at our Asian sites.



Roquette Asia employees who have been with the company for 10 years were honored with a giant wall display composed of their photos as a testimony to the company's gratitude for their contribution to the development of the Roquette Group.

➤ Promoting career development

Employees have the possibility to develop their skills throughout their career, not only in their current sectors but in other areas of the business as well. Each year, numerous employees benefit from training programs. An employee in production wants to try out purchasing? No problem! An IT technician wants to move to sales? That's possible, too!

This allows for a real mix of populations. The enterprise listens to its employees, who can at any time express their ambitions, their projects or their desire to switch jobs or develop their careers.

OUR EMPLOYEES SPEAK OUT

What differentiates ROQUETTE from other companies and what motivates you to work there?

A sampling of responses from our employees

"Roquette has a higher sense of ethics than my previous employer." (Japan)

"The spirit of a family business remains present and provides a feeling of safety." (France)

"Its long-term strategic approach, combined with its transformation program, gives it confidence in the new challenges for the future." (Finland)

"Diversity is respected and encouraged, I can offer my opinion, work autonomously and make decisions." (USA)

"This is a family business, with strong solidarity and an appetite for innovation. Its values and its practices make me want to work here for a long time." (China)

"This is a multicultural enterprise, with an international presence that allows me to be in contact with people in other countries." (Mexico)

"A solid enterprise with a relaxed working atmosphere." (Germany)

"I like to work at Roquette

because I believe in the company's values, which are reflected in its commitment to quality, its range of products, innovation and responsibility towards people and natural resources." (Indonesia)

"Each day is unique and offers new challenges, with the ability to rely on colleagues who share their knowledge and help us to give the best of ourselves." (UK)

"The enterprise is sensitive to social issues, close to its people, attentive to their needs and their safety at work." (Italy)

"An international company with working conditions that are more advantageous than those at local companies." (Turkey)

"A Group that promotes a spirit of cooperation, a sense of engagement and satisfaction in its sphere of influence." (India)

"The high quality of the people who work here helps me to learn every day, and helps me to develop both personally and professionally." (Spain)

DEVELOPING OUR MANAGERIAL CULTURE

➤ Mobilizing the management, a source of efficiency

In a world where change is constant, the ability to mobilize all members of the company represents an essential strength. To this end, managers meet at various occasions to develop a global vision of the enterprise, share information and work on transversal themes.

- The "Senior Management Meetings" (SMM) bring together the Roquette Group's senior managers twice a year at Group level and in each of the regions (Asia, America and Europe).
- The "Horizon" meetings gather all the managers at a site to review the major events and key figures of the past year, and to share the strategy and the vision of the enterprise.

➤ Listening and sharing with employees

Communication in the production units has always existed. As part of our continuous improvement program, dialogue between employees has been reinforced with special management meetings called TOP 5 and TOP 15.

The TOP 5 end-of-shift meeting is a special moment during which the operators and the shift supervisor meet for 5 minutes before the end of their shift. This exchange serves to discuss, consolidate and analyze the results obtained during the shift, notably in terms of productivity, quality and safety. In the same spirit, the Top 15 are 15-minute meetings organized for the day shift, when the day supervisor and the teams discuss operations and the overall functioning of the workshop.

"During the TOP 5, we discuss what went well and above all what did not function correctly.

The idea is to make progress, to always improve our daily jobs."

Jérémy DESFOSSEZ, Bagger (Lestrem - France)

ANTICIPATING NEEDS IN SKILLS

➤ Accompaniment adapted to all phases of professional life

Different types of career assistance are proposed to employees of the Roquette Group in all the regions and at any time in their professional career. Two new initiatives have been put in place.

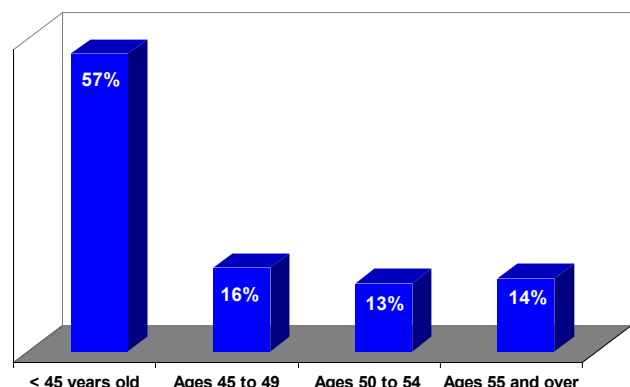


Senior Management Meetings are an important moment for top managers to share the global vision of the enterprise.

The first initiative seeks to develop "Pépins" (young potentials), i.e. to hire young graduates and tailor a special orientation for them. Through different missions, they will learn the objectives, the challenges and the fundamentals of their future job while discovering others business areas of the enterprise. Multiple technical and managerial training programs are also available. Each "Pépin" is followed by a mentor who defines and monitors their missions and by a reference contact with whom they can discuss and share. They are assigned to their definitive post at the end of 18 months at one of the Group's sites.

The second initiative concerns "Seniors" in France. These are employees aged 45 and over, who represent 43% of the workforce. The senior action plan seeks to anticipate the development of professional careers. Thus, each senior who so desires can request an interview on the second part of his or her career. This is a chance to examine their professional career, their desires and the opportunities for internal mobility and talent development.

Distribution of the workforce of French sites by age





"An internship is an interesting bridge between school and the professional world"

Justine FRANCOIS, Apprentice Lab Technician at Lestrem (France)

What is the context for your mission at Roquette?

After an internship of 10 weeks to obtain my technical diploma in Chemistry, I was given the chance to continue my experience at the Quality Control Dept. of Lestrem. I am now proud to have been offered a professional contract in preparation for a professional degree in "Processes in chemistry and sustainable development" at the University of Lille.

What was this experience like, and what did it give you?

I feel well integrated into the enterprise and I work in a good atmosphere. Professionally, it is an opportunity to discover a lot of techniques and acquire a lot of knowledge in the domain of spectroscopy. My colleagues want to share their experience with me and in return, my ambition is to provide them with new ideas.

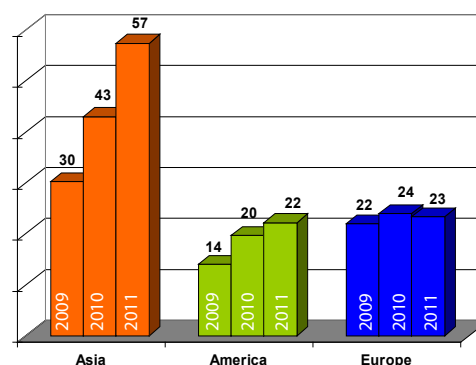
What is your view of internship and how do you see your future?

Internship is a really interesting bridge between school and the professional world, which, in my opinion, must continue to be developed. I hope to be able to put my training to good use and to continue my experience at this company, working on the environment.

➤ The transmission of knowledge: training in internship

Apprenticeships can be a great way for young people to begin their careers, but they are also an excellent opportunity – and a challenge – for the enterprise. Indeed, it is a way to prepare for the company's future needs by transferring knowledge and know-how and by integrating and developing new skills. Bringing in young people with internship contracts is a way to participate in their training, to teach them the business and to integrate them into the life and culture of the enterprise at which they may one day be hired. In this context, 12 interns were invited to the Lestrem site (France) in 2011.

Number of hours of training per employee and per year



➤ Training to optimize skills

For the Roquette Group, developing the skills of its employees is a strategic objective.

Each year, the Group devotes a budget of several million euros to training.

Training is based on two fundamental principles:

- Equal opportunity: all employees of the Group must be given the chance to participate in training programs to develop their skills;
- Pertinence: the enterprise establishes training programs that respond to its immediate or future needs for skills.

Each site deploys its own training program on the themes of its choice. For example, Roquette Russia has developed training programs on the acquisition and development of communication skills. In Asia, training focused on the reinforcement of managerial skills. In the USA, the priority was given to safety.

This important investment in skill optimization serves to prepare for the company's future and the businesses of tomorrow.

REINFORCING THE DIVERSITY OF PROFILES

Sustainable development means encouraging diversity and fighting discrimination in all its forms. The diversity of teams, in terms of age or social, ethnic or cultural origin, is a source of great richness and constitutes a fundamental objective of social policy.

➤ Promoting international mobility

In 2011, the number of expatriates moving from American and Asian regions to France increased significantly. An expatriate mission has several objectives: to establish the Group's procedures and working methods following new acquisitions, to transmit the "Roquette culture" to the new employees, and to train a local replacement at the end of the expatriate's mission.

Some 20 employees were involved in this type of mobility in 2011, not counting those who accepted foreign missions of shorter duration.

Demystifying the physically or mentally challenged

SACHa, Savoir Accompagner Chaque Handicap, in France (accompanying each type of disability)

Under the aegis of the Reliability & Sustainable Development Dept. and assisted by the Human Resources functions, the SACHa working group was launched in 2009 at Lestrem (France).

Retrospective

2009: Composed of people from different sectors of the enterprise and supported by the medical-social services, this group of "contact persons for the physically or mentally challenged" received training from APFETH (Action pour Favoriser l'Emploi des Travailleurs Handicapés).

2010: Formalized in a letter addressed to each Roquette employee in France, the General Management makes the commitment to promote insertion of the disabled.

The actions of SACHa in 2010 and 2011

- Active participation in the National Week for the Employment of the Physically or Mentally Challenged in France, with the organization of various events designed to demystify the issue of disability and highlight the richness of diversity, in line with the company's values: Respect, Trust and Solidarity;
- Campaign to raise awareness among HR teams in France, led by Fabienne LIAGRE, management consultant specializing in issues involving the physically or mentally challenged;
- Promotion and intensification of collaborative work with local businesses: continuation of existing services (maintenance of green spaces, repacking of pallets) while promoting new actions such as the preparation of buffets by the ESAT (Etablissement et Service d'Aide par le Travail) of Hazebrouck for internal events.

Employing a person who is physically or mentally challenged

Catherine* has worked 35 years at Roquette. Since 1998, she has suffered from a visual deficiency, a problem that has been aggravated over time.

After a few years coming to terms with her physical challenge, and with the help of Roquette's medical-social services, she filed with the MDPH (Maison Départementale des Personnes Handicapées) to be recognized as a worker with a physical challenge, a status known in France by the acronym RQTH. Her dossier was accepted in 2009.

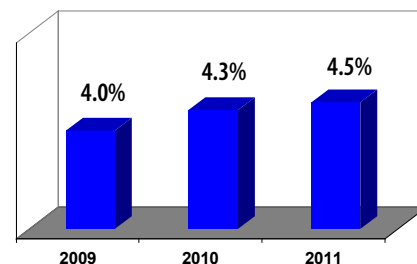
Since then, things have moved fast: an ergonomics specialist redesigned her workstation, with some special touches such as software to zoom in on text, a portable magnifying glass, a big computer monitor, and specially adapted lighting. These modifications were co-financed by Roquette and the AGEFIPH (Association de gestion du fonds pour l'insertion des personnes handicapées).

She also benefits from assistance for mobility. An association makes available to her a car and driver to take her to and from work.

"Being physically challenged is difficult to accept in the beginning," Catherine says. "Above all, it is the way others look at you that makes you feel less worthy. I have adapted my life to my physical challenge. I learned a lot about myself, and today I take things in perspective. I can do things I would never have dreamed I could do, and in the end, this test has made me stronger."

* to respect her desire for anonymity, we are not using her real name

Employment rate of the physically or mentally challenged in France (minimum legal rate 6%)



"The medical-social services are the first point of contact to which the employee can turn for questions related to the physically or mentally challenged"

Matthieu LALLEMAND, Company Doctor, and Isabelle DUHOO, Social Assistant: Perspectives on the theme of disability

Have you observed any changes in the way the physically or mentally challenged are perceived at Roquette?

ML: At the Lestrem site, over the last two years we have observed an increase in requests for formal recognition as a worker with a physical or mental challenge, or RQTH. The various actions taken to raise awareness have allowed us to demystify the physically or mentally challenged. A lot remains to be done but we do not want to apply pressure on such a serious subject.

What are the blocking points?

ID: Reticence, fear of taking that step to request RQTH. We assist the employee in returning to their job, if there was a break, as well as in the administrative steps or in personal matters. We develop a relationship of trust.

What are the results in terms of employment?

ML: 100% of employees who are physically or mentally challenged have remained employed, sometimes with, depending on the case, a change or adaptation of the

job. The qualifications are never revised.

ID: We act exclusively in the interest of the employee. The earlier the reflection, the more effective the approach.

Is monitoring reinforced for workers who are physically or mentally challenged?

ML: The doctor is free to set the frequency of visits. There is no need to reinforce follow-up if the modifications have gone well. But our door always remains open.

The objectives of SACHa for 2012:

To increase efficiency and be even more proactive, the SACHa group will now be organized in four sub-groups, each in charge of developing one of the four axes defined in the group's mission, by implementing action plans on the following objectives:

- Informing and raising awareness about the physically or mentally challenged within the enterprise (creation of a dedicated Intranet site),
- Maintaining the employment of employees with physical or mental challenges (by adapting their workstations, for example),
- Opening more recruitment of the physically or mentally challenged,
- Continuing the collaboration with partners that specialize in helping disabled persons.

Awareness raised at the European sites about disability

Since 2000, the Italian site of Cassano has also implemented actions to promote employment of the disabled, notably through recruitment and studies on integration, training plans and the ergonomics of workstations, etc. The Cassano site currently employs 21 workers who are physically or mentally challenged, thus respecting the legal minimum rate of 7%.

In Spain, a campaign to raise awareness has also been launched at Benifayo. In the context of support provided each year to a local association, people with physical or mental challenges have been invited to the site. A large panel of employees from different departments at the site participated in this meeting, which was considered by all parties involved as a particularly enriching and gratifying exchange. The ambition has been expressed to renew the operation in 2012, around new activities.



Frédéric Smaghe, Polyols Unit Director, and Thierry Leroy, HR Manager (Lestrem, France). On the occasion of the National Week for the Employment of the Disabled 2011, the SACHa group invited the French employees to take part in activities and events in which they could place themselves in the position of a disabled person.

*"We must continue to progress.
We must all act to ensure that the
support and integration of the
physically or mentally challenged is
an even greater reality for tomorrow".*



The SACHa Group



The association for disabled persons "SOM I ESTEM" visiting the site of Benifayo (Spain).

SHARING A MEANINGFUL PROJECT



➤ Communication to accompany growth

Our communication needs to be ever more structured and our messages and actions must be clear and coherent, both externally and internally. To this end, numerous actions are engaged and regularly renewed.

The Group Communication Plan, a perfect example of collaborative work

Communication plays a key role in the Group's development and strategy.

Given the broad range of communication actions, the Group has established a Communication Committee to oversee external and internal communication to ensure a common and coherent approach. The latter has developed a Group Communication Plan, linking all communication actions from the different management units and regions to precise communication objectives in line with the Group's strategy.

The result of significant collaborative work, the Group Communication Plan coordinates communication on an ever more numerous and varied set of subjects as well as on the ever increasing demands from our stakeholders (employees, customers, partners, the media, etc.). This approach allows all the management units to share a structured and formalized vision. It has also created a very dynamic relationship between all the actors involved in communication.

"We evolve at great speed in this era of communication. The key words of this new era and the key success factors are: creation, dialogue, being open to everything, working collaboratively with multiple partners."

Marc ROQUETTE, Chairman

➤ The importance of on-boarding

All new employees benefit from an orientation program to help them start their new job. This can take different forms, depending on the site, region, business sector or responsibilities of the new arrival. The objective is to:

- Introduce new employees to the company's culture, values and principles of action, its Ethics Charter and its Code of Conduct,
- Give them the tools they need to understand what is expected of them in their new job,
- Monitor their integration to ensure the respect of the company's rules on hygiene, quality, safety and security.

For example, French-speaking managers who are newly hired or promoted take part in an Integration Seminar at Lestrem (France). This gives them a transversal vision of the different functions and business sectors of the enterprise as well as its organization.



The integration seminar is an important time for new managers to discover the Roquette culture.

➤ Listening and encouraging dialogue

Dialoguing with the social partners

Ratification of a new labor contract at Keokuk (USA)

On 23 July 2011, Roquette America and the local labor union ratified a new labor contract at Keokuk, thus ending a lock-out that began at the end of September 2010 after the two parties failed to reach agreement on the new contract.

As a result of the breakthrough, more than 200 members from the local union were once again able to head back to the factory after a week of safety training.

The new labor contract was the result of negotiations on developing the skills and expertise of each employee, with the goal to continuously improve Industrial Performance. Another objective is to promote teamwork and cooperation, while contributing to a work environment that is peaceful, productive and secure.

Several actions have been put in place to improve collaboration and communication, to establish a culture of change based on trust, to share values, to promote the exchange of ideas and discuss problems and solutions. Regular meetings between the management and the local union are organized to promote and facilitate exchanges and sustainably reestablish the social dialogue.

Gender equality at Roquette

In France, the management and the labor unions in 2011 worked together on a formal agreement on gender equality at the workplace. The objective is to reaffirm the principles of equality and define the priorities for action.

In Spain, guaranteeing the equality of men and women in terms of working conditions and remuneration constitutes the main objective of the gender equality plan implemented at the Benifayo site. The plant was awarded the "SELLO D'IGUALDAD" ("Label of equality") for the second consecutive year, in recognition of its social engagement.

The labor union of the Lianyungang site in action...

The labor union of Roquette China was launched in 2006. It plays a key role in maintaining harmonious working relations and protecting the rights of employees. Its main actions include:

- Maintaining balanced relations between the personnel and the enterprise, and helping to resolve any conflicts;
- Developing an innovative spirit among the personnel and promoting creativity (organization of challenges and competitions);
- Organizing professional training programs on themes such as knowledge of chemistry, raising awareness on safety, or foreign languages;
- Reinforcing communication to enable the enterprise to listen to its employees;
- Monitoring working conditions, hygiene and health.

As a reward for all these actions, the labor union of Roquette China received the distinction of "Municipal Advanced Unit" from the local government.

Listening to employees

In order to develop a culture of dialogue, Roquette has deployed a number of initiatives to listen to what employees have to say.

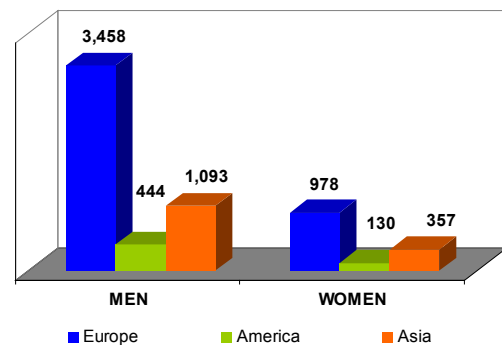
"Pulse", a survey at Group level

The objective of this survey is to assist the Group's ongoing transformation by regularly measuring the evolution of working methods and employee expectations. A representative sample of employees chosen at random from throughout the Roquette Group was sent an electronic survey to ascertain their concerns and identify opportunities for improvement.

Among the 740 employees contacted, 60% responded to the survey. The findings confirmed:

- Their motivation, their strong level of engagement, their confidence in the capacity of the Group to attain its objectives,
- A heavy workload and difficulty to discern priorities.

Distribution of Men/Women in the Group's workforce, per region in 2011



Véronique LECLERCQ and Jean-Michel BOGAERT, Works Dept., Lestrem (France)
The Roquette Group reaffirms the principles of gender equality.

The roundtables have spoken!

The ambition to listen to employees and gauge perception has led the Group to organize some 50 roundtable discussion sessions, as well as individual interviews, at the Group's four French sites.

More than 600 employees representing all areas of the enterprise have thus freely expressed their thoughts with the help of an external facilitator. The themes addressed include the company's vision, its image, its current operations and future development, the role of the employee, his/her contribution and engagement, and the sense of reciprocity, both as currently perceived and as desired.

The results of these exchanges reveal a strong attachment to the enterprise and to the Roquette family, and a positive image of the company as a family business that is free and independent, even if some concerns have been expressed regarding its future evolution. The personnel appreciate and recognize the strong human values of the company. They are also open to change but express the need for stronger involvement in the Group's projects. A document summarizing the results of these roundtables has been sent to each employee in France. An action plan is being implemented to respond to the expectations expressed by the employees.

DEVELOPING OUR SAFETY CULTURE

The safety of people is an absolute priority for the Roquette Group. At each of its sites throughout the world, the Group is committed to offering its employees and subcontractors a safe work environment. Accidents are never unavoidable, and the primary objective is to protect the people with an ultimate target of "zero accidents."

The involvement of one and all: a necessity

All employees can and must engage in individual or collective actions to reduce the frequency of accidents. The Group's good safety results come from the active involvement of each and every member of the team.

This year, our safety "culture" has progressed thanks to the role played by the managers and the safety committees in the management of safety. The application of safety management tools at all sites (safety audits, safety briefings, assessments of accidents and near misses, etc.) and the networks of safety facilitators have helped reinforce this positive trend.

The first Group safety meeting took place in November 2011 at the site of Keokuk (USA). This meeting was an opportunity to share good practices and unveil the Group's new objective for accidents with lost time: **TF₁ inferior to 1 in 2016** (TF₁ is the frequency rate corresponding to the number of accidents with lost time per million hours worked).

The annual safety week at the European sites

In 2011, a coordinated action on pain prevention, called "Handling, Ergonomics and Well-being at Work," was deployed at all European sites. The objective is to raise awareness about the important role each employee plays in safety and risk prevention. The action focused on four key values of safety: professionalism, the involvement of each employee, leading by example, and recognition. This action was successfully followed by the European



Learning the acts that can save lives: a demonstration during the safety week at Benifayo (Spain).

Evolution of TF₁ at the Roquette Group

	2008	2009	2010	2011
RESULTS	5.2	3.7	3.1	2.0

Over three years, the number of accidents has been halved

employees as well as by the external enterprises working at the sites, with a participation rate of more than 80% in France and practically 100% in Spain.

The development of a safety culture in the USA

New actions have been put in place at the Group's American sites to improve safety results and meet the new challenge set for 2016. All managers of Roquette America have participated in a two-and-a-half day training program to raise awareness, take responsibility and commit to safety performance. Every employee, whether at home, at work, or traveling, must ask three questions: What do I plan to do today? Are there any safety risks? If yes, what precautions must I take? This brief checklist must allow the individual to do their job without risk to their safety. A new slogan has been posted at the two American production sites: "Safety first in every action we take... No one gets hurt today!"

At the end of 2011, the rate of accidents with lost time was zero at the American sites of Gurnee and Keokuk.

An important fire drill at Lianyungang (China)

To test the capacity to manage a fire, the fire brigades of Jiangsu province conducted a major simulation exercise at the Lianyungang site. The site's volunteer firefighters contributed extensively to the success of this exercise, which provided an excellent opportunity to enrich their experience in managing emergency situations.



More than 200 firefighters and 40 fire trucks were mobilized for a major fire exercise at the Lianyungang site (China).

SUPPORTING LOCAL COMMUNITIES

The education of children, training of young people, promoting the benefits of sports, helping the physically or mentally challenged, the disadvantaged or victims of a natural disaster, these are among the many examples that reflect the Roquette Group's commitment to the territories in which it operates.



Group

Following the catastrophic consequences of the earthquake that struck Japan on 11 March 2011, all of the Roquette Group's sites mobilized to collect funds for humanitarian associations such as the Japanese Red Cross and to pledge support for their Japanese colleagues.

USA

Helping people in financial difficulty, promoting education and health, these are among the objectives of "Big River United Way", a local community group in Keokuk to which the employees of Roquette America provide extensive financial support. This action of good corporate citizenship has been crowned with the award for "most generous donor".



Spain

To promote the benefits of sports, the Benifayo site organized a bicycle race that attracted more than 400 professionals, amateurs and Roquette employees. The factory served as both the point of departure and the finish line for the race, called the "Marcha Cicloturista La Ribera – Roquette."



China

Roquette Asia is continuing its partnership with the Shanghai Association of Apprentice Bakers, which helps orphans and disadvantaged young people to train to become bakers. The company provides financial support for the equipment of the training center and supplies Roquette products for use in the training practice.

It also sponsors the Shanghai "Charity Carnival" dedicated to the Children's Health Foundation, which helps children afflicted with congenital heart disease to live normal lives.





Mexico

The mission of the association "IAP Manos Capaces" (Capable Hands) is to offer the physically or mentally challenged the opportunity to work in a protected workshop. They make cakes with products supplied by the Roquette Group, which are then sold for the benefit of the association. Roquette Mexico also provides technical and financial support for this operation.

Germany

Roquette Germany provides financial support to a charity organization in Frankfurt that helps the physically or mentally challenged to develop their lives in their environment. Rooms made available by the city were adapted to serve as special day-care centers.



Italy

Working with the schools of Cassano and Serravalle, Roquette Italy has organized competitions with the production of a film "Mais... si gira!" (Corn... we're rolling !) to raise awareness among the young about our business, our activity and its impact on the territory where they live.

India

Roquette India provides financial support to "VIDYA", a non-governmental organization that assists disadvantaged women and children in the regions of Delhi and Mumbai.



United Kingdom

Bicycling some 450 kilometers in three days from Lestrem (France) to Corby (UK) – that's the challenge accepted by 18 employees from the two sites in order to raise funds for charitable works in the region of Corby and for the British Heart Foundation.

France

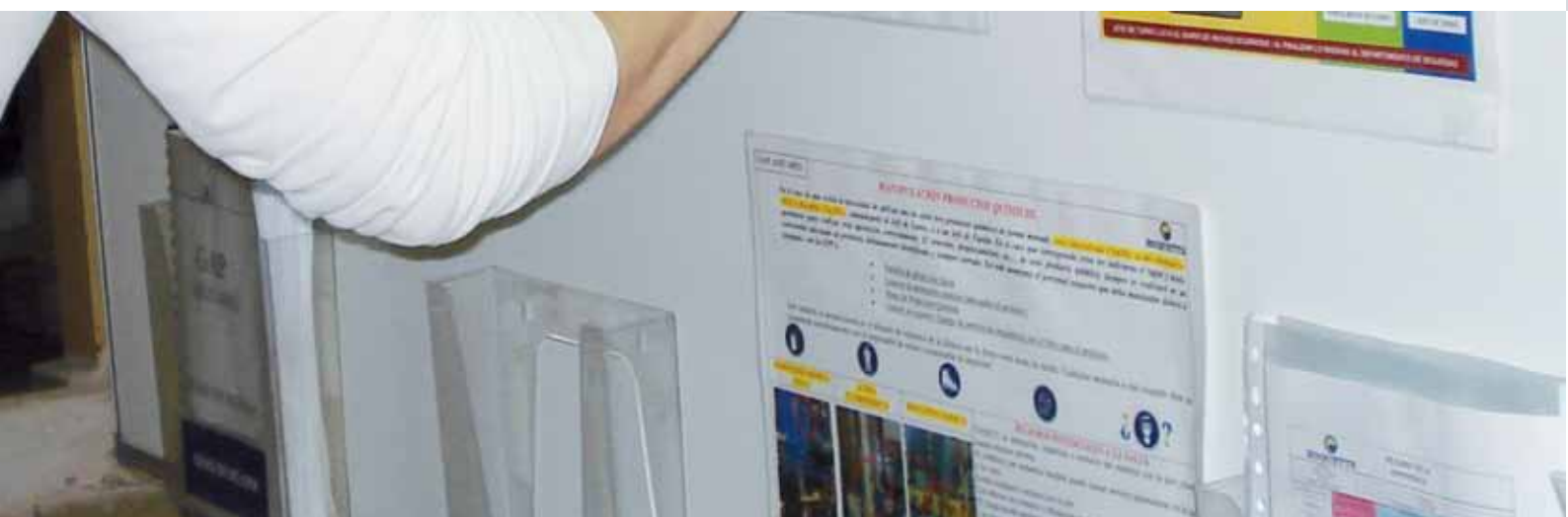
The site of Vic-sur-Aisne has focused its efforts on students, from primary school to university, to help them discover the world of industry, the businesses of the Roquette Group and the different applications of its products. Numerous employees from the Beinheim site participated in the Brumath races for the benefit of the Telethon.

For the sixth consecutive year, the employees of Lestrem, Vic-sur-Aisne and Vecquemont have turned out in droves to represent Roquette at the Testathlon, a sports event organized by DigestScience (see page 27).



5

EVALUATION *AND PERFORMANCE*



Carlos CLIMENT RUTIA, Operator at the Benifayo site (Spain)



For the past four years, the Roquette Group has formalized its engagement in Corporate Social Responsibility by publishing an annual report on sustainable development, by signing the United Nations Global Compact and by reinforcing its commitment to improve the quality of its products and the protection of its know-how. This year, it has adopted the methods of the Global Reporting Initiative (GRI) to review and reinforce its indicators.



OUR APPROACH TO PROGRESS IN QUALITY, SECURITY AND RISK MANAGEMENT

Under its new policy on Safety, Quality, Security and the Environment deployed in 2011, the Roquette Group does everything it can to satisfy its customers and develop its activity in the most secure and sustainable manner possible. Its approach to progress extends from the quality of its products to the protection of its intellectual property, all the while managing risk.

➔ Improving quality

Improving satisfaction in the handling of complaints

As part of its program to improve the customer relationship, the Roquette Group has engaged in a major study to improve the way it handles complaints.

A working group has been established, with members specializing in quality, logistics and sales from the different regions, to review good practices and reconsider the system for managing complaints in order to provide better assistance to customers and improve their level of satisfaction.

The basic objective is to develop a dynamic and harmonized system of practices throughout the Group that can be implemented rapidly and efficiently in 2012.

A commitment to quality to ensure the safety of food products

In line with the Roquette Group's strategy on quality, the ISO 9001 and ISO 22000 standards have been deployed at the majority of the Group's production sites. The application of these standards has led to the renewal of the corresponding certifications or the accreditation of FSSC 22000 certification on food safety. The respect of these standards is formalized by the renewal of the corresponding certificates. In addition, certain sites have obtained certification under the FSSC 22000 guidelines. Here are a few examples:

In England, with the implementation of the new process at the Corby site (see page 39), several studies have been completed to revalidate compliance in terms of food safety (method: HACCP Hazard Analysis Critical Control Point).

Thanks to this approach, the Corby site received FSSC 22000 certification. This now provides our customers, who are primarily English, with assurance of control over product safety comparable to that provided by certification from the British Retail Consortium (BRC), for example.

In the USA, the Gurnee site is actively preparing for the renewal of its ISO 22000 certification in view of its qualification for FSSC 22000 certification in the spring of 2012.

"75% of the Roquette Group's sites are certified safe for food products. The objective is FSSC 22000 certification for all our sites"

Xavier DURIEZ, Group Quality Manager

Safety certification for animal feed

In addition to GMP+B2 certification, which for several years has already covered the sites of Lestrem (France), Vecquemont (France) and Cassano (Italy), European Feed Ingredients Safety Certification (EFISC) was delivered in 2011 to these same sites, in light of their activity in animal nutrition.

A voluntary approach to certify our production of bioethanol

The Beinheim site (France) has received 2BSvs certification (Biomass Biofuels Sustainability Voluntary Scheme) for the production of bioethanol from sustainable biomass (wheat and corn).

This certification demonstrates, via independent verification, the respect of the sustainability criteria set forth in the European Directive 2009/28/CE, a directive on promoting use of energy produced from renewable sources.



The Gurnee site (USA), already certified ISO 22000, is engaged in the approach for FSSC 22000 certification

➤ Protecting our interests

In a tough economic climate where innovation, expertise, prudence and boldness are critical to a company's survival, the protection of the Roquette Group's interests against malicious acts is indispensable.

Stealing information or assets, extortion of funds, identity theft, cybercrime – these are just some of the challenges for the Group's security management system.

To prevent is to protect, and to plan is to progress!

To this end, a multi-disciplinary working group has been established to review security, develop expertise and align our practices at all the Roquette Group's sites.

The working group seeks to position the security of the enterprise's interests, its viability and its development by implementing rules, tools and a campaign to raise awareness.

➤ Managing operational risks

For more than four years, a Risks Committee has brought together directors from the subsidiaries and from the regions of America, Asia and the REC (Roquette Emerging Countries) as well as the directors of the support functions to oversee the management of risks within all the entities and management units of the Roquette Group. Among other things, the committee assumes overall responsibility for highly critical or transversal risks.

This approach to risk management relies notably on an annual updating of risk cartographies that identify all risks within the organizations and that cover the operational processes as well as the support functions.

Assessed according to their frequency, their gravity and their degree of control, the identification of major operational risks can then give rise to action plans that can be monitored in terms of prevention and protection. In this way, the reduction of sources of risks and their intensity (tangible and intangible) is also managed.

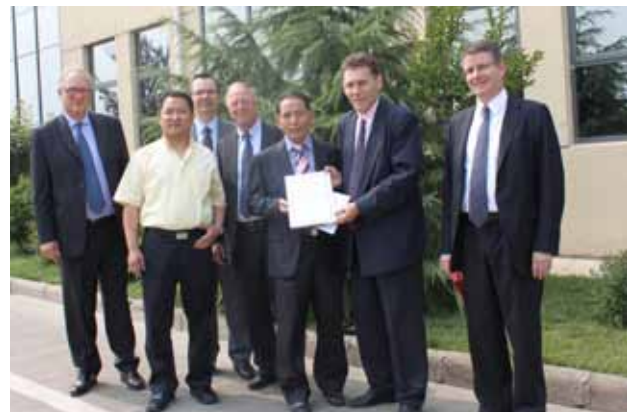
The coverage and management of industrial risks and responsibilities are organized jointly with the Group's insurers and are measured according to level of protection: HPR (Highly Protected Risk), PR (Protected Risk) and NP (Non Protected Risk).

"More than 50% of the Roquette Group's production units benefit from classification as a protected or highly protected risk, a figure that rises to 60% for the installations of Lestrem (France)."

Francis VAN DEN NESTE, Group Risk Manager



Protecting the company's heritage constitutes the main objective of the security system implemented for the entire Roquette Group.



The Lianyungang site (China) has been certified "Highly Protected Risk" since June 2011.



The management team at the factory in Corby (UK) received certification as "Highly Protected Risk" on 17 June 2011.

A RESPONSIBLE ENTERPRISE

"We need business to give practical meaning and reach to the values and principles that connect cultures and people everywhere."

Ban Ki-moon, Secretary General of the United Nations

➔ Supporting the Global Compact

Launched in July 2000, the United Nations Global Compact is a set of policies and a practical framework for companies that have made a commitment to sustainable development and responsible business practices.

It is not an instrument of regulation but rather



a voluntary initiative for businesses, founded on public responsibility, transparency and information open to all.

Since September 2009, the Roquette Group has adhered to the United Nations Global Compact and communicated its 10 general principles.

<p>1</p> <p>Businesses should support and respect the protection of internationally proclaimed human rights.</p> <p>Page 17</p>	<p>2</p> <p>Businesses should make sure that they are not complicit in human rights abuses.</p> <p>Page 17</p>	<p>3</p> <p>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p> <p>Pages 17, 53, 54</p>
<p>4</p> <p>Businesses should support the elimination of all forms of forced and compulsory labor.</p> <p>Page 17</p>	<p>5</p> <p>Businesses should support the effective abolition of child labor.</p> <p>Page 17</p>	<p>6</p> <p>Businesses should support the elimination of discrimination in respect of employment and occupation.</p> <p>Pages 17, 50 to 52</p>
<p>7</p> <p>Businesses should support a precautionary approach to environmental challenges.</p> <p>Pages 17, 36, 37</p>	<p>8</p> <p>Businesses should undertake initiatives to promote greater environmental responsibility.</p> <p>Pages 17, 36, 37, 40 to 45</p>	<p>WE SUPPORT THE GLOBAL COMPACT</p> <p>By respecting these 10 principles, the Roquette Group acts as a responsible corporate citizen. Examples of these actions are marked with this logo throughout the pages of this report and indicate the principle to which the action corresponds.</p>
<p>9</p> <p>Businesses should encourage the development and diffusion of environmentally friendly technologies.</p> <p>Pages 17, 38 to 44</p>	<p>10</p> <p>Businesses should work against corruption in all its forms, including extortion and bribery.</p> <p>Page 17</p>	

➤ Measuring performance with the GRI

Reporting on sustainable development consists of measuring a company's performance in this area through the use of pertinent performance indicators and then communicating the results to the internal and external stakeholders.

To prepare its Sustainable Development and Activity Report, the Roquette Group has chosen to adopt, in part, the methodology of the Global Reporting Initiative (GRI).

Created in 1997 at the initiative of the United Nations Environment Program (UNEP), the GRI is a non-governmental organization that works as a network, whose role is to work for sustainable development and to promote the preparation of reports on the environment, social responsibility and governance. It regularly develops and distributes guidelines to assist companies in producing these reports. Its framework for reporting on sustainable development is the most widely used in the world.

This framework includes the "G3 Guidelines", which set the principles and indicators that organizations can use to measure and report their economic, environmental and societal performance.

Among the reasons for which it can be used:

- To measure and evaluate performance in relation to the laws, rules, codes, standards of performance and volunteer initiatives,
- To demonstrate an organization's influence on stakeholders' expectations,
- To compare, over time, the performance of one or more organizations.

➤ Indicators that conform and are pertinent

The French Law n°2010-788 of 12 July 2010, on the national engagement for the environment (the so-called Grenelle II Law), and whose methods of application are expected to be defined by decree in 2012, formalizes the obligation to publish non-financial information (according to specified thresholds).

Initiated in 2010, Roquette's working group this year continued its mission to ensure that our practices comply with the law and, in order to evaluate the pertinence of our indicators, to reinforce their reliability and transparency and formalize the methodology and procedures for analysis, reporting and consolidation.



➤ Financial evaluation

In a report dated 15 March 2012, the Standard & Poor's (S&P) ratings agency assigned the Roquette Group an A- Long Term rating (seventh level out of 20 in the S&P Long Term chart) for 2011. Citing strong operational and economic performance as well as a prudent and solid financial policy, S&P judged the group's outlook "stable", reflecting the confidence in the Group's future accorded by its partners.

In parallel, S&P confirmed the Group's A-2 Short Term rating, which it has held for many years, the third-best level on a scale of seven.

S&P also affirmed the Roquette Group's capacity to confront the volatility and cyclical activity of the market for starch and its derivatives in a difficult economic context, thanks its products with high added value, its geographic diversification and its development towards new markets.

OUR PERFORMANCE INDICATORS

ENVIRONMENTAL INDICATORS	2011	2010	GRI
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ENERGY

Energy consumed

Electricity	GWh ⁽¹⁾	2,063	2,044	EN3
Natural gas	GWh	7,451	7,651	EN3
Heavy fuel	ton	5,110	507	EN3
Domestic fuel	m ³	881	642	EN3
Coal + Pet Coke	kt ⁽²⁾	345	323	EN3
Wood	kt ⁽²⁾	16	-	EN3
Ton of oil equivalent (toe)	t/kt of starch	243	216	EN3

Energy produced

Electricity	GWh	1,414	1,279	EN3
Biogas	GWh	59	26	EN3

WATER

Pumping - Rivers	10 ³ m ³	64,172	59,948	EN8
- Aquifers	10 ³ m ³	12,470	12,553	EN8
- Urban network	10 ³ m ³	12,314	11,337	EN8
Water restored	10 ³ m ³	29,022	28,068	EN10
COD emissions	t/kt of starch	2.25	2.23	EN21

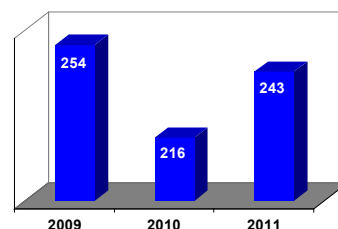
AIR

CO ₂ emissions	t eq. ⁽³⁾ CO ₂ /kt of starch	597	579	EN16
SO ₂ emissions	t/kt of starch	0.31	0.30	EN20
NO _x emissions	t/kt of starch	0.58	0.75	EN20
Dusts	t/kt of starch	0.25	0.24	EN20

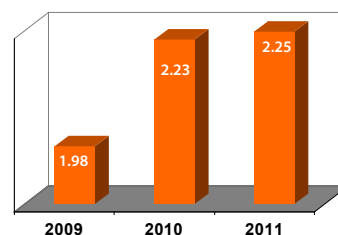
WASTE

Dangerous	t/kt of starch	0.87	0.67	EN22
Non dangerous	t/kt of starch	58	21	EN22
Revaluated (except field spreading)	t/kt of starch	19	12	EN22
Field spreading	t eq. 100% DS /kt ⁽⁴⁾	28	30	EN22

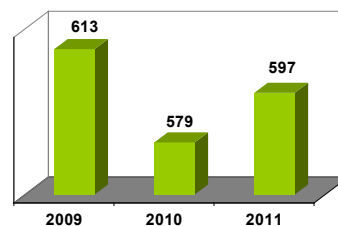
Evolution of toe for 1 kt of starch produced



Evolution of COD per kt of starch produced



Evolution of tons equivalent of CO₂ emitted per kt of starch produced



(1) GWh : GigaWatt per hour

(2) kt : 10³ ton

(3) eq. : equivalent

(4) DS : Dry Substance

SOCIAL INDICATORS	2011	2010	GRI
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WORKFORCE (Except Joint-Ventures - calculated in full time equivalent at 31 December)

Breakdown of the workforce by geographic zone

- Europe	4,598	4,451	LA1
- America	602	594	LA1
- Asia	1,462	1,543	LA1
Group	6,662	6,588	LA1

Breakdown of the workforce by type of contract

Indeterminate Duration Contracts (CDI)

- Europe	4,296	4,170	LA1
- America	596	559	LA1
- Asia	1,458	1,518	LA1
Group	6,350	6,247	LA1

Fixed Term Contracts and Temp workers

	2011	2010	GRI
- Europe	302	281	LA1
- America	6	35	LA1
- Asia	4	25	LA1
Group	312	341	LA1

PROFESSIONAL EQUALITY (CDI enrolled at 31 december)

Workforce: Men	5,006	4,914	LA13	Workforce: Women	1,468	1,458	LA13
- Including % managers	13.5%	12.6%	LA13	- Including % managers	14.2%	11.8%	LA13
Training: hours/employee	31.3	28.0	LA13	Training: hours/employee	29.7	29.2	LA13
Ratio Women/Men	29.3%	29.7%	LA13				

NEW HIRES / DEPARTURES

New hires	661	546	LA2
Resignations	334	299	LA2
Terminations	110	55	LA2
Deceased	7	12	LA2
Retirees	77	84	LA2

INSERTION OF DISABLED WORKERS

Disabled workers ⁽¹⁾	146	138	LA13
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ABSENTEEISM

Absenteeism (illness) ⁽²⁾	3.0%	3.2%	LA7
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CONDITIONS OF HYGIENE AND SAFETY

Frequency of accidents at work

Accidents with lost time ⁽³⁾	2.0	3.1	LA7
Accidents with and without lost time ⁽⁴⁾	6.8	7.1	LA7

Gravity

Days lost	1,141	2,177	LA7
Rate of gravity ⁽⁵⁾	0.10	0.20	LA7

(1) Figures for Europe

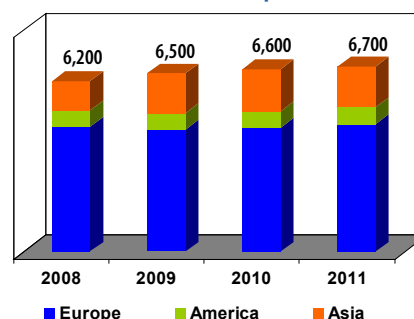
(2) Figures for France

(4) Number of accidents declared per million hours worked

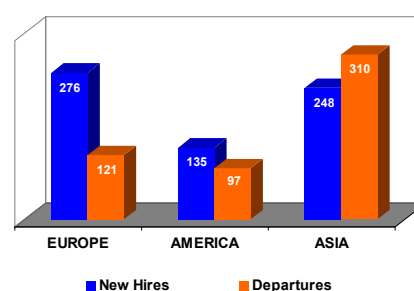
(3) Number of accidents with lost time per million hours worked

(5) Number of days lost (not including the day of the accident) per thousands of hours worked

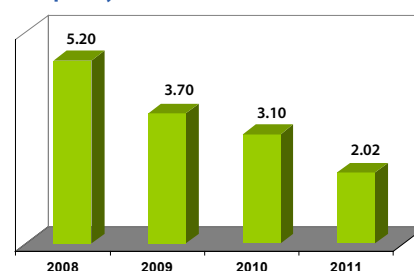
Evolution of the Group's workforce



Movements of personnel per region in 2011



Frequency Rate of accidents with lost time



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