



“Offering the best of nature™”

2009 *Sustainable Development* Report



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PROFILE

●●● ROQUETTE: A FAMILY-OWNED GROUP COMMITTED TO INNOVATION

“To innovate, invest more in nutrition-health and vegetal-based chemistry, to multiply partnerships while strengthening the group’s international influence: such are the new objectives of a European leader in starch products...”

2,3

turnover in
billions of euro

6 500

employees

35

locations
worldwide

The Roquette Group, a French family-run business, is ranked among the top global starch manufacturers (N°2 European and N°4 globally). Roquette is also the global leader in materials made from polyhydric alcohol and non-pyrogenic substances.

Historically, the company originally developed around the production of potato starch (in 1933), to diversify during the 1940’s toward starch processing from corn, then from wheat and most recently from peas. Today, Roquette primarily transforms these four renewable resources into essential raw materials

for industry and manufactures more than 60 product families, not only for the agri-food and animal nutrition industries, but also for the pharmaceuticals and cosmetics industries, chemistry, bio-industry, paper manufacturing, plastics and even construction materials for the construction and civil engineering industry.

Continuing to invest in the potential for glucose and its polymers to come up with new derivatives, each year Roquette increases the resources devoted to Research, Innovation and Development.

Testimonial

“We currently devote 40 million euros per year to RID and we will significantly increase these amounts, notably in the promising sectors of nutrition and health, as well as vegetal-based chemistry.”

Marc Roquette (Chairman)

MESSAGE FROM THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER



Marc ROQUETTE (Chairman)

We leave behind the year 2009, which for the Western World was marked by the biggest economic and financial crisis of the last 50 years. In this context, our group suffered a significant drop in its revenues and earnings, but remains nonetheless profitable and in healthy financial shape.

We believe this crisis is structural as well as contextual. We have therefore decided to reinforce our actions related to Corporate Social Responsibility (CSR), because this is one of the best ways to respond to the structural side of this crisis.

The Roquette group's strategy is resolutely committed to the long term, and the future viability of the company relies on the reinforcement of a policy founded on the respect of people, innovation and protection of the environment.

In 2009, for example, despite the significant drop in revenues, we have:

- Safeguarded employment for the indeterminate duration contracts for all our entities throughout the world
- Increased our efforts to develop new products that will contribute to the preservation of our planet and favor the well-being of its inhabitants, such as esters made from isosorbide, non-toxic, bio-sourced products that can be used as substitutes for phthalates (which are used as plasticizers in PVC and are rejected by certain consumers because of doubts about their impact on humans.)

This Sustainable Development report lists the actions undertaken in 2009 and in particular those concerning our three priorities:

• The fight against climate change:

Two projects are moving forward at our Beinheim site: the first concerns a biomass heater, the second a geothermal unit. Even if a few uncertainties remain for the second project, we remain confident that the Beinheim factory will in future years no longer need to use any fossil energy sources for the production of steam.

Furthermore, we are pursuing our “energy savings” plans, for example with the installation of a cogeneration system (China and USA) and the optimization of our existing systems: the Lestrem factory has thus achieved a 5% reduction in annual gas consumption.

- **Promoting diversity:**

The Group's senior management is composed of 70 executives and includes different nationalities and seven women. This reflects our diversity but above all it reveals the need to continue making significant efforts in this area throughout our company.

We also must not forget the physically and mentally challenged, and a working group is actively seeking to make progress on this issue.

- **The development of products and processes that respect people and the environment:**

Several new products are at the point of being brought to market. This is the case for isosorbide, which, when used in the synthesis of polycarbonates, can be used as a substitute for bi-phenol A, the toxicity of which is currently a subject of debate. It is also the case for succinic acid and new vegetal-based polymers used as new materials for plastics.

Regarding nutrition-health, we continue to develop new products, in particular those adapted to the nutritional needs of young children or other uses that promote well-being. Our progress in the development of micro-algae continues to make a strong contribution to this effort.

In September 2009, we joined the United Nations Global Pact, a symbol of our commitment to ethical and responsible business practices. In line with this commitment, we began the deployment of our Ethics Charter and Code of Conduct at Group level. These documents define our values, our responsibilities and our commitments, as well as the spirit and the manner in which we wish to lead the activities of the Roquette Group.

The year 2010 began with numerous challenges, but Roquette is meeting them with its best assets: its professional know-how, its spirit of innovation, and above all the determination of its 6,500 employees. In this way, we have committed to moving forward on our different projects, notably by reinforcing the indicators and quantified objectives that we began to put in place in 2009. This will allow us to better evaluate our progress in terms of Corporate Social Responsibility (CSR) over the years.

Marc ROQUETTE (Chairman)
and Guy TALBOURDET (Chief Executive Officer)
March 2, 2010



Guy TALBOURDET (Chief Executive Officer)

AN INTERNATIONAL GROUP

OUR SECTOR: STARCH PRODUCTION/BIOREFINERY

Roquette transforms renewable resources (corn, wheat, potatoes, peas, and micro-algae) into a broad range of high-quality products, and markets them to industrial customers active in numerous sectors of application. Our customers then develop these products for use by consumers.



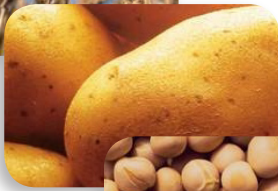
Corn

- 3 200 000 tons/ year
- 10 000 tons/ day



Wheat

- 1 620 000 tons/ year
- 5 000 tons/ day



Potatoes

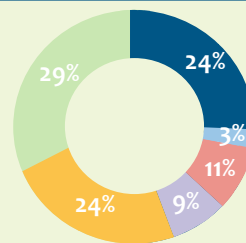
- 1 000 000 tons/ year



Peas

- 80 000 tons/ year

6 categories of products

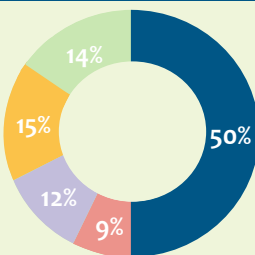


- Starches
- Sugars in Soluble Fibers
- Polyols
- Proteins and Derivatives
- Fibers and Oil
- Fermentation and Chemical refinery

ROQUETTE IS PRESENT IN 5 INDUSTRIAL SECTORS

Roquette transforms agricultural raw materials for the needs of 5 major industrial sectors.

Sales per sector



- Human nutrition
- Animal Feed
- Paper - Corrugated
- Pharmaceuticals - Cosmetics
- Chemicals - Bio-industry

Roquette World leader:

- Polyols (sorbitol, mannitol, maltitol, etc.)
- Raw materials for injectable products (mainly dextrose)

European leader:

- Maltodextrines

Polyols are used in the production of vitamin C, oral hygiene products (toothpaste, mouthwash) and sugarless confectionery (chewing gum, chocolates), among others.

For **raw materials for injectable products**, more than one and a half million patients throughout the world receive medical injections each day that are made with Roquette apyrogenic products.

In human nutrition, **maltodextrines** are primarily used for baby food, notably infant formulas. Roquette proposes a special "Premium" quality that guarantees very high sanitary security, which can be mixed directly with powdered milk to produce infant formulas or mother's milk that are easy for babies to digest.



●●● A WORLD ACTOR

Roquette has long pursued a strategy to expand its international business presence through its agents and subsidiaries. In recent years, this has been bolstered by a strategy of international industrial expansion. Today the Group has factories on three continents (Europe, America and Asia) which allows the Group to better serve the needs of customers with the same expectations of quality.

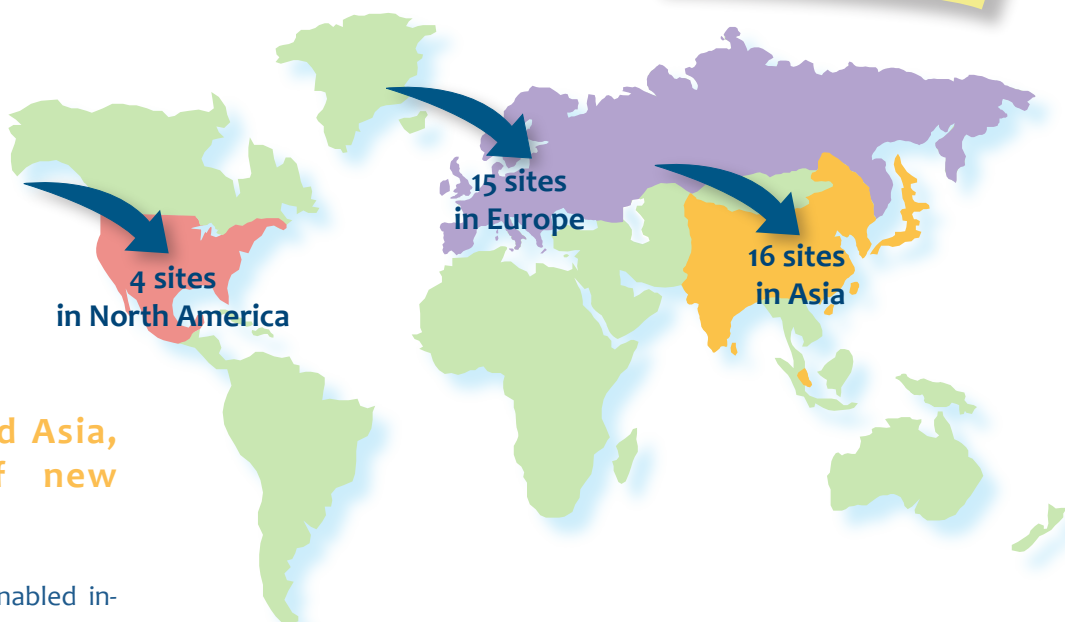


Roquette factories in Lestrem (France), Keokuk (United States) et Lianyungang (China)

35 sites
on 3 continents
including
18 production sites

Europe - The Group's first territory for expansion

After France, Roquette began its international expansion in 1958 with its implantation in Spain, and today has 15 sites in Europe (France, Italy, Spain, Romania, England, Germany, Finland and Russia)



North America and Asia, the conquest of new markets

Rapid growth in Europe enabled industrial development in the US in the 1980s.

Roquette already has two production units in the US: one factory dedicated to polyols and another devoted to corn starch. It also owns a commercial office near Chicago and continues to export its know-how throughout

North America with the establishment of a sales office in **Mexico**.

More recently, and in less than a decade, it **has built a solid presence in Asia**, which has shown strong growth in demand for starch products. At 31 December 2009, the Group had 10 si-

tes in China, two in South Korea, two in Japan, one in India, and one in Singapore.

This global presence allows the Group to offer a consistent level of quality to all its customers, no matter where.

GOVERNANCE OF THE COMPANY

FAMILIAL AND INDEPENDANT SHAREHOLDERS

At the head of the Group, Marc Roquette represents the third generation of a family of entrepreneurs. In 2004, he succeeded Dominique Roquette, son of one of the two founding brothers. The stability of the familial shareholders and the Group's

financial independence are strongly related to the company's implementation of a strategy of sustainable development, which goes hand in hand with the level of investments related to the company's activity.



Factory of Lestrem (France) in 1954



Roquette Board of Directors

Front row: MM. Miguel Angel PUIG; Francis WALLART; Marc ROQUETTE; Domenico CARBONE; Guy ROQUETTE.

Back row: MM. Edouard ROQUETTE; Pascal PAYET-GASPARD; Christophe ROQUETTE; Bernard YON

SHAREHOLDERS 250 members of the family

Administrators

Marc ROQUETTE (Chairman)	Doménico CARBONE
Edouard ROQUETTE (Vice-Chairman)	Pascal PAYET-GASPARD
Christophe ROQUETTE	Miguel Angel PUIG
Guy ROQUETTE	Francis WALLART
	Bernard YON

Marc ROQUETTE
Chairman

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

Guy TALBOURDET
CEO

Jean-Marc WILLEFERT
CEO and
Vice-President Europe

TWO ADVISORY COMMITTEES

The Board of Directors relies on two committees to determine the Group's overall direction.

The Audit Committee Headed by Christophe ROQUETTE

This committee assists the Board of Directors in overseeing the internal audit, the inspection of the accounts of both the company and the Group, oversight of the mission of the statutory auditor and the assessment of risk levels and internal monitoring.

The committee is composed of Christophe ROQUETTE, Edouard ROQUETTE, Francis WALLART and Bernard YON.

Appointments and Salaries Committee Headed by Guy ROQUETTE

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

The committee is composed of Pascal PAYET-GASPARD, Christophe ROQUETTE, Guy ROQUETTE and Bernard YON.



Roquette truck in 1955

Interview with...

Guy ROQUETTE,
Administrator



What does CSR (Corporate Social Responsibility) mean to you?

"CSR implies adopting a 'responsible' attitude in the conduct of the company's various activities, making sure that its activity and development, tomorrow as today, harmoniously combine the 'classic' elements of social, environmental and economic concerns. A balance between these various pillars is absolutely necessary."

As an administrator, what is your wish for tomorrow?

"Roquette benefits from a strong image for its actions related to the environment and to its future development.

Today we need to identify new challenges appropriate to our era, both in social and societal terms. These give a whole new meaning to our action: to take into consideration such growth in the size of the company and still succeed in uniting all the employees around our fundamental 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', in such a way that Roquette completely fulfills its role with respect to CSR."

What particular message would you like to get across in the 2009 Sustainable Development Report?

"Roquette's starting point is living plants: I am optimistic about the prospects for growth that have come out of biorefinery. Our trade is developing robustly and this will lead us to some significant changes, most notably with respect to our two major lines of development: health and nutrition and vegetal-based chemistry. It is clear that these changes are major and will constitute a real break from the past, which will necessitate many adaptations, including, of course, with respect to CSR."

Interview with...

Francis WALLART,
Administrator



What does CSR mean to you?

"CSR refers to the social relations between the company and all the actors around it. It concerns people just as much as it does the environment in which they live. Therefore, having an ethic is essential, because the objective is to harmonize relations and have everyone contributing."

Why must Roquette be concerned about CSR?

"The Roquette group is an agro-industrial enterprise with biorefineries on three continents.

Through its environmental policy, which aims to be irreproachable, and which takes into consideration such concerns as air and water quality, noise, recycling, etc., it has a responsibility to put forth a 'clean' image. It holds a tremendous trump card: its renewable raw materials are fully exploitable because the coproducts generated can be used for animal nutrition or serve as biomass for the production of energy."

Can you give us a good example of the CSR dynamic as the Group currently knows it?

"Two tracks, developed by Roquette's research programs, seem to me to be the most representative of this dynamic. The first is diversification with respect to primary sources of biomass, with micro-algae (ALGOHUB® program), the pursuit of research with respect to nutrition-health (NUTRAHUB® program), and similarly, the company's desire to contribute to the debate over how to feed the planet over the long term. The second example concerns the reduction of our carbon footprint and the alternatives to the rarefaction of petroleum through developments of natural functional polymers (GAÏAHUB® program) as a substitute for fossil fuel."

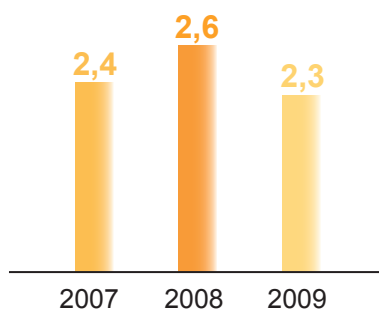
How would you summarize Roquette's CSR engagement today?

"What has already been accomplished is important, but we must not simply rest on our laurels. We have adopted good habits, but it will be necessary to keep our employees proactive about CSR and charged with anticipating new regulations and the major changes that are coming with respect to sustainable development."

THE GROUP'S KEY FIGURES

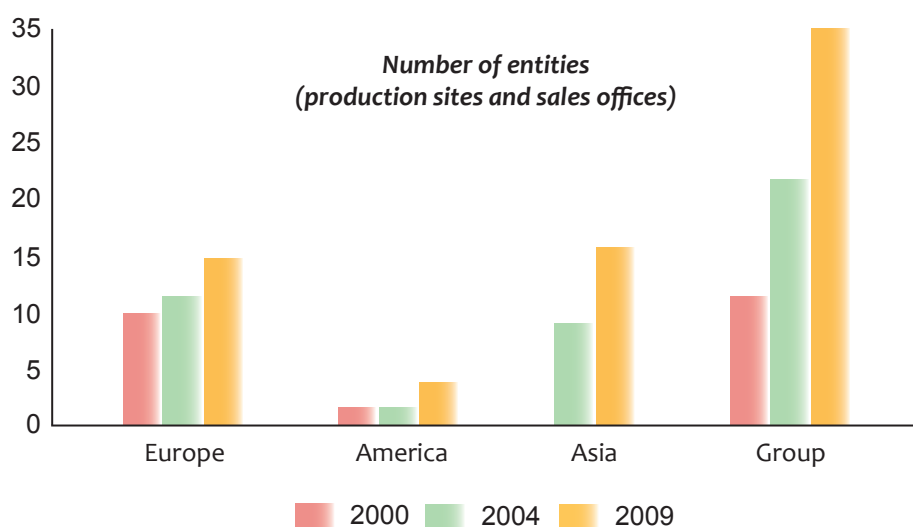
- Turnover multiplied by 5 over 25 years
- 50% growth over the past 10 years
- More than 2/3 of the turnover in European Union
- 1/5 in America and the rest in other countries, particularly in Asia

Turnover evolution
(in billions of euro)

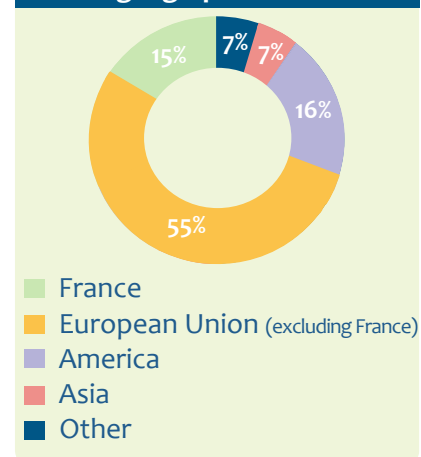


On average, Roquette invests more than 10% of its annual turnover both in its industrial tooling and in Research, Innovation and Development (RID).

Number of entities
(production sites and sales offices)



Turnover distribution by
geographic area



Assessment by Standard & Poors

As in 2008, the financial rating firm of Standard & Poors again awarded the Roquette Group an A-2 short-term rating in the bank liquidity field.

Standard & Poors explains that "Roquette maintains its position in the highly competitive European starch market, thanks to its great diversity of products and its orientation toward high added-value products. It is also present in the American market and is in active development in Asia."

(Rating of 29 June 2009)

Group workforce



CONTROLLED RISK MANAGEMENT

CONTROLLING OUR RISKS

The aim of risk management is to eliminate or control any incident likely to undermine Roquette's ability to accomplish its mission, objectives or obligations.

Risks Committee

The committee's mission is to accompany the implementation of risk management throughout the group and to ensure that all transversal or other critical risks are adequately managed.

The Risks Committee, which met twice in 2009, made it possible to:

- Perform preliminary analyses of the formal steps necessary to effectively implement risk management,
- Focus on the top 10 critical risks identified through risk mapping,
- Present the results of this work at "risk workshops",
- Conduct a dialogue on methodology and assessments in order to harmonize the perception of risks within the group,
- Set up a database in order to share risk assessments.

Out of the 660 actions launched as of 2008 within the context of risk dossiers, 360 were finalized by the end of September 2009.

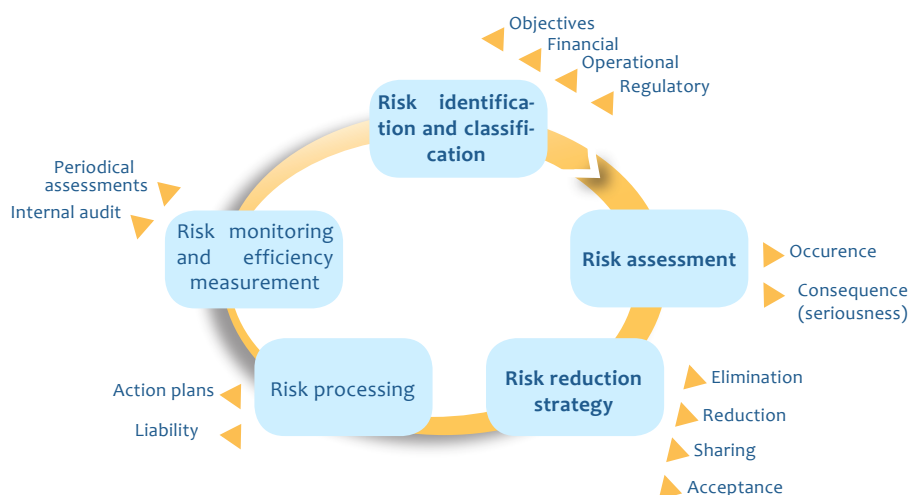


Illustration of risk management plan

RISK WORKSHOPS

• "Liabilities" workshop

The objectives

Identify and assess in order to manage and reduce the major liability risks for each Roquette entity.

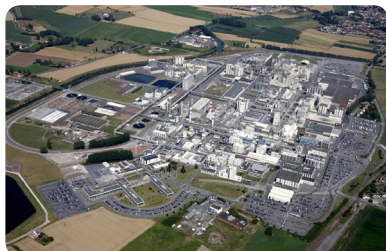
This refers to liabilities linked to operational risks that could potentially implicate the directors personally.

Types of liabilities	Characteristics
Operations liability	Operations at the industrial sites
Employer liability	Work accidents and work-related illnesses
Environmental liability	Environment
Product liability	Products sold to our customers

Actions implemented

- Training sessions
- Coaching on the structuring or risk reduction
- Internal audit of customer contractual engagements
- External audit (Civil Liability Insurer) Prevention / Protection

• “Operational continuity plans” workshop



In association with our insurer for damages, an impact study was conducted for the Lestrem site.

Using our tool for planning and managing the balance between factories, we conducted simulations of interruptions of individual production units and of the full sites, which allowed us to:

- Demonstrate the interactions between production units,
- Estimate the volumes that could be transferred to other factories within the Group,
- Determine the production units for which preventive actions were high priority.



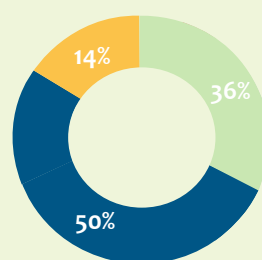
On the basis of this study, a concrete continuity plan was implemented.



Several Roquette factories

From top to bottom: Lestrem (France), Nanning (China), Cassano (Italy), Keokuk (USA), and Corby (UK).

Level of protection of the various Roquette factories



- **HPR** : Highly Protected Risk (losses under 5 million €)
- **PR** : Protected Risk (losses under 10 million €)
- **NP** : Risk Not Protected (losses over 10 million €)

The various industrial sites have been classified by Roquette’s insurer with respect to the degree of protection in place.

As of 2009, 2/3 of the sites have been classified as PR or HPR.

Example of operational continuity plan: Prevention and information on Influenza A-H1N1

Roquette, like many companies, took steps to confront the risk of the development of Influenza A-H1N1.

As of September 2009, a communication on this illness was developed on two bases: prevention and information.

In this context, a “Flu Pandemic” Committee was created, in association with company doctors and the CHSCT for France.

At the same time, operational continuity plans were drawn up with factory managers in order to determine the operating methods for the production units with restricted teams according to business priorities.



Example of risk management: Managing food safety

Roquette is pursuing its policy of strengthening food safety. In 2009, this was manifested by:

- The renewal of ISO 22000 certification in France for the sites of Lestrem (for the starch line, food lines, or any other correct mention), Vecquemont, and the extension of the Vic /Aisne site
- ISO 22 000 follow-up audits for the Spanish site (Benifayo), the English site (Corby) and the Italian site (Cassano)
- The renewal of GMP-B2* certification for products originating from the French and American sites intended for animal nutrition and FEMAS** certification for the English site (Corby).
- HACCP certification for the Chinese site of Lianyungang



ISO 22000 is an international standard that spells out the requirements to be respected by a company that wishes to demonstrate that it is actively managing the dangers linked to food safety. Its application is entirely voluntary, involves all of the actors in the food chain and integrates the principles of HACCP of the Codex Alimentarius.



Respect for HACCP quality standards

HACCP, which stands for Hazard Analysis Critical Control Point, is a method that makes it possible to identify risks linked to the health of the consumer, to set up preventive and/or corrective measures, as well as measures for analysis and monitoring. It is considered to be the method of reference by various regulations for managing food safety.



* A Dutch referencing system concerning the safety of products intended for animal nutrition. (NB: for Roquette, these two referencing systems cover the vast majority of our co-products).

** A British referencing system concerning the safety of products intended for animal nutrition.

HIGHLIGHTS OF 2009

●●● JOINING THE GLOBAL COMPACT IN SEPTEMBER 2009



In September 2009, we joined the Global Compact of the United Nations. The Global Compact is a pact by means of which companies commit to aligning their operations and their strategies with 10 universally recognized principles regarding human rights, work standards, the environment, and the fight against corruption.

The Global Compact, the primary global initiative of corporate citizens – which brings together thousands of participants spread throughout more than 100 countries – has as its primary objective to promote the social legitimacy of companies and markets.

The 10 principles of the UN Global Compact

HUMAN RIGHTS

1. Support and respect the protection of internationally proclaimed human rights
2. Make sure that the company is not complicit in human rights abuses

LABOR RIGHTS

3. Uphold the freedom of association and the effective recognition of the right to collective bargaining
4. Eliminate all forms of forced and compulsory labor
5. Abolish child labor
6. Eliminate discrimination in respect of employment and occupation

ENVIRONMENT

7. Support a precautionary approach to environmental challenges
8. Undertake initiatives to promote greater environmental responsibility
9. Encourage the development and diffusion of environmentally friendly technologies

CORRUPTION

10. Work against corruption in all its forms, including extortion and bribery

WE SUPPORT
THE GLOBAL COMPACT

Every action consistent with the principles of the Global Compact will be symbolised by the above logo.

●●● ROQUETTE RECEIVES A TROPHY FOR RESPONSIBLE ECONOMY AND A PRIZE FOR GOOD ENVIRONMENTAL PRACTICES



For roughly 15 years, the Alliances Network has been coaching companies (big and small) in the Nord-Pas de Calais region (France) and the Euro-region, to help them combine performance improvement with respect for human rights and the environment. In recognition of actions taken in this direction, each year Alliances awards its Responsible Economy trophies to a selection of companies having demonstrated significant achievements in this area.

The 2009 jury selected 14 companies, including ROQUETTE, which had put forward the new organization of its starch activity at the site of Vecquemont, and the construction of a new purification station.

Upon the occasion of a ceremony organized on Tuesday, December 8th 2009, Marc Roquette received this trophy recognizing the work accomplished at the Vecquemont site.

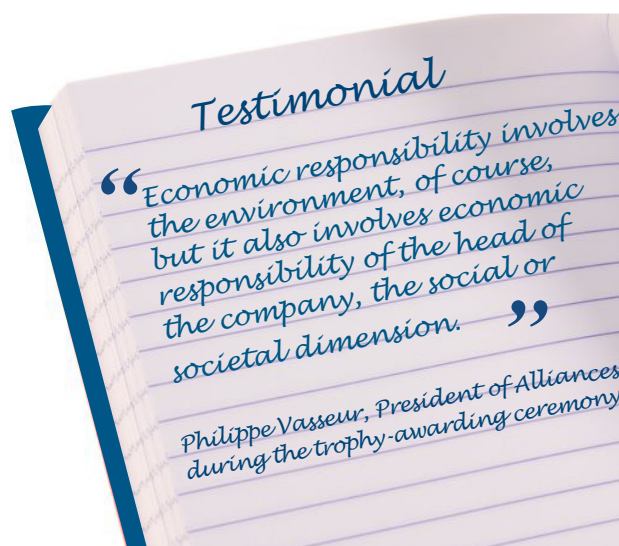


Trophy award ceremony

From left to right: Philippe OLIVIER, Anne LAMBIN, Marc ROQUETTE, Christophe NAUD, Patrick HAON



The purification station at Vecquemont, put into service in 2007, treats 60t/day of COD (Chemical Oxygen Demand) - or the equivalent of the COD expelled by a city of 600,000 inhabitants - and produces biogas that is used to generate steam (amounting to 15% of the site's needs). This significant investment allowed us to transfer the starch activity from Vic-sur-Aisne to Vecquemont.



●●● NEW SLOGAN: "Offering the best of nature™"

Here is our new slogan, which was officially presented on April 16, 2009.

It summarizes, for all our involved parties (customers, partners, etc.), 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."



THE POTIER PRIZE



ROQUETTE is pursuing its development in the area of vegetal-based chemistry and received the medal of the 2009 Pierre Potier prize for the launch of a new plasticizer derived from vegetal products.

Each year, the Pierre Potier prize, created in 2006 at the initiative of the French Ministry of the Economy, Finance and Industry, recognizes chemical manufacturers who invest in innovation furthering sustainable development.

Wednesday, June 24, 2009, on the occasion of a ceremony organized at Bercy (Paris) and in the presence of Mr. Christian ESTROSI, the new Minister of Industry, ROQUETTE received the medal of the 2009 Pierre Potier

prize for its POLYSORB® ID 37: a high-performance plasticizer derived from vegetal-based products.

This prize, officially awarded by the Minister to Patrick FUERTES, Director of the BIOHUB® program, confirms ROQUETTE's commitment to replacing products derived from petrochemicals with those derived from vegetal-based sources, within the context of a policy of sustainable development.



Patrick FUERTES and Christian ESTROSI



ZOOM

POLYSORB® ID 37 is a composition of isosorbide diesters produced from fatty acids of vegetal origin and isosorbide obtained by the modification (dehydration) of the glucose derivative, sorbitol. POLYSORB® ID 37 is completely derived from renewable vegetal-based products (bio-based), is biodegradable and non-toxic.

Thanks to its plasticizing properties equivalent to products on the market, it constitutes an alternative to phthalates traditionally used for the manufacture of flexible PVC (polyvinyl chloride). In comparison with other plasticizers without phthalates (adipates, monoglycerides acetylates, citrates, etc), POLYSORB® ID 37 is particularly multifaceted and offers both excellent compatibility with PVC and very low volatility.



Phthalates are additives currently used in plastic materials, principally to make them more flexible. In use for over 50 years, 3 million tons are produced each year from petroleum. They are present in numerous consumer products (cosmetics, wall and floor coverings, cable insulation, toys, etc.). Some of them are suspected of being dangerous to human health.

DIALOG WITH THE INVOLVED PARTIES

●●● LISTENING TO OUR STAKEHOLDERS

A stakeholder, according to the ISO 26 000 definition, is an individual or group having an interest in the activities or decisions of an organization. The table below presents the Roquette Group's relations with various stakeholders. This work of identifying and listening to stakeholders allows us to better understand their expectations in order to improve relations.

STAKEHOLDERS	THEIR EXPECTATIONS	TYPE OF RELATIONS
SOCIAL SPHERE		
• Employees and personnel representatives	<ul style="list-style-type: none"> • Training • Career management • Management practice • Working conditions (workspace ergonomics, equipment, etc.) • Safety conditions • Fair payroll taxes, remuneration and benefits • Good work/life balance • Information about Group culture • Communication and cooperation 	<ul style="list-style-type: none"> • Opinion polling • Dialog with personnel representatives • Social negotiations • Information via internal newsletters and intranet • Sustainable Development Report
PUBLIC SPHERE		
• Administrations	<ul style="list-style-type: none"> • Compliance with regulations • Transparency • Regulation forecasts • Conformity • Self-surveillance (continuous assessment) • Positive local economic impact 	<ul style="list-style-type: none"> • Inspections • Negotiations • Information • Meetings
• Neighbors, including local government	<ul style="list-style-type: none"> • Industrial safety • Respect for the environment • Management of urban development • No detriment to the community • Positive local economic impact 	<ul style="list-style-type: none"> • Information on investments • Informational meetings
ECONOMIC SPHERE		
• Customers	<ul style="list-style-type: none"> • Satisfaction • Product- and service-related quality requirements • Quick responses • Compliance with the principles of Corporate Social Responsibility • Availability 	<ul style="list-style-type: none"> • Performance reviews • Questionnaires • Site visits • Contracts • Presentations • Sustainable Development Report
• Shareholders	<ul style="list-style-type: none"> • Creation of value and economic performance • Development and strategy for growth • Analysis of activities and evolution of governance • Information on the Group's public events and activities • Choice of investments 	<ul style="list-style-type: none"> • Annual General Meeting • Informational meetings • Various sources of information (Intranet site, Sustainable Development Report, etc.)
• Suppliers	<ul style="list-style-type: none"> • Equal treatment • Dialog/Assessment meetings • Transparency of purchasing terms • Trust-based relationships 	<ul style="list-style-type: none"> • Contracts • General Purchasing Terms (GPT) • Site visits
• Banks, financial institutions	<ul style="list-style-type: none"> • Economic and financial performance 	<ul style="list-style-type: none"> • Information exchange • Rating agency
• Press	<ul style="list-style-type: none"> • Receiving information 	<ul style="list-style-type: none"> • Media relations • Press conferences and press kits
INDUSTRIAL AND SCIENTIFIC SPHERE		
• Partners	<ul style="list-style-type: none"> • Project decision and management • Transparency • Financial and technical assistance management • Participation in training • Expertise 	<ul style="list-style-type: none"> • Information exchanges • Training module • Facilitated meetings among partners



Potato grower group at Lestrem (France)



François FILLON and Christine LAGARDE
at Lestrem (France)



Roquette receives potato growers at Lestrem (France)

Around 170 potato growers made the trip to Lestrem on the 7th of December 2009 to visit the site. During the visit, the growers, who hailed from Picardie and were accompanied by

a delegation from the Vecquemont (France) factory, were able to visit the industrial facilities, as well as various other segments of the starch network.



François FILLON and Christine LAGARDE honor Roquette with a visit to the site of Lestrem (France)

On Monday, February 16, 2009, Roquette had the honor of receiving at Lestrem (France) the Prime Minister of the French government, Mr. François Fillon, accompanied by Mrs. Christine Lagarde, Minister of the Economy, Industry and Employment. This exceptional meeting included a formal press conference, an opportunity for dialog with numerous journalists on current national topics (including the

professional tax), and a quick factory visit. The ministerial delegation discovered a modern, high-performance factory, with a workforce that is very committed to its company. The great effort made by members of Roquette's staff to receive these dignitaries in a manner worthy of their stature no doubt contributed to the success of the event.

Roquette, major force in the development of vegetal-based chemistry

The Association of Vegetal-based Chemistry (Association Chimie du Végétal) brings together in France the principal actors of this network of chemical agro-resources. ROQUETTE is one of five founding members of this association that today counts 30 mem-

bers. Since April of 2008, ROQUETTE has held the presidency. Through this association, the industrial actors of this network participate in the establishment of sustainable uses for bio-sourced products for chemistry.

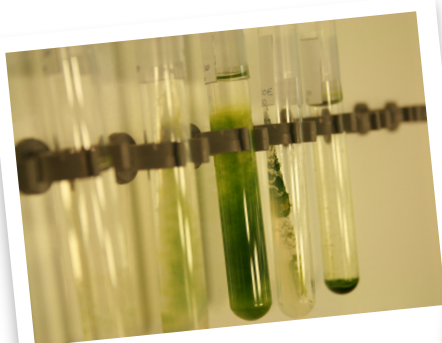




Photo from the 75th anniversary photography competition, taken by Pierre LINDER - LESTREM FRANCE

Our *environmental* concern

REDUCING OUR ENVIRONMENTAL IMPACTS



●●● DIMINISHING OUR GREENHOUSE-GAS EMISSIONS

For an indicator to be truly representative, it should be sufficiently pertinent to raise awareness and help in decision-making.

Developing a pertinent CO₂ indicator

A performance indicator for an industrial site's overall annual emissions of CO₂ (carbon dioxide) can only be truly representative if the site's production remains constant throughout the period of measurement. The activity of starch production involves a series of operations that result in a broad range of diverse products that are more or less sophisticated and that therefore consume varying amounts of energy. As a result, the overall measurement of CO₂ emissions alone is not sufficient to evaluate the energy performance of a site.

We have defined a coherent way of grouping finished products within the major product families. Twenty-one product families have been created to cover all of our marketed products as well as the electricity that we produce.

The products go through various processing stages that have also been grouped in subsets.

Direct consumption of fossil energy (gas, fuel or coal) and indirect consumption (steam and other calorie-carrying fluids generated from fossil combustibles) in the different processing stages are assigned to those subsets, which allows the CO₂ emissions linked to their activity to be calculated.

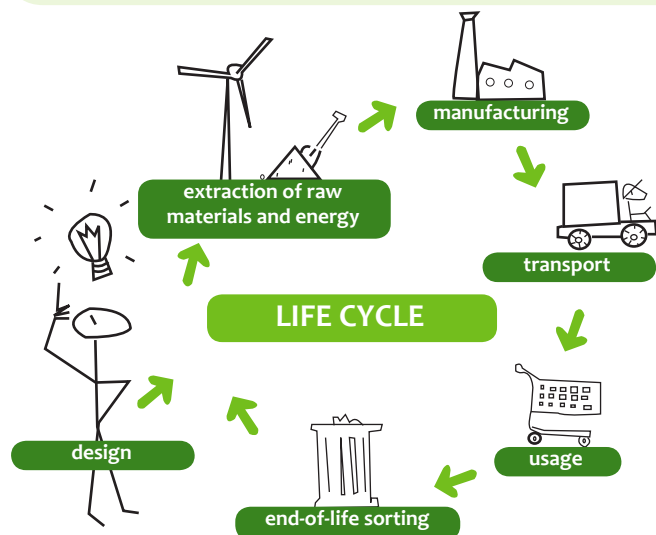
The assignment of CO₂ to a finished-product family is then done simply by association using the production schematic.

This makes it possible to calculate the CO₂ emissions on a constant tonnage per product family and compare the results with the previous year. The difference represents an indicator expressed in percentage.



Life Cycle Analysis

Products manufactured by Roquette are derived from agricultural raw materials. The operations of transformation between the field and the factory exit generate a certain amount of environmental impact. The purpose of the Life Cycle Analysis (LCA) is to evaluate this impact, in order to better control it and reduce it. The Roquette Group has for years been strongly committed to this objective. In 2009, a working group dedicated to LCA was put in place. Its role is to work towards obtaining consistent results, ensuring consistent communication that takes into account the diversity of our products and production processes, and providing responses to the growing expectations of our customers.



- Perform an overall calculation for Europe in 2009 (results by end of 2010) and for the group in 2010 (results mid-2011)
- Reduce levels of the performance indicator by 2% per year



●●● OPTIMIZING OUR ENERGY CONSUMPTION: EXAMPLE IN FRANCE



Following the good results of the “Energy 1” plan, an “Energy 2” plan was established at the end of 2008 covering Roquette’s French factories to improve our energy performance and our environmental footprint.

The actions generated by this new plan should in time generate annual savings of about 700,000 tera-joules of energy (or 16,725 tons of oil equivalent (toe)).

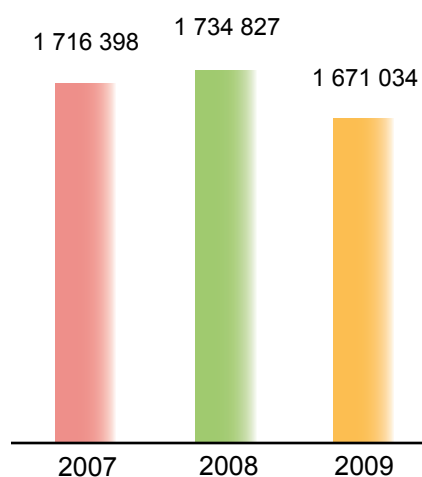
At the Lestrem site, the initial cogeneration schematic was already applied in installations with very high yield, with fossil energy requirements reduced by more than 10% compared with

more powerful, separate production methods. However, each of the two cogeneration lines released about **500,000 kg/h of smoke emissions at more than 100° C.**

One of the improvements proposed in the context of the “Energy 2” plan consisted in installing exchangers between the steam boiler and the chimney; these produced hot water that was then distributed through an internal circuit to the driers. The smoke emissions are now released at less than 70° C.

Similar actions for the recovery of energy have been undertaken at other French sites (Vecquemont and Beinheim).

**Roquette Group CO₂ emissions
(CO₂ ton equivalent)**

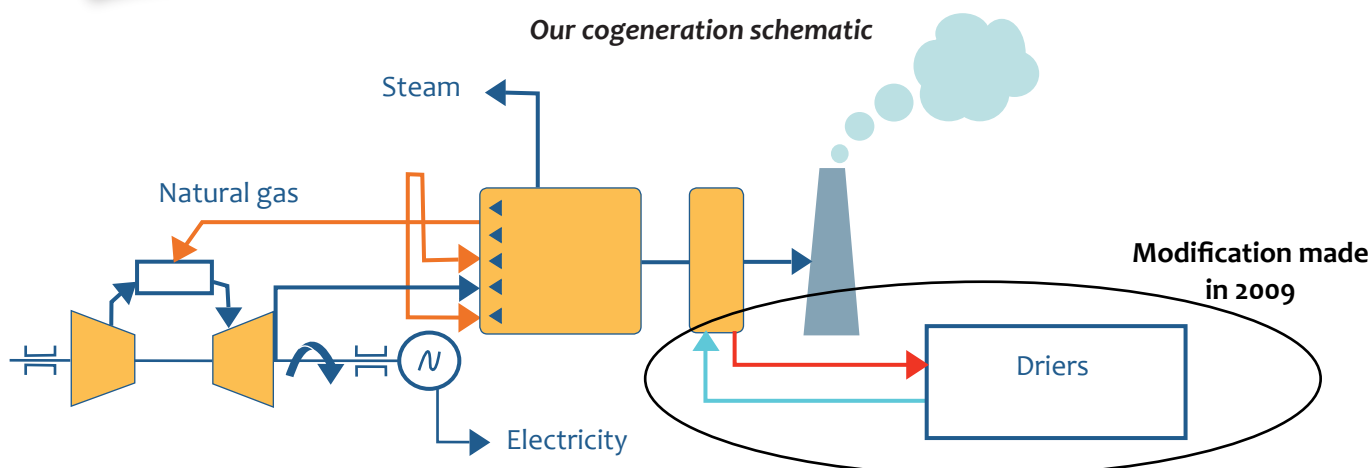


A cogeneration system is a technical unit that simultaneously produces thermal energy and mechanical energy (notably electricity). This combined method of production, which is highly developed in the Nordic countries, is very ecological.



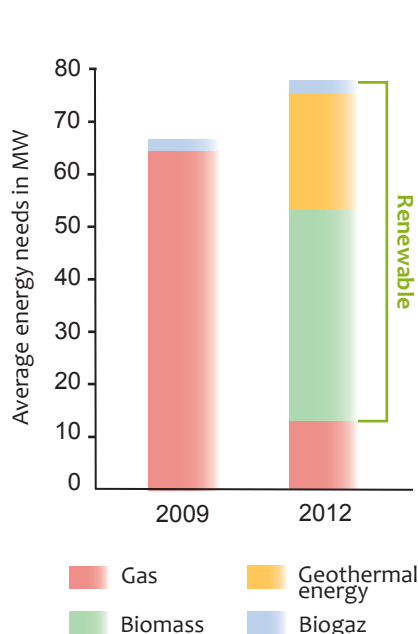
Installation of one of the exchangers


Our cogeneration schematic





●●● COMMITMENT TO RENEWABLE ENERGY: EXAMPLE OF THE BEINHEIM SITE (France)



 Two projects for the production of thermal energy from renewable energy sources are currently being studied at the Beinheim site. They are part of the Roquette Group's strategy to develop its biorefinery concept: industrial installation generating value from vegetal raw materials through biotechnological procedures with renewable energy sources.

These two projects benefit from the support of the ADEME. They will allow us in time to reduce our CO₂ emissions by 110,000 tons/year and to significantly change the energy balance at Beinheim in favor of renewable energy sources (see chart opposite) at a site in full expansion.

The first project is the construction of a geothermal energy unit:

The site that will host the wells is located at a distance of 17 kilometers from the Beinheim factory. The drilling depth will be between 2,500 and 3,000 meters

The primary geothermal circuit will exchange its heat with a secondary circuit via a thermal exchanger. The secondary circuit, which will transfer the calories to the valuation site, will be underground.

The flow of this distribution circuit will be 250 m³/h for a temperature of 160°C to 180°C at the drilling head. The thermal power delivered to the site will be 24 MW.

Projects to draw value from low-temperature calories on the return part of the circuit are also being studied. This project is being developed in partnership with Electricité de Strasbourg and La Caisse des Dépôts.

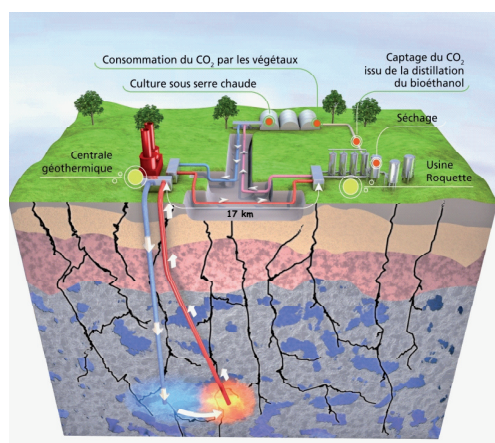


Diagram of geothermal project

Consommation du CO₂ par les végétaux = CO₂ consumption by vegetal matter
Culture sous serre chaude = Hotgreenhouse plants
Captage du CO₂ issu de la distillation du bioéthanol = Carbon capture of bioethanol distillation
Centrale géothermique = Geothermal unit
Séchage = Drying
Usine = Factory

The second project is the installation of a biomass furnace:

This furnace will have a capacity of more than 60 tons/hour of steam and will annually consume more than 150,000 tons of wood-energy managed on a long-term basis and derived from the Alsatian region.

The supply of green combustible material has been validated in terms of

sustainability by the regional authorities and will be made up of wood chips and other residue from saw mills.

The combustion installation will be equipped with sleeve filters that respect the most stringent standards regarding dust emissions.





OUR ENVIRONMENTAL POLICY

The purity of air and water, the reduction of noise and waste ... These are Roquette's principal environmental objectives and priorities.

Since its founding in 1933, Roquette has been committed to this view of environmental protection by primarily using renewable resources.

Its raw materials are extracted notably from corn, wheat, potatoes and peas.

Research and industrial development of the Group, which form an integral part of the company's strategy, are then founded on respect for the environment and the neighboring commu-

nities around Roquette's factories.

For Roquette, it is essential to have an environmental policy that best responds to the expectations of its customers in this domain.

The environmental policy of Roquette is based on six operating principles:

- Respect of regulations and their evolution,
- Use of technologies that preserve the environment while respecting the balance of economic objectives of the enterprise,
- Monitoring of environmental parameters and control of waste,
- Reduction of waste and creation of value through co-products generated by the activity,
- Prevention and management of major risks,
- Mobilization of the entire personnel with permanent actions to raise awareness and training.

Each of Roquette's European sites complies with the IPPC European Directive and in particular with the references associated with the Best Available Technologies (BAT).

In Europe, Roquette has also put into place an Environmental Management System based on the ISO 14001 standard. This system, which is regularly audited, is divided into objectives for progress in the factories and workshops, as well as in the major functions concerned throughout the group.



●●● PRESERVING WATER, A SOURCE OF LIFE



In our sector the major concern is the use of water, which is essential in the flow of processes and plays an important role in the quality of our products. Our approach focuses first on reducing our needs, thanks notably to technological developments.

For example, over the past 15 years at the Lestrem site (France) the recycling rate has been **multiplied by a factor of 25**, while pumping has been **divided in half**.

Practically all of our production sites have a water-treatment station: their treatment capacities are regularly increased and reveal our commitment to preserving the aqueous environment. Some have a high yield and produce significant quantities of biogas from methanization.

The respect of the regulations and their evolution has led us to put in place programs to reduce the chloride content in our effluent at numerous sites; this is notably the case at Corby (UK), Benifayo (Spain), etc.



ZOOM



France

Installed at Vecquemont in 2007, the waste-water treatment station processes 60 tons of COD (Chemical Oxygen Demand) per day, or the equivalent of the needs of a city of 600,000 inhabitants.

In 2009, optimization work was done to improve the oxygenation of the treatment basins. The production of biogas, as well as energy savings, enabled a 17% reduction in the annual consumption of natural gas compared to 2008!

ZOOM



China

Several improvements were made to the existing water-treatment stations at two of our sites. These involved the installation of a new clarification basin and the creation of artificial lakes, as well as increases in treatment capacity.

2 artificial lakes at
Lianyungang
(China)



Aerial view of Vecquemont (France)



●●● PARTICIPATING IN AIR QUALITY

The starch-products industry can generate two types of atmospheric pollution: greenhouse-gas emissions (GGE) and dust. In both cases, Roquette uses and also develops procedures to reduce these emissions.

Regarding GGE, the priority involves “energy savings plans” that are put into place at most of our factories.

In addition, the installation of cogeneration units allows us to achieve a better overall energy yield, and as a result to reduce our GGE. The use of natural gas in Europe also allows us to reduce our sulfur output.

Regarding dust, the powdered products transported in the different production phases are carefully filtered to limit dust emissions.



United-States

The new fluid-bed coal furnace installed in 2008 has undergone some optimizations that have allowed us to reduce CO₂ emissions by 3600 tons per year, or the equivalent absorbed by a forest of about 330 hectares. Furthermore, tests are planned to use biomass with this furnace instead of coal.



●●● REDUCING NOISE

In the various factories of the Roquette group, the noise factor is taken into account from the very start, with the design of new installations. It is also included in the specifications when ordering new equipment.

Despite these efforts, it is sometimes necessary to install additional anti-noise systems. This was notably the case with the anti-noise wall installed at Benifayo (Spain).

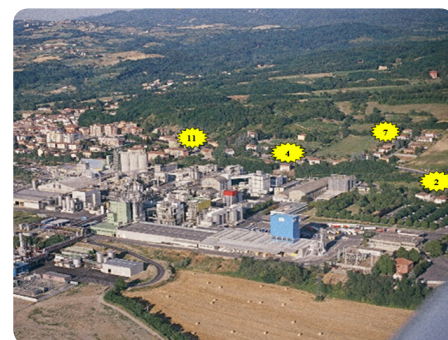


Anti-noise wall at Benifayo (Spain)



Italy

Since 2004, the site of Cassano (Italy) has worked to reduce the noise of its activities. To do this, it started by placing all its noise-producing operations in a single area. In addition to actions to reduce noise, it also put into place a network of detectors to record sound levels. These detectors were distributed throughout the neighboring town, so that the system could record in real time, thanks to an Internet link, all of the factory's sound emissions. These measurements are stored on the Roquette information network and can be directly accessed by the competent Italian authorities.



Site of Cassano (Italy) with position of several detectors

●●● INNOVATION IN CONSTRUCTION

The Deltahub and Biotechnologies Pole at Lestrem (France)



Deltahub and Biotechnologies Pole building



Visit of the the building site

Launched at the end of 2008, work on the DeltaHub and Biotechnologies Pole building was completed in the autumn of 2009. This new construction, which includes offices as well as laboratories, brings together the research program teams that used to be spread out across various locations throughout the Lestrem site.

With this building, the group's Industrial Development Department used a new approach to construction, broadly oriented towards the preservation of the environment.

From the start, the work site was designed to improve working conditions and limit as much as possible all disturbances, notably noise for "neigh-

bors" (numerous laboratories and offices are located nearby).

The architecture and the materials used were chosen carefully: for example, "sun shields" have been installed on the skylights of the roof, with special glass that balances the transmission of light and heat, with reinforced insulation of the walls with insulating materials containing products derived from the vegetal-based chemistry program.

Lastly, the PVC floor tiles used have been made with a bio-plasticizer (used as a substitute for phthalates), isosorbide diester, which is one of the new specialty products to come out of the BIOHUB® research program.



A few photos of the Deltahub and Biotechnologies Pole building



Geneva building (United-States)

Construction work on the Science and Technology Campus of Geneva is scheduled to begin in early 2010 and be completed by September 2010.

All the construction activities are executed according to the LEED certification method. The LEED certification is the recognized standard for measuring the sustainable development aspects of the construction process for a building and the operations underway. Roquette partly follows the construction standards required to obtain this certification.

Among other things, this involves:

- Using materials that are respectful of the planet (wood, paints, floor coverings, etc.)
- Local supply of construction materials
- Recycling of more than 75% of construction waste
- Use of construction materials that include at least 10% recycled materials.



Model of the Science and Technology Campus of Geneva (United-States)



LEED certification

The “Leadership in Energy and Environmental Design” (LEED) system of evaluation encourages and accelerates the international adoption of sustainable construction and development, by the creation and implementation of tools and criteria for evaluation that are adopted and accepted universally.

LEED promotes a global approach to sustainability, by recognizing performance in five major areas of human and environmental health:

- Ecological adaptation of sites
- Efficient management of water
- Energy and atmosphere
- Materials and resources
- Quality of interior environments

With its four levels of certification (certified, silver, gold, platinum), LEED is sufficiently flexible to take into account a broad range of strategies adapted to the constraints and objectives of sustainable building projects.

●●● REDUCING THE IMPACT OF OUR LOGISTICS ACTIVITIES

Roquette develops new initiatives to reduce the environmental impact of its logistic activities.

In examining these environmental challenges, we have identified three areas for improvement that reflect

our commitment to succeed in this domain and that translate in the execution of our activities by:

- The reduction of Greenhouse-Gas (GG) emissions related to logistics (transport, warehouses, etc.),
- Optimization of storage activities,
- The identification of environmental impact of our packaging from the start of the design phase



Example of a container barge

To put it more precisely, our areas for improvement are:

● Transports:

- Improve transport by developing multimodal transport and achieving critical mass of flows
- Improve transport by putting fewer trucks on the road by combining loads and achieving critical mass, and regularly revising allocation of production to the manufacturing sites
- Transport more efficiently by optimizing load factors (full truckloads)

● Packaging:

- Use materials that respect the environment
- Improve recycling
- Retrieve reuseable packaging at our customers (see diagram on next page)
- Reduce the quantity of wood used in our pallets

● Storage:

- Improve storage by reducing handling
- Reduce inventories



French figures for 2009:

- Share of road/rail/air/multimodal (in volume and departing French sites to Europe)

WATER	4.1%
RAIL	4.9%
MULTIMODAL	9.3%
ROAD	81.7%

- Number of kilometers by road departing from French sites: more than 46 million kilometers, or approximately more than 98,000 tons of CO₂*. This indicator will allow us to monitor our efforts on the areas of improvement "Transport better" and "Transport less".

*According to ADEME, a truck emits 79g of CO₂ per kilometer and per ton transported. Thus, for 27 tons (average weight noted in 2009), a truck emits 2,133 kg of CO₂ per kilometer. 46 million kilometers corresponds to more than 98,118 tons of CO₂ emissions.



- Measuring CO₂ emissions arising from logistics
- Developing a Logistics Sustainable Development dashboard



In the US, everything has been put in place to provide customers with safe, quality products, while reducing the energy needed for their production.

As with all the sites of the group, Keokuk and Gurnee sites are also developing numerous initiatives that seek to reduce the environmental impact of logistics activities. Today, the majority of products delivered by those sites are shipped by train, which offers a much lower carbon footprint than road transport.

Among current initiatives, we can also mention efforts to reduce product residue remaining in the tanks after delivery. Roquette seeks to understand the difficulties encountered by customers when unloading product, and seeks to resolve them. The company also makes sure that the cleaning stations that remove this product residue dispose of it properly.

Other opportunities that promote sustainable development are examined, in particular the creation of new packaging and pallets that respect the environment based on recycled packaging.

More than 10,000 Big Bags were collected in 2009. Among these Big Bags, 80% have been reused.

An example: reusing Big Bags retrieved from our customers or at our de-sacking stations*



* Perimeter: **Industrial applications** and customers that receive deliveries from the French sites of Vic, Vecquemont and Beinheim.

THE SITE OF LESTREM (FRANCE) TO LAUNCH ITS COMPANY COMMUTING PLAN

Interview with ...

Anny ROCHE,
Management Analysis
(Beinheim - France)



SNCF and biking to Beinheim (France) is great!

"A lot of employees do this every day. Working at 50 kilometers from your job means long commutes. And spending an hour and a half in the car each day is a big waste of time, no?"

Making this time more pleasant and profitable is what prompted me to find alternatives to just taking the car.

The proximity of the Beinheim site to the TER line offers me a great alternative, and since 2007 I've opted to commute by train and bike!

There are certain constraints, obviously. The train schedules aren't always perfect, the TER doesn't systematically stop at the closest station and the weather is not always ideal, so it takes a real commitment.

But the ability to do something useful other than driving, the contact with nature, and the physical activity have made these daily commutes one of the high points of my day.

So how about you?"



The Company Commuting Plan (CPP) is part of an active approach and an engagement on the part of ROQUETTE to promote Sustainable Development. In 2009, ROQUETTE launched its CCP in Lestrem thanks to a working group made up of employees, in close collaboration with the Sustainable Development De-

partment created in 2008.

The idea was to encourage employees to commute to work using means of transportation other than a car, or by car-pooling.

78% of employees at Lestrem say they are ready to change their commuting habits.

This will allow:

- A good image of the company in the region,
- An improvement of traffic conditions in the surrounding villages (in particular at peak hours),
- A reduction of CO₂ discharges,
- Savings on the fuel budget for employees,
- Less congestion in parking lots.



In this context, an opinion poll was launched from 9 June to 31 July 2009. The goal was to collect the information necessary to determine the commuting habits of employees as well as their suggestions for improving these practices in a

spirit of sustainable development.

Alternative methods of commuting are mostly oriented towards public transport, after a reorganization of the network, and car-pooling.

Actions defined

- **public transport:**
contacts with the Transit Authorities (AOT) to adapt bus itineraries.
- **car-pooling:**
an application on the intranet site will be put in place in 2010.
- **bicycling and walking to work:**
contacts with the municipalities are underway to create bike paths and walking paths..

For all Lestrem employees to commute round-trip from their domicile to the factory and back represents each day more than one tour of the Earth!



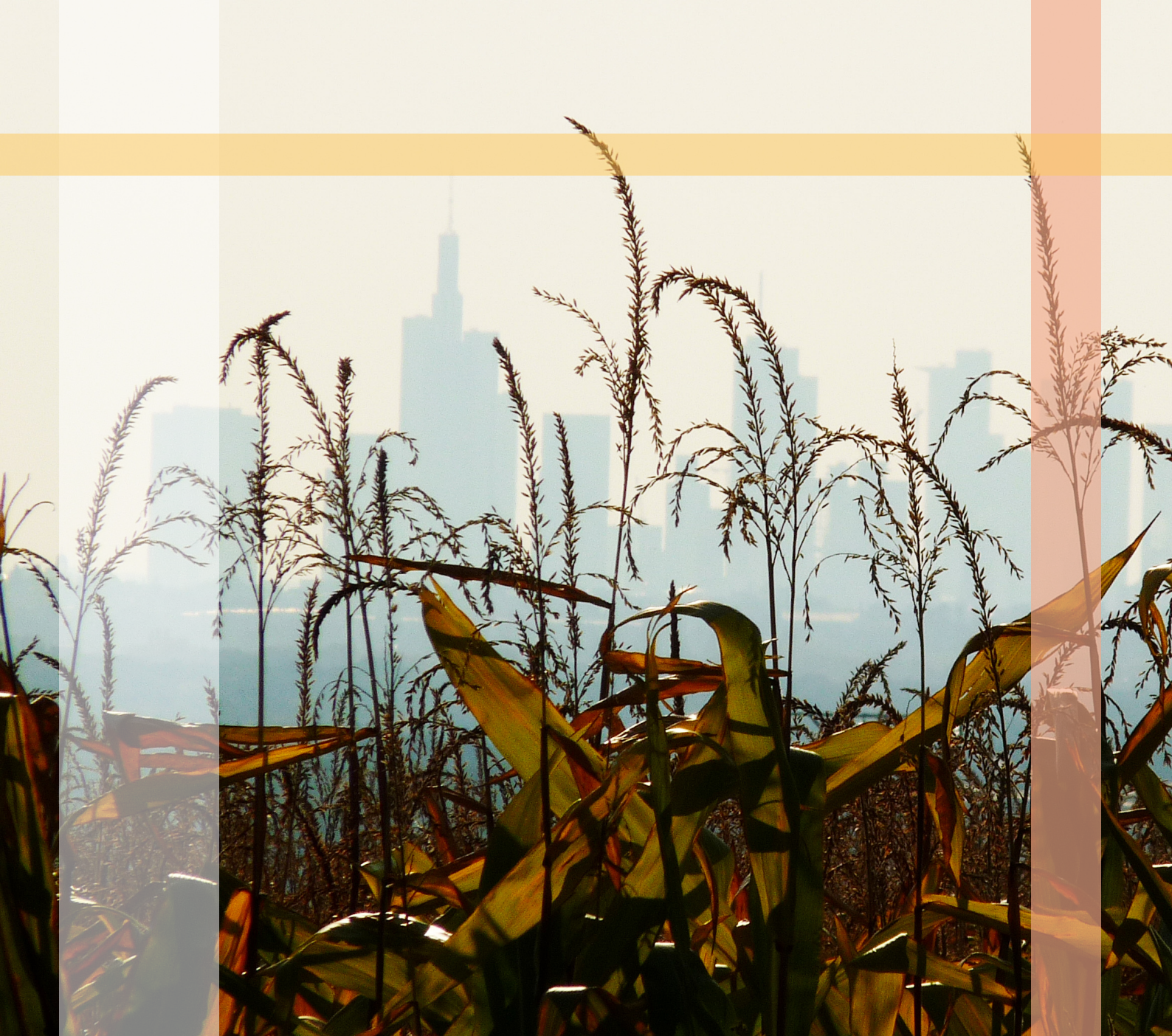


Photo from the 75th anniversary photography competition, taken by Angela WORESCHK - FRANKFURT GERMANY

Our *social* progress

OUR HUMAN RESOURCES

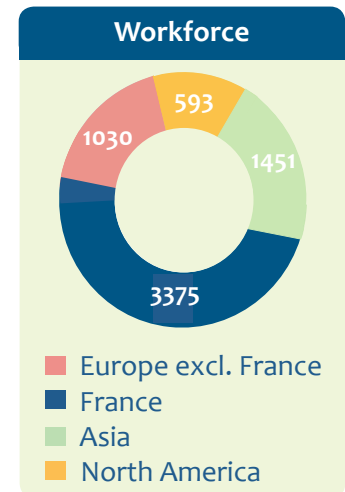
Throughout 2009, Roquette has pursued the efforts underway for many years to maintain or accompany the development of employment and to improve the acquisition of skills among its employees, social dialog and the quality of its work conditions.

The year 2009 was rich and varied in many ways:

Roquette reinforced its presence in Asia by increasing the production capacity at Nanning (China), which

represents the integration of more than 300 new employees within the enterprise. The Asia region now accounts for nearly a quarter of the group's total workforce.

Numerous projects have also been put in place in the areas of training and career management, remuneration and social advantages, social relations and internal communication.



SEEKING THE DIVERSITY OF PROFILES

A few key figures:

- 35 production sites and sales offices across 3 continents
- More than 12 languages spoken
- More than 15 nationalities
- 15 expatriations in 2009

Roquette continues its external growth plan. The implantation of Roquette in numerous countries around the world is at the origins of this, but it is not the

only reason. Certain initiatives of the Group seek to encourage diversity and fight against all forms of discrimination.



China

We often talk about China as a single, homogeneous group of people, landscapes, and cultures. In fact, it's the opposite. The level of education, the employment rate, the average income of the different populations vary considerably from one region to another.

In social terms, this makes it necessary to put into places coherent policies and processes that can be applied at all Roquette entities and yet remain adapted to each context.

A few figures:

- 85 % of the Chinese population is under the age of 40
- 3/4 of Roquette's employees in China have less than 5 years of seniority within the enterprise
- More than 10 dialects are spoken in the country

By itself, this country-continent shows all the wealth and diversity of contemporary society.



Photos from 75th anniversary photo competition, taken by Jidong ZHANG, Lianyungang (China)



Interview with .

Amitabh TIRIAR
Industrial projects coordinator
(Lestrem, France)



What was your professional career path?

“ First, I received bac+4 engineering training in India, where I worked for 3 years in a petrochemical plant (from 1998 to 2001). I worked on a Green Field project and back then it was the first time that I heard the words ‘sustainable development’. During this project I met and worked with a lot of people of foreign origin, and this prompted in me the desire to work outside of India. I ended up in France, enrolled in a school for industrial chemistry in Mulhouse, before coming to Roquette in Lestrem in 2004. ”

Why did you choose Roquette, and more particularly why the site and the country where you are now?

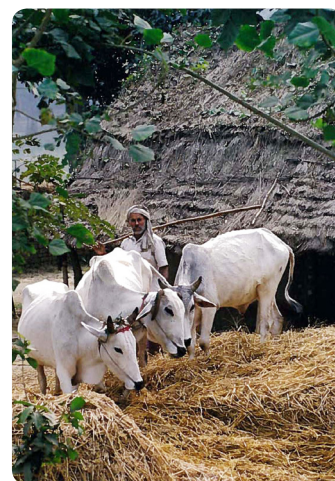
“ After two years of study at the engineering school in Mulhouse, I had two options: Total or Roquette. For Total, everything was already established internationally, and the group was highly developed. For Roquette, on the other hand, a lot still needed to be done. The enterprise offered me a position in France before pursuing the expansion of the group in India. I knew I had an important role to play in this international development, and that’s what prompted my choice. ”

How did you experience your integration and that of your family in France? Were there any difficulties?

“ India is basically a very tolerant and highly diverse country. Indeed, it is a vast country with numerous landscapes, lifestyles and languages. During my 28 years in India, I travelled a lot and I developed the ability to adapt. I therefore wasn’t frightened to come to a new country such as France.

When I arrived, however, I found it hard to get used to the lifestyle and mindset of the French. I didn’t like French food. In fact, I lost 11 kilos in just a few months. I was also in for a real shock with the temperatures during the winter. So for me, the first 6 months were rather difficult. In 2007, I got married and my wife came to live with me in France in August. It was also very difficult for her because she was the youngest of her family and had never left home before. She therefore felt very isolated. Then she enrolled in the University of Lille to learn the French language and culture. She subsequently went back to her studies in her field: chemistry. Today, she feels comfortable in her environment.

For me, diversity is an asset: it is indispensable to better meet the challenges of tomorrow. ”



Photos from 75th anniversary photo competition, taken by Simon SCHMITT, Beinheim (France)



In terms of diversity, Roquette seeks notably to:

- Ensure the equality of men and women, both in the management of their careers and in their remuneration,
- Favor a mix of generations by developing specific career paths, notably for Youth and Seniors,
- Encourage the hiring and continued employment of people who are physically or mentally challenged within the enterprise and its suppliers.



Senior Agreement

In the context of the French legislation favoring the continued employment of employees aged 50 and over, a “Seniors” action plan common to all 4 French sites will be defined for 2010 and 2011.

More concretely, this action plan seeks to develop:

- A targeted training policy based on the professional experience and skills of seniors and designed to provide tailored training such as tutorials,

- A policy for the adaptation of working conditions for seniors, with prevention of situations of hardship,
- A policy favoring the professional career development of seniors, notably seeking to reinforce actions for internal mobility, end-of-career measures, communication and exchanges with these employees (career evaluations, etc.).



Testimony

“This action plan is firstly a commitment from the company to implement a real management policy for seniors within the framework of its overall general policy and its implementation regarding Human Resources.”

Thierry Poiret, HDR France



●●● ACCOMPANYING EACH TYPE OF DISABILITY: SACHa

On the strength of the values it has again recently affirmed – respect, trust and solidarity – Roquette has always integrated people with physical or mental challenges within its teams, called upon or purchased certain of its products and services from enterprises in the “protected” sector (example in France: ESAT – Establishment and Service of Assistance for Work, EA – Adapted Enterprises). A physical or mental challenge is not a handicap at Roquette. In 2008, Roquette chose to commit to sustainable development, an approach whose social element in parti-

cular is based on the notion of diversity and the employment of people with physical or mental disabilities. Roquette seeks to make further progress in this area, for example in France, to meet if not surpass its obligations (6% of workforce). The piloting of this approach – in French called **SACHa – Savoir Accompagner Chaque Handicap** (accompanying each type of disability) – was entrusted to the Reliability-Sustainable Development Department, assisted by the HR functions. An initial working group, composed of people from various sectors of the enterprise, was created in Lestrem (France).

What does the word “disability” mean?

A “disability” is any limitation of activity or restriction that impedes participation in society experienced by a person in their environment because of a substantial, durable or definitive alteration of one or more physical, sensorial, mental, cognitive or psychiatric functions, or multiple disability or health problem leading to invalidity.

(French Social Action and Family Code, Article L.114 new.)



Bretagne Ateliers, a different enterprise

Bretagne Ateliers, an automotive subcontractor, is an enterprise unlike any other. It's particularity: 80% of its employees are mentally or physically challenged. Words such as “Adapt to the person, mutual respect, listening...” take on real meaning in this enterprise, whose priority is to help people progress.

For Bretagne Ateliers, a physical or mental disability is not a difficulty but rather an asset. What's important is to look at what the person can do, and not what they can't do!

2009 results

- Creation of a group of 13 “Disability Resources” at the Lestrem site
- Raising this group's awareness about the issue and demystification of disability (intervention by BRETAGNE ATELIERS)
- Choice of a name to facilitate communication: SACHa
- Training of “Disability Resources” by APFETH (3 half-days)

“Roquette, a desire to take action in a fertile soil ...

The people that we met have real values. The mix of the (SACHa) project group is a real asset. Our contacts have no prejudice, they just have a real desire to get involved in a project of this size.

The enterprise has a social culture at its roots that will facilitate the insertion of disabled persons. There are already a few exemplary actions that are worth noting (integration of a disabled person in the canteen kitchen, redesigning of a work station, etc.). And let's not forget the sense of listening as well as the sense of humor of our colleagues in the North!”

Koulmig CHENEY, Human Resources Manager, Bretagne Atelier

PERSPECTIVES
2010

- Demystify and communicate about disability at Roquette
- Keep workers employed who face physical or mental challenges
- Open recruitment up even more to the disabled
- Continue our collaboration with enterprises in the protected sector

●●● THE OBJECTIVES OF RECRUITMENT AND INTEGRATION

Integration is one of the top key success factors for recruits when taking up their new posts. If it is successful for the new arrivals, then it becomes a source of motivation and desire to progress within the enterprise.

Interview with...

Ronna F. Robertson
Maintenance Sr. Department Manager
(Keokuk - United-States)



Why did you choose to join Roquette?

"On a professional level, Roquette appealed to me as a company that is well established (just having observed its 75th anniversary) and is committed to sustainability and growth. Roquette has a demonstrated commitment to a greener health focus which is aligned with society's needs. This means stability, and that it is a company keeping up with evolution. On a personal level, the Keokuk factory is located in the Midwest, and this brings me closer to home."

Industrial maintenance is an essentially masculine domain. How did you succeed in your career?

"Ever since I began in Engineering, I knew this would be challenging. In the United States, women comprise approximately 11% in the Engineering profession (all fields). And within Maintenance/Reliability, there are only approximately 1 to 2% women."

Sometimes when people first meet me professionally, they assume I am the manager's secretary. I have to prove myself as competent to be taken seriously. Once people get to know me and my capabilities, the fact that I am a woman no longer matters. I am a professional Engineer who is a Maintenance Department manager – who happens to be a woman."

• 399 people with Indeterminate Duration Contract recruited at Roquette in 2009

• 43 managers participated in integration seminars, during which they discovered the different departments of the group



Keokuk factory (United- States)

Briefly ...



US

Since its creation in September 2008, the Geneva office – combining the sales, marketing and technical applications teams of Roquette in the United States – has steadily worked to improve customer relations and the promotion of the group's products.



Mexico

Roquette's Mexican team reinforced its staff with the addition of two new employees in 2009.



Singapore

Opening of a sales office in Singapore in October 2009 to manage and develop activities in Asia and South-East Asia.

●●● DEVELOPING THE SKILLS OF EMPLOYEES: A LEVER FOR THE GROUP'S PERFORMANCE

Roquette considers training a fundamental element in the professional and personal development of employees that also enables the enterprise to improve its performance and obtain its objectives.

“Developing our teams to sell a competitive advantage to our customers” is one of the four strategic objectives of the enterprise.

A Group indicator: the number of hours of training per employee throughout the year serves to evaluate the

latter and measure achievement.

The results below demonstrate the commitment of the group in terms of training. The variances noted from one site to another reflect projects and investments that Roquette has realized during the period.



Training within Roquette in the US

In 2009, a total of \$321,970 was devoted to training Roquette personnel in the United States. 100 % of employees participated in a training program.

The training themes covered a broad range of subjects: job training, mandatory training for compliance, as well as personal development and evolution.

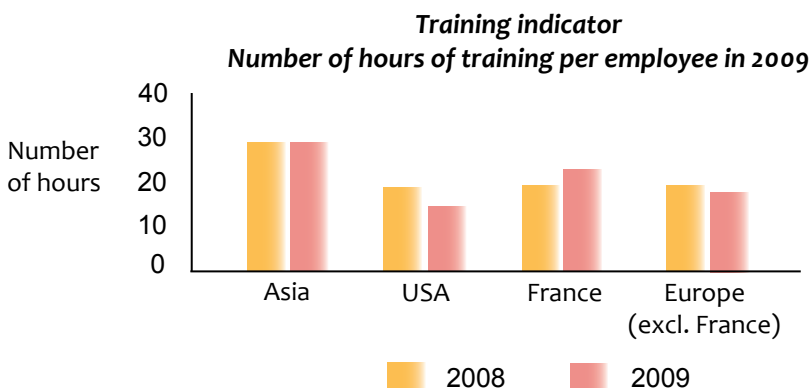


1st e-training module

The “Knowledge of the Enterprise” module, which allows everyone to (re)discover the Roquette enterprise, was progressively deployed at Lestrem (France) in 2009, starting with the sales teams.

This training is addressed to all employees: new hires as well as the most senior. The goal is to provide an overall vision of Roquette's activities and better understand how the different departments work together to meet the needs of our customers.

This first module, available in an interactive and entertaining format, is available in French and English. Training sessions have already been planned for 2010 in Asia and North America.



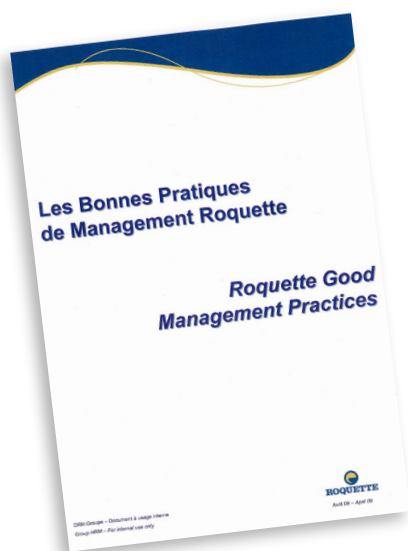
Intensive training on improving quality in 2009 at Nanning (China)

In order to improve the quality management systems and obtain GMP (Good Management Practices) accreditation at the Nanning site, a large number of training sessions on quality management were organized in 2009.

The production managers concerned

reinforced their knowledge of pharmaceutical regulations as well as of quality management and control and, by designing rules of conduct, contributed to the improvement of manual operators' competencies in terms of quality.

●●● DEPLOYING GOOD MANAGEMENT PRACTICES



Developed by managers from the different sites of the Group in 2008, the Good Management Practices (GMP) Guide has been progressively deployed and transmitted to all Roquette managers.

Its ambition is to provide guidelines regarding managerial behavior and responsibilities.

Several projects promoting the development of these good practices were initiated in 2009.



Communication and approval of GMP Guide

In September and October 2009, the GMP Guide was presented to the 45 English managers of Corby, representing 30% of the personnel. The reactions were positive. Many of the parti-

cipants emphasized that this tool can be easily integrated into daily actions. Indeed, it reflects common practices and provides a plus to all persons concerned.



Management training

A management-training program based on the Good Management Practices (GMP) Guide is being developed by the Group's French companies. Launched at the end of 2009, this program serves as a very pragmatic way

to approve these good practices, notably by applying them in professional situations.

This training initiative contributes to the progressive construction of a common managerial culture.

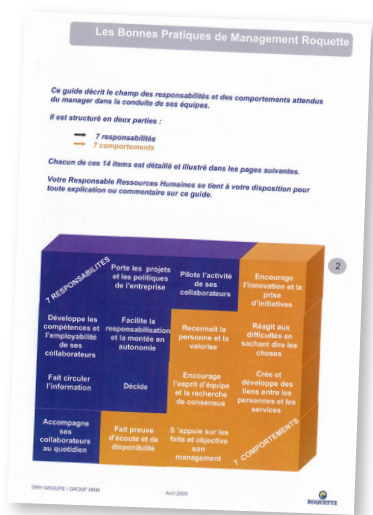


Evaluation of a manager by his/her team

In the context of the deployment of the GMP Guide in Spain, a pilot project was launched to develop good behavioral practices and managerial responsibilities. In concrete terms, a manager is first evaluated by his/her team on four areas of responsibility and three areas

of behavior. The objective is to identify the manager's strong points and areas for improvement.

From this analysis, a personalized program (coaching, training, etc.) is put in place to help the manager improve his/her managerial practices.



INTERNAL COMMUNICATION

Managerial communication

The e.com' informational newsletter sent to all the Group's managers seeks to develop a communication channel and provide information on the strategy of the enterprise, its economic situation, its outlook, its challenges ... It is one of the tools proposed to deve-



lop managerial communication, which is today a priority objective.

The APEX and the Senior Management Team (SMT), two of the Group's managerial authoritative bodies, also participate in this objective.

Roquette newsletter from Asia, America and Beinhem



Roquette named «TOP EMPLOYER» in FRANCE

Roquette was awarded this label, given for the first time in France, from the CRF Institute, which for the past 18 years has specialized in the identification and selection of TOP Employers.

The Top Employers are enterprises that distinguish themselves in the management of Human Resources and in their commitment to attract new talent and increase the loyalty of employees.

The selection process for the awarding of this label is based on the evaluation of different criteria related to Human Resources: strategy and culture of the enterprise, working conditions, management and involvement of talent, professional development, remuneration, recognition ...



WE SUPPORT THE GLOBAL COMPACT

PROMOTING SOCIAL DIALOGUE



- A new profit-sharing agreement was concluded in France for the years 2009-2010-2011.
- Professional elections for representatives of the personnel garnered a participation rate of 72% at the Lestrem site.
- A new employee savings plan was put in place at the 4 French companies. It offers employees who so desire the opportunity to invest in a Socially Responsible Investment Fund (SRI)..

Employer Identity

A study on Roquette's Employer Identity was launched in 2009 and will continue in 2010 to define a communication strategy that will reinforce Roquette's reputation among candidates for recruitment and internships. This also serves to enrich the Human Resources section of the Group's web site.

Socially Responsible Investment Funds (SRI)

These are investment funds that combine Ethical, Social and Corporate Governance criteria with environmental criteria. These criteria for evaluating publicly listed corporations are crossed with financial criteria to select the companies with the best performance. These funds must remain profitable, of course, like any other fund, and by doing so they demonstrate that profitability and social responsibility are not incompatible.

●●● SAFETY 2009: COMMUNICATE, EXCHANGE, SHARE



Example safety poster in France

The organization of the group is based on the construction of a **dynamic network** between the sites, with all the safety leaders meeting every quarter for Europe and once a year for the world.

This network facilitates **communication** and a structured **exchange** of information, the **sharing** of good safety practices and a monthly reporting in order to consolidate the results at the level of each site and of the whole group.

Regardless of the country, the culture or the history of the factories and sites of the Roquette group, all display

the **same vision** of safety and health at the workplace, in the respect of the local regulations in application.

This global and common management makes safety and health at the workplace, for each of the group's factories, an **absolute priority** with **common objectives**.

Regardless of the site, the safety requirements remain identical and at the **same level**.

The sharing of good practices creates a **homogeneous approach** in the ways of working.

FR1: Objectives and results

	2008	2009	2010	2011
Group objectives	—	4,2	3,5	< 3
Results	5,2	3,7	—	—

FR1 calculation:

Number of accidents with sick leave* 1,000,000 / number of hours worked



Carole PETITJEAN with her individual protective equipment

PERSPECTIVES
for 2010

► Implementation of tools for communication and safety management for:

- Good reactivity
- Improved efficiency
- A more exhaustive method of sharing good practices (capitalizing on feedback from past experience: an event at a site must generate action plans at all the sites)

► Implementation of performance indicators to measure the effectiveness of the safety policy.



Photo from the 75th anniversary photography competition, taken by Isabelle BLANCHO - LESTREM FRANCE

Our *societal* commitment

DEVELOPING SUSTAINABLE INNOVATION

HEALTH NUTRITION



Why NUTRAHUB®?

Offering industrial solutions for the health and nutrition sectors in terms of functional ingredients in order to respond to public health problems such as malnutrition, nutritional deficiencies and the prevention of disease.



The Pea channel



The micro-algae channel
Micro-alga cultivation in photobioreactors, in Klötze (Germany)

The quotation from Hippocrates cited opposite clearly shows the challenges faced by food companies and public officials in the 21st century. Given the growing public awareness of the threat posed by the prevalence of certain pathologies and nutritional needs of the general population, companies have begun to develop innovative functional ingredients designed to provide a health benefit. A sign of this is Roquette's commitment for numerous years to the



Health-Nutrition sector and the creation of NUTRAHUB®. Through this research program, Roquette seeks to add value to products produced by industrial customers in the pharmaceuticals, agro-food, food additives and animal feed sectors, through the use of ingredients derived from three vegetal sources: **cereals, peas and micro-algae**.

Cereals, a promising vegetal resource

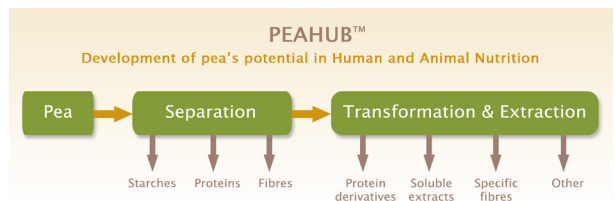
Studied and used by Roquette for many years in the manufacture of its products, cereals offer nutritional components that are particularly interesting. The ingredients derived from cereals (fibres, proteins, etc.) are used

in applications for the diet (weight management), cosmetics and special nutrition sectors.

Peas, a market with high potential for growth

Natural resources that have already been partially explored (NUTRALYS® protein, for example), peas have yet to show all they can do when it comes to Health-Nutrition. It is in this context that NUTRA-

HUB® supports research projects on the ingredients derived from peas.



Micro-algae, creation of a new resource

Discovered several centuries ago but only recently more fully explored, **micro-algae** come in an extraordinary number of varieties, with no fewer than 30,000 species. These microorganisms, at the base of the food chain, have been studied as an **alternative and innovative source of nutriment**s. Inspired by the potential of micro-algae and faithful to its commitment to innovation, Roquette has taken on the challenge of developing a product

channel devoted specifically to micro-algae.

This diversification strategy was launched with:

- the creation of the ALGOHUB® program
- the purchase of a European company specializing in the production of micro-algae, in particular **chlorella**.

Chlorella, the meeting of nutrition and nature

Discovered in the 19th century and recognized for its nutritional properties in the 1950s, **chlorella** is a fresh-water micro-algae known for its extraordinary intrinsic composition. It is primarily made up of **proteins** (>50%). Chlorella also contains a broad range of **pigments**, including **chlorophyll**, which gives it its green colour, and **lutein**, which is used in ocular health. It also offers high **vitamin** content, notably

vitamin B12 (of which certain populations show a high risk of deficiency).

On the strength of its extremely rich nutritional value, chlorella has found applications in numerous sectors, notably in the food-additives domain.



Sustainable development at the heart of Roquette's innovation strategy

At a time when “innovation” goes hand in hand with “sustainable development”, Roquette seeks to ensure that its new micro-algae channel is in line with the group's overall energy and environmental policies.

In this context, Roquette seeks to analyze the greenhouse-gas emissions ge-

nerated by its design, production and sales activities regarding products derived from this new sector of activity. In the medium term, this means planning actions designed to improve the eco-efficiency of its micro-algae channel.

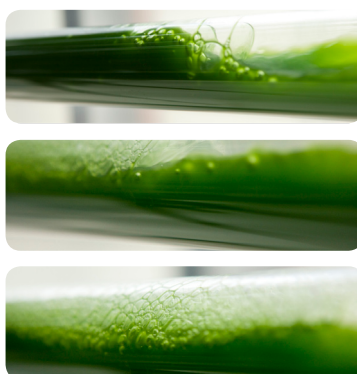


Greenhouse – production site at the heart of Europe in Klötze (Germany)

Our quality commitment

Because food safety is indispensable today, industrial manufacturers must adopt production systems in which micro-algae are protected from external pollution. Seeking to ensure the quality of its ingredients, the Roquette group has opted to cultivate chlorella in a closed system. This system uses glass tubes in which the micro-algae circulate in a natural environment and are directly exposed to sunlight.

This process allows for strict and constant control of all substances entering or exiting the system. The micro-algae are protected from contaminants, such as heavy me-



Micro-algae culture

tals and pesticides, and all of their constituents are preserved (vitamins, pigments, etc.). Chlorella cultivated at Roquette therefore has an optimal composition and purity.



ALGOHUB®

This program, which brings together 13 partners, supports a dozen projects to study micro-algae, the biodiversity of which has yet to be fully explored. The objective of certain lines of research is to generate value from various components of micro-algae that show promise. These active ingredients, such as omega-3 or lutein, offer strong potential for health-nutrition and have already found applications in different sectors, such as pharmaceuticals, food additives and functional ingredients.

WE SUPPORT
THE GLOBAL COMPACT

VEGETAL CHEMISTRY

A bio-refinery is a sustainable installation that integrates processes for converting biomass into marketable products, and the equipment for producing combustibles, energy and chemical products from this biomass. A starch production unit is a good example of a bio-refinery.



Testimonial

“Through the BIOHUB® program, ROQUETTE develops Isosorbide, a new bio-sourced chemical intermediary that not only brings new functions to polymers but that could also replace molecules that are presumed dangerous, such as bis-phenol A and phthalates.”

Christophe Rupp-Dahlem, Director of the Vegetal-base chemistry program

BIOHUB®

Launched in 2006 with a six-year commitment, the BIOHUB® programme, which is supported by OSEO, has the objective of seeking to develop new channels likely to offer solutions to replace petrochemical processes, thanks to production systems that use renewable agricultural raw materials, such as cereals.

This program, which brings together several industrial groups (Arkema, Solvay, Cognis, DSM, Eurovia, Sidel, METabolic Explorer, to name but a few) and various European research centers, seeks to create new, integrated bio-refineries that go from cereals all the way to chemical products.

BIOHUB® covers several themes: products such as succinic acid, L-methionine or glycolic acid in versions that are bio-sourced through biotechnologies; and new products such as diol (isosorbide) used to synthesize polymers or bio-plasticizers (isosorbide esters).

BIOHUB®

In 2009, the program entered the industrial development phase, and most of the projects have already been the object of a pilot project or demonstration unit.

Through this program, the development of isosorbide in polyesters and polycarbonates is leading to new, high-performance polymers whose optical, mechanical and physicochemical properties allow us to envision a very broad range of applications for future development (transparent film for LCD screens, optical products, cosmetics packaging, lighted signs, etc.).

The finalization of an isosorbide diester, POLYSORB® ID 37, represents a major step in the BIOHUB® programme. This new PVC plasticizer offers an alternative to the choice of phthalates. Completely bio-sourced, non-toxic, and offering excellent plasticizing properties, POLYSORB® ID 37 is expected to enter the industrial development phase by the end of 2010 (see page 14).



SUCCINIUM®



Succinium®

The biotechnology projects have also achieved major milestones:

- The SUCCINIUM® project, led in collaboration with the company DSM and designed to develop new biotechnological production processes for succinic acid, has reached a major milestone: the succinic acid demonstration unit is in the launch phase. In 2010, it will allow us to validate the process and begin pre-marketing of the product.
- Similarly, progress made in the strains developed by our partner, METabolic EXplorer, allowed us to start test production of glycolic acid and L-methionine in a pilot project in 2009. The results obtained then allowed us to launch a production pilot that could produce sufficient quantities to start tests for regulatory approval of L-methionine.

Methionine is an amino acid that is an essential nutritional ingredient for poultry and swine. This amino acid is manufactured today from propylene, a petroleum derivative.

GAÏAHUB®

"Today, what the market seeks to ensure in bio-plasticizers is first that they come from a renewal resource (vegetal carbon that is renewable, contrary to fossil carbon, which is being depleted) with a view to replacing plastics that are petrochemical in origin, to prepare for the post-petroleum (market)." - H. Bewa (Expert at ADEME)

The GAÏAHUB® program develops a new functional chemistry for natural polymers of vegetal origin. GAÏALENE®, the first product to come out of the GAÏAHUB® program, is a response to new market demands for plastic materials.

The functions of polymers of vegetal

origin can help achieve innovative properties and diminish dependence on petroleum.

GAÏALENE® resins are today undergoing the qualification process in various selected sectors of activity involving plastics, notably: packaging, components for household furniture and furnishings, urban development, auto parts, publicity materials.

To access these new markets in France, Roquette has allied itself with experts in synthesis and plastics such as SETUP, CREPIM, the Mining School of Douai, and the Vocational High School of Auchel.



Succinic acid is a chemical product that until now was derived exclusively from petroleum and natural gas. It is commonly used in numerous industrial applications, notably in the pharmaceuticals, food and automotive industries. It also serves as an intermediary product in the production of various polymers and resins.



Placement of agricultural films made from succinic acid



OUR GLOBAL APPROACH TO RESPONSIBILITIES

WE SUPPORT THE GLOBAL

COMPACT

ETHICS CHARTER

The ethics charter is the text of reference that defines the beliefs, responsibilities and commitments of the enterprise, as well as the spirit in which the group seeks to perform its activities.

In 2009, we deployed our Ethics Charter throughout the group.

The Charter responds to the General Management's desire to affirm the values and ethical principles of the enterprise. It provides each employee with guidelines that clarify professional conduct and choices, notably in situations of dilemma or uncertainty.



Solidarity



Respect

Our values



Trust

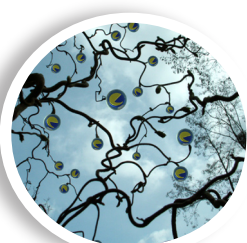


Innovation

Our action principles



Commitment to achieve



Passion for the job

Our commitments in relation to this Charter

As a responsible enterprise, ROQUETTE:

- Adheres to the UN Global Compact
- Published a 2008 economic, social and environmental report (Sustainable Development Report)
- Participates in forums on issues that concern our customers, end users of our products, vendors, and local elected officials (example: the World Economic Forum)

"No performance without joy, no joy without ethics"

Marc Roquette - 2008



CODE OF CONDUCT

The Code of Conduct defines the practical and operational implementation of the principles elucidated in the Ethics Charter.

The major lines of the Code of Conduct

- Respect for the law and regulation
- Respect of the environment
- Prevention of conflicts of interest
- Preservation of employees' social rights
- Management of information
- Good business practices
- Protection of Roquette's assets



Photo from the 75th anniversary photography competition, taken by Céline LORIDAN
LESTREM FRANCE

Our commitments with regard to the Code of Conduct

The Code of Conduct defines the operational aspects of the values and principles of action of the Ethics and Responsibilities Charter, as well as the 10 principles of the UN Global Compact to which Roquette subscribes through its participation in the Global Compact.



ETHICS COMMITTEE

In addition to the distribution of the Ethics Charter and adhesion to the UN Global Compact, the General Management seeks to go further in this effort by providing the group with an Ethics Committee.

The committee's role is to support the ethics approach to:

- Establish a connection with the company's employees and the members of the Board of Directors,
- Address subjects related to ethical behavior; gather questions and provide advice,
- Issue recommendations and proposals.

Led by the Reliability and Sustainable Development Department, the committee is made up of representatives from the Human Resources function, the Legal Department, as well as the different Regions: Asia, Europe, North America.

SEDEX (Supplier Ethical Data Exchange)

Sedex was launched in 2001 at the initiative of a group of leading British retailers and their suppliers. It is a not-for-profit, membership-based organization for companies committed to a policy of continuous development of ethical performance within their chains of production and distribution. It is based in London, in the UK, and is open to all companies, regardless of their geographical location.

The sites of Lestrem, Vic and Beinheim in France, Corby in the UK, Benifayo in Spain, Cassano in Italy, Keokuk and Gurnee in the USA, and Lianyang in China have already adopted this approach.

OUR LOCAL COMMITMENT

RECORD TURNOUT FOR OUR FRENCH SITES AT 2009 TESTATHLON



With 136 Roquette employees signed up, out of a total of more than 1100 participants, the company was once again elected as the enterprise best represented at the event.



Since July 2008, Roquette has supported DigestScience, a research foundation committed to chronic intestinal problems. For the 4th consecutive year, some employees of Lestrem and Vecquemont sites, their families and friends, participated in the Testathlon, a sports event for the benefit of this foundation.

The enthusiasm and conviviality expressed during this sports event, which combined running, bicycling and swimming, reflects the values of Roquette: Solidarity, Trust and Respect.



A few photos from the 2009 Testathlon

THE PARTICIPATION OF KEOKUK (USA) EMPLOYEES REINFORCES COMMUNITY RELATIONS AND RECOGNITION OF THE ENTERPRISE



Donating blood at Roquette in Keokuk helps the local hospital



Exhibition of Roquette products during the Blood Drive

Roquette co-sponsored "The Great American Blood Drive" with the Mississippi Valley Regional Blood Center and the Keokuk YMCA. Some employees volunteered to give their blood. The blood collected was then redistributed to the local hospital.

Among the refreshments proposed to the participants were products that contained ingredients from Roquette. This allowed the donors to discover the different applications of the Roquette products.

Construction of houses made of gingerbread

During the Christmas holidays, some 100 children from Keokuk, accompanied by their families, put together houses made of gingerbread. This day

of fun was original and highlighted the derivatives of Roquette starch products and their application in different products on the market.



Lisa Jones with Porter Mason, 5 years old

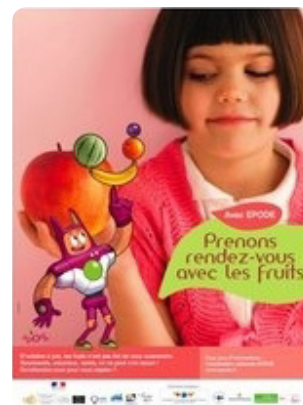
COMMITMENT TO THE EPODE PROGRAM: PREVENTING OBESITY



Lestrem site (France) financially supports the Community of Lys Flander, in the context of the local implementation of the EPODE program (Ensemble Prévenons l'Obésité Des Enfants) to prevent obesity.

Several projects emerged in 2009, such as the planting of vegetable gardens at schools or specific actions to promote the eating of fruits at day-care centers and kindergartens (presentations, sampling of seasonal fruits, support for local initiatives, etc.).

When the first funding for the project was delivered at the end of 2006, Mr. Guy Roquette reaffirmed that it was through actions of this type that the Roquette group demonstrates both its motivation to produce food ingredients with an approach to health and prevention and its desire to be in phase with national initiatives (PNNS, France's National Health Nutrition program) and international initiatives regarding health and nutrition.



EPODE communication campaign poster

This information and prevention campaign was initially launched in 10 cities in France and reaches 48,000 children between the ages of 5 and 12. It is an action program based on proximity, seeking to prevent obesity in children through education and pedagogy, and in which the Community of Lys Flanders is involved.

BEINHEIM (FRANCE) SUPPORTS TÉLÉTHON



It was with joy and good humor that 24 participants (Roquette employees and their families, and others from external enterprises) gathered at Brumath on Sunday the 22nd of November for the benefit of the Telethon. Young and old participated in races that went from 5 to 10 kilometers

Téléthon
4 ET 5 DECEMBRE 2009



Téléthon 2009 poster



Some photos from Téléthon 2009

●●● ROQUETTE BUILDS IN CORBY (UNITED KINGDOM) TIES WITH NEW LOCAL SCHOOL



The Corby Business Academy's building



In September 2008, the Corby Business Academy opened in a building with state-of-the-art technology. It has 1,000 students, aged 11 to 18, and offers a varied program focused on business themes.

The site of Corby is proud to have had the opportunity to build a relationship with this school.

In July 2009, during an awards ceremo-

ny, Roquette was the sponsor for the "Risk Management" and "Ecological Questions" prizes. These prizes were awarded to students by Chris Scarrott, General Manager of the site of Corby.

In March 2010, the site took in two 15-year-old students as interns in the Sales Department for a period of two weeks, allowing them to complete their experience at a company.

●●● ROQUETTE ORGANIZES IN CASSANO (ITALY) THE "SAVE THE ENVIRONMENT WITH HAPPY MAIZE" COMPETITION



The "Save the Environment with Happy Maize" competition, organized by Roquette for students of the "Nicola Montemanni" primary school at Cassano, was launched in October 2009 and concluded on 5 February 2010 with the distribution of prizes.

the classes, with each prize accompanied by a particular "mention".

Roquette offered a photocopier to the school and distributed souvenir plaques, office supplies and "Happy Maize" t-shirts to all the students.



The local children were able to participate in a fun and creative activity that, with the support of the school's teachers, contributed to teach them the job of the Group and to become aware of the stakes.

Starting with Happy Maize, a sort of modelling paste made from maize starch that is natural and completely biodegradable, the classes from preparatory to second year were asked to create art works on the theme of saving and protecting the environment.

The works produced were worthy of real "little artists", which is why Roquette decided to offer prizes to all of



G. Patrucco, General Manager of the site of Cassano (Italy)

Through this initiative, Roquette seeks to consolidate dialogue between the enterprise and the borough, to demonstrate its position as a socially responsible enterprise that is attentive to the needs and expectations of the community.



Participation of children to the creation of art works



Photo from the 75th anniversary photography competition, taken by Sébastien PAUTHIER - BEINHEIM FRANCE

Evaluation & performance

EVALUATION OF OUR 2008 SUSTAINABLE DEVELOPMENT REPORT

Last year, we published our first Sustainable Development report. It demonstrated Roquette's commitment in Corporate Social Responsibility (CSR) and notably the desire to conduct the group's activities in ways that take into account their interaction with the environment.

To improve the writing of future reports, Roquette asked external auditors to examine the Sustainable Development report.

"The reporting undertaken by Roquette to develop its first Sustainable Development report shows a truly dynamic commitment. The 2008 report established the context in which to launch a formalized approach to progress and readability in the 2009 report."

Cécile THYS : Communications consultant, Quel Progrès!

quel
progrès!

"Your report demonstrated a real proactive and mature undertaking with strong involvement from top management. Your indicators are many, your stakeholders clearly explained and your history relevant. Now all you need to do is gain in reliability and provide quantified indicators and objectives."

Except from the letter received from the French National Association of Chartered Accountants.



Evaluation by «Quel Progrès !», an institutional communication consulting agency (France).

In its reports, the consulting agency identified 30 key criteria for responsible communication about sustainable development. The analysis of the 2008 Sustainable Development Report has identified the ways in which Roquette has shown:

- Its adoption of the CSR approach
- The results from its commitments
- The involvement of its stakeholders
- Its position as an actor in society
- Its commitment to ethical communication
- The valuation of the actions undertaken

Strong Points:

- Identification and role of stakeholders
- Perception by Roquette of its role in society
- Presentation of exemplary realizations



Areas for Improvement:

- Formalization and personalization of its CSR approach
- Implementation of medium and long-term objectives and action plans
- Evaluation of the report by an internal audit or panel.



Evaluation by the French National Association of Chartered Accountants

Each year for the past 10 years, the National Association of Chartered Accountants rewards companies that set in place a "Sustainable Development" strategy in a relevant, transparent and reliable way. A jury assesses the environmental and social information in the reports according to 3 criteria: the relevance of the report (30% of score), its transparency and comparability with the previous year (30%), and the quality of the reporting (40%). On 11 February 2010,

the Roquette Group received the trophy for "Best First Sustainable Development Report".



2010 trophy



Presentation of the trophy

From left to right:
Guy TALBOURDET, Anne LAMBIN, Philippe OLIVIER.

RESPECT OF GLOBAL COMPACT PRINCIPLES



PRINCIPLES OF THE GLOBAL COMPACT

EXAMPLES OF ACTIONS BY THE ROQUETTE GROUP

HUMAN RIGHTS

1. Companies should support and respect the protection of internationally proclaimed human rights within their sphere of influence; and
2. to make sure that their own companies are not complicit in human rights abuses.

- Distribution of our ethical charter and our code of conduct at the Group level

p 44, p 45

- Creation of an ethics committee

p 45

WORK STANDARDS

3. Companies should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced or compulsory labour;
5. the effective abolition of child labor; and
6. the elimination of discrimination in respect of employment and occupation.

- Ensure profile diversity in the service of the Group's development (foreigners, seniors, handicapped, etc.)

p 30, 31, 32, 33

- Foster social dialogue

p 37

RESPECT FOR THE ENVIRONMENT

7. Companies should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

- Reduce our greenhouse gas emissions:
 - by optimising our energy consumption
 - by committing to renewable energy sources

p 19
p 20

- Give ourselves as our principal priority objectives: air and water purity and noise and waste reduction

p 21, 22, 23

- Reduce the impact of our logistics activities

p 26

- Replace petrochemical products with others derived from renewable resources

p 42, 43

FIGHT AGAINST CORRUPTION

10. Companies should work against corruption in all its forms, including extortion and bribery.

- Commit to fighting corruption (code of conduct)

p 45

- Provide rules concerning the acceptance of gifts and personal benefits (code of conduct)

p 45

INDICATEURS ENVIRONNEMENTAUX

Performance indicators	Unit	2009	2008	Scope
ENERGY				
Energie input				
• Electricity	GWh*	1 876	1 966	Group
• Natural gas	GWh	7 317	7 616	Group
• Heavy fuel oil	tonne	2 170	725	Group
• Domestic fuel oil	m ³	235	388	France
• Coal	tonne	234 835	200 793	Outside Europe
Energy output				
• Electricity	GWh	1 131	1221	Groupe
• Biogas	GWh	32	31	France
WATER				
Pumping				
• rivers	m ³	62 031 364	61 042 375	Groupe
• groundwater tables	m ³	10 201 634	9 150 678	Groupe
• urban network	m ³	11 389 967	12 193 042	Groupe
Water restored	m ³	42 984 597	45 981 914	Groupe
COD emissions	tonne	5 863	5 571	Groupe
AIR				
CO ₂ emissions	tonne eq.** CO ₂	1 671 034	1 734 827	Groupe
SO ₂ emissions	tonne	487	2162	Groupe
NO _x emissions	tonne	1 089	1267	Groupe
Dust	tonne	804	665	Groupe
WASTE				
• hazardous	tonne	2 066	1633	Groupe
• non-hazardous	tonne	74 328	40 641	Groupe
• recycled (excluding spreading)	tonne	34 427	30 345	Groupe
Spreading	tonne eq. 100% DM***	70 409	59 531	Groupe

* GWh: Giga Watt per hour

** eq: equivalent

*** DM: Dry Matter

NB: The scope of the 2009 data (for waste and energy input) is wider than for 2008.

SOCIAL INDICATORS

Performance indicators	Unit	2009	2008	Scope
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SOCIAL

WORKFORCE

Workforce distribution by geographic zone

• Europe	nb	4 405	4 516	Group
• Nafta	nb	593	586	Group
• Asia	nb	1 451	1 061	Group
Group	nb	6 449	6 163	Group

Workforce distribution by contract type (registered on December 31 for open-ended and fixed-term)

Open-ended

• Europe	nb	4 191	4 236	Group
• Nafta	nb	556	543	Group
• Asia	nb	1 438	1 044	Group
Group	nb	6 185	5 823	Group

Fixed-term and Interim

• Europe	nb	214	279	Group
• Nafta	nb	37	43	Group
• Asia	nb	13	17	Group
Group	nb	264	339	Group

The workforce is expressed in «full-time» equivalent on December 31, 2009

PROFESSIONAL EQUALITY (open-ended workers registered on Dec. 31, 2009)

• Male workforce	nb	3 398	3 451	Europe
• including % managers	%	13,5%	12,9%	Europe
• Training: hours/employee	nb	22,0	19,5	Europe
• Female workforce	nb	928	912	Europe
• including % managers	%	12,6%	11,8%	Europe
• Training: hours/employee	nb	21,3	18,5	Europe
• female/male ratio in %	%	27,3%	26,4%	Europe

RECRUITMENTS / DEPARTURES

• Recruitments	nb	128	242	Europe
• Resignations	nb	25	36	Europe
• Terminations	nb	16	39	Europe
• Deaths	nb	11	5	Europe
• Retirements	nb	88	109	Europe

INTEGRATION OF HANDICAPPED WORKERS

• Handicapped workers	nb	100	99	France
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ABSENTEEISM

• Absenteeism (illness)	%	2,9%	3,0%	France
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SAFETY CONDITIONS

Accident frequency

• work accidents with lost time (FR1)*	nb	3,7	5,2	Group
• work accidents with and without lost time (FR2)**	nb	10,4	14,3	Group

Seriousness

• lost days	nb	1557	1601	Group
• rate	%	0,16%	0,17%	Group

The Group's workforce is expressed in «full-time» equivalent

* FR1 calculation (frequency rate 1): Number of accidents with lost time*1 000 000/number of hours worked

** FR2 calculation (frequency rate 2): Number of accidents declared*1 000 000/number of hours worked

*** SR calculation (seriousness rate): Number of lost days (non including the day of the accident)*1000/number of hours worked

GLOSSARY

ADEME: French agency for the environment and energy management (*Agence de l'Environnement et de la Maîtrise de l'Energie - France*).

AOT: French transport authority (*Autorité Organisatrice de Transports*).

APEX: Roquette Group management committee.

APFETH: Action to promote employment of the mentally or physically challenged (*Action Pour Favoriser l'Emploi des Travailleurs Handicapés - France*).

BAT: Best Available Technologies.

Calorie exchange fluid: Fluid used to transport heat between two sources of temperature. These fluids are used in cooling systems for thermal motors, notably motors in cars, refrigerators, air-conditioning and electrical stations using coal, petroleum products, natural gas, or nuclear power.

CDI : Contract of indeterminate duration (*Contrat à Durée Indéterminée*).

CHSCT : Committee for Hygiene, Safety and Working Conditions (*Comité d'Hygiène, Sécurité et Conditions de Travail*).

COD: Chemical Oxygen Demand. Quantity of oxygen needed to oxidize by chemical means the matter contained in a sample of water. COD expresses the quantity of chemically degradable pollution in an effluent.

CPP: Company Commuting Plan.

CREPIM : Centre de Recherche et d'Étude pour les Procédés d'Ignifugation des Matériaux - Bruay (France). Its activity consists in assuring the quality of products: behavior of materials when exposed to fire, recyclability, and energy value of textiles, plastics and composite materials.

CRF: Independent organism that awards Top Employers label. It identifies the most efficient companies in the areas of leadership and HR strategy. An international organization, it is present in 12 countries on 3 continents. Il est devenu un organisme international, présent dans douze pays sur trois continents.

CSR: Corporate Social Responsibility.

EA: Enterprise where the physically or mentally challenged make up more than 80% of the total workforce (*Entreprise Adaptée*).

EPODE: Child-obesity programme (*Ensemble Prévenons l'Obésité Des Enfants*).

ESAT: Workers aid agencies (*Etablissements et Services d'Aide par le Travail*).

ESG: Ethical, Social, Governance of a corporation.

etp: equivalent petrol ton.

Euroregion: Administrative structure for transnational cooperation between two or more territories from different European Member States.

FR1 : Calculation of number of accidents with sick leave *1 000 000/number of hours worked.

GG: Greenhouse gas.

Calculated as tons of carbon dioxide (CO₂) equivalent, these are gases present in small quantities in the atmosphere, which absorb some of the infrared rays reflected by the Earth and that serve to keep an average temperature favorable to life. Some of these are naturally present in the air, such as steam (H₂O), carbonic gas (CO₂), methane (CH₄), and nitrogen protoxyde (N₂O). Other gases are only emitted from industrial activities (hydrofluorocarbons or fluoride gas (HFC), hexafluoride of sulfur (SF₆), perfluoride hydrocarbons (PFC)).

Global Compact: Contract between the United Nations, the Member States, the corporate signatories and the non-governmental organizations (NGO), indicating responsibility to respect 10 fundamental principles of Sustainable Development.

GMP: Good Managing Practices.

HACCP: Hazard Analysis Critical Control Point. System for controlling risks relative to food safety.

IPPC: International Plant Protection Convention, directive relative to the prevention and reduction of ingredients that pollute.

ISO 14 001: International standard on environmental management for food products.

ISO 22 000: International standard on food safety.

ISO 26 000: Standard currently being developed for Social Responsibility of organizations, including corporate enterprises, for the application of principles of Sustainable Development.

LEED : Leadership in Energy and Environmental Design.

LCA: Life Cycle Analysis.

NAFTA: North American Free Trade Agreement.

OSEO: French public organism created in 2005 to promote entrepreneurship, innovation, competitiveness, and the creation and maintenance of new jobs thanks to the simplification of access to public and private financing.

PNNS: French National Health Nutrition Programme (*Programme National Nutrition Santé*).

PVC: Poly vinyl chloride. Polymer used to make various plastic products.

SACHa: Name given to the piloting of the approach towards disability - Accompanying each type of disability (*Savoir Accompagner Chaque Handicap*).

SEDEX: Supplier Ethical Data Exchange. Not-for-profit organization for enterprises committed to a policy of continuous development of ethical performance within their production-distribution chains.

SETUP: An innovative, new SME based in Lyon (2 years old) offering expertise in reactive extrusion and R&D to companies in the chemicals and plastics sectors.

SMT: Senior Management Team.

SRI: Socially Responsible Investment.

TER: Regional express trains (*Trains Express Régionaux*).

Tera-Joule : (symb : TJ) International unit to measure energy, equal to 10¹² joules, or one thousand billion joules.

Example: 1 mega-joule (a million joules) equals the heat needed to boil 3 litres of water.

UN: United Nations Organization.

YMCA: Young Men's Christian Association: global association for young Christians that works in numerous domains.

NOTES

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

FOR FURTHER INFORMATION:

<http://www.roquette.com/>

Our deepest thanks to all staff members and involved parties who contributed to the preparation of this 2009 Sustainable Development Report.

GIVE US YOUR OPINION

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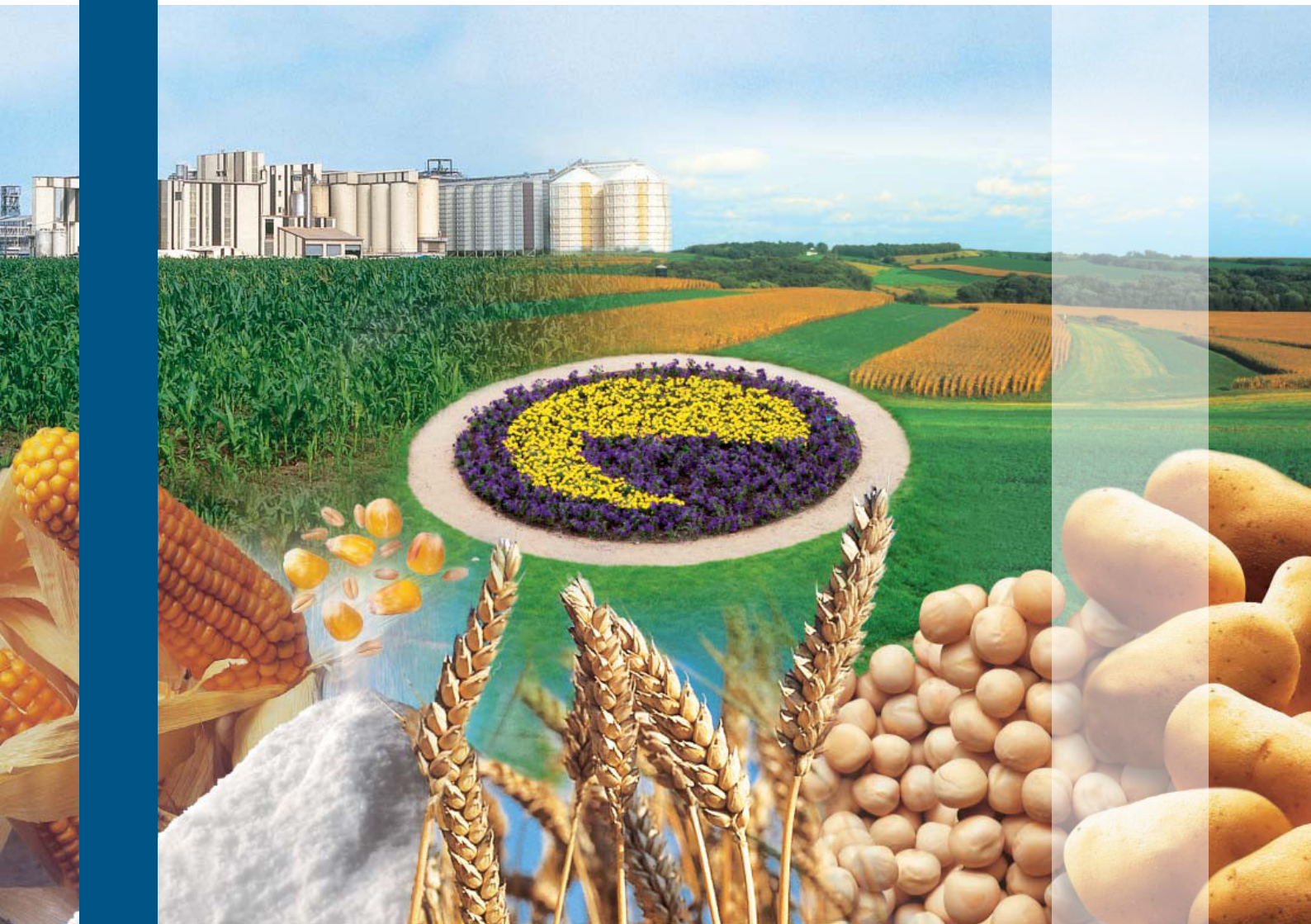
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