



2013
SUSTAINABLE DEVELOPMENT
AND ACTIVITY REPORT

BUILDING A SUSTAINABLE AND PROFITABLE FUTURE

For 80 years now, Roquette has faced all sorts of challenges of a scientific, technological, industrial and commercial nature. With the transformation of renewable plant-based resources at the heart of our activities, it has been an incredible entrepreneurial adventure!

Since the beginning, this bold and ambitious path has been fueled by a spirit of conquest and innovation. Founded on a stable family shareholder base, and with an eye on the long term, the Group invests in innovation where it counts most: in the service of its customers and partners.

Today, the Group's 8,000 employees bring their skills and their know-how together to build a sustainable and profitable future, thanks to the potential of plant-based raw materials that are particularly rich in starches and proteins. The corn, wheat, potato, pea and microalgae sectors offer highly promising prospects for our Group and our partners. The challenges inherent to the surging world population constitute another lever for additional growth for the Group. The launch of the Group's industrial activities in India in 2012 is part of its ambitious strategy to expand into new territories with higher growth. Such moves allow the Group to deploy its expertise and solutions for nutrition, health and Sustainable Development to respond to the growing needs of populations around the world.

The Group's commitment to innovation can also be seen in the many new ingredients it brings to market. The lipid-rich algae flour developed by Roquette won first prize for innovation at the Food Ingredients Europe trade show in October 2013. This new solution, which helps reduce fat content in prepared foods, provides sustainable functional and health benefits to consumers and producers of food products. Proteins derived from peas are also prized for their unique nutritional and functional properties.

Roquette also seeks to participate in the improvement of the environment and in the development of high-performance materials. High-purity isosorbide, a product derived from sorbitol developed by the Group's Research & Development, offers unique functions for high-performance plastics. The exceptional properties of isosorbide today generate value in applications ranging from automobiles to TV sets.

These two major innovations clearly illustrate the capacity of Roquette employees to anticipate and respond to the changing needs of markets and customers. Since the very beginning, Roquette's history has been written by its people, who, at all its sites in Europe, America, Asia and India, continue to foster the entrepreneurial spirit of the founders and improve the attractiveness of the Roquette Group for its partners.

It is with confidence, backed by a strong culture of Sustainable Development, each day, that our Group gives itself the means to serve men and women by offering the best of nature.



Edouard ROQUETTE
Chief Executive Officer

ROQUETTE IN BRIEF

Roquette, a French Family-owned Group with an international dimension, processes corn, wheat, potatoes, peas and microalgae, all renewable raw materials.

One of the world's five leading starch manufacturing businesses, it offers its customers a wide range of products and solutions in human food/nutrition, animal nutrition, pharmaceuticals/cosmetology, paper/cardboard and chemistry/bioindustry.

Roquette operates in over 100 countries, has a turnover of 3.4 billion euros and currently employs about 8,000 people.

Its development in food, nutrition-health and plant-based chemistry is founded on a strategy based on a long-term vision, innovation and the commitment to achieve.

Its mission: "Serving men and women by offering the best of nature."



◆◆◆ *"Our Group gives itself the means to be highly innovative in the service of its customers and partners."*

Nearly
8 MILLION
TONS OF
RAW MATERIALS



21 INDUSTRIAL SITES

10 EUROPE

6 ASIA*

2 AMERICA

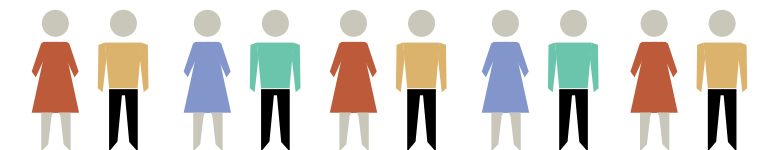
3 INDIA

(*) excluding India

10%
OF TURNOVER
DEVOTED TO R&D AND
INDUSTRIAL CAPITAL

8,000
EMPLOYEES

EUROPE - **4,800**
AMERICA - **600**
ASIA* - **1,300**
INDIA - **1,300**



3.4
BILLION
EUROS OF
WORLDWIDE
TURNOVER

No. 5 in World starch industry

No. 1 starch company in India and France

No. 2 in European starch industry


SALES BY APPLICATION SECTOR:

 Human Food/
Nutrition
47%

 Animal Nutrition
20%

 Pharmaceuticals and
Cosmetology
12%

 Paper and Corrugated
Cardboard
12%

 Chemistry and Bioindustry
9%

SUMMARY



ROQUETTE 2-17

Roquette, a French Family-owned group with an international dimension, processes plant-based raw materials. One of the world's five leading starch manufacturing businesses, it offers its customers a wide range of products and solutions.

- Message from Edouard Roquette
- Key figures
- A balanced governance
- An 80-year history
- Products and solutions in our daily life
- Ethics at the heart of the corporate culture
- 2013 in words and images



NATURAL 18-27

NATURAL CAPITAL

is made up of plant-based raw materials, the terrestrial and aquatic ecosystems, natural resources, water, air, etc.

- Plant-based raw materials
- Preserving the environment



MATERIAL 28-41

MATERIAL AND INDUSTRIAL CAPITAL

is made up of everything related to industrial plant & equipment, processes, Research & Development activities and investment capacity, etc.

- Innovation on a daily basis
- Improving performance
- An approach to progress



HUMAN 42-53

HUMAN CAPITAL

is made up of all the men and women who bring the company to life and contribute to its adaptability, performance and dynamism, etc.

- One Group, many jobs, the same passion
- Diversity, an asset for the company
- Safety according to nine principles

SOCIETAL 54-65

SOCIETAL CAPITAL

is represented by the society that surrounds us, and in particular the stakeholders specifically concerned by our activity.

- CSR, a strong commitment
- Supporting local communities
- Evaluating and measuring performance





THE BOARD OF DIRECTORS

Jean-François RAMBICUR, Pierre-Emmanuel LEPERS, Didier de MENONVILLE, Denis DELLOYE, Pascal PAYET-GASPARD, Edouard ROQUETTE (President), Fabienne DEGRAVE, Christophe ROQUETTE, Stéphane BASEDEN and Marc ROQUETTE

A BALANCED GOVERNANCE

ONE FAMILY, FIVE GENERATIONS

Roquette has become a global Group, a leader on its market, yet it remains in the hands of the descendants of the two founders. Today, there are more than 200 shareholders, ranging from the second to the fifth generation of family members.

Its growth is founded on solid family values, a long-term vision and the stability necessary for investment in a highly capital-intensive industry.

With each generation, the company and the family have established a structured organization to guarantee the independence of the Group. An organization with power and means has always been essential to ensure a stable base of family shareholders committed to the company's ambitions.

Today, the third generation is guiding the Group's destiny, with the objective to expand the activity while maintaining a strong affectio societatis and permitting a certain organized liquidity of the capital for any shareholders who might prefer to develop their own personal projects.

The organization of the family has also changed considerably since 2011, both in terms of the structures that hold the equity in the company as well as the structures of governance. One internal rule in particular sets out the process for selecting family members involved in the governance of the Group. The arrival of independent members within the Board of Directors has also contributed to the success of the family project.

FOCUS ON /// THE BOARD OF DIRECTORS

The Board of Directors of ROQUETTE FRERES is composed of 10 members nominated by the General Assembly of Shareholders, of which five are members of the family. The Board oversees the strategic orientations guiding the activities of all entities within the Group, and monitors the general business market. In particular, it analyzes the major events in the company's activity, the investment projects and their financing. Over the last fiscal year, the Board met 12 times. To monitor the rules of good governance and their evolution, an independent qualified expert performs a periodic evaluation of the Board and its Committees, with regard to their composition, organization and function.

FOUR COMMITTEES TO SERVE THE BOARD

Four special Committees facilitate the performance of the Board's duties and assist in the efficient preparation of its decisions. They report regularly to the Board on the exercise of their respective missions.

THE STRATEGY COMMITTEE

This Committee analyzes the possible major strategic orientations for the development and future of the Roquette Group. It examines investment projects prior to their presentation to the Board. The Strategy Committee also does the preparation work for the Board on subjects of major strategic interest, such as opportunities for external growth or disinvestments, the axes of development and any possibilities for diversification, as well as the financial strategies.



THE STRATEGY COMMITTEE

Pascal PAYET-GASPARD, Stéphane BASEDEN, Jean-François RAMBICUR (President), Edouard ROQUETTE and Denis DELLOYE

THE AUDIT COMMITTEE

The mission of this Committee is to monitor the processes for reporting financial information, the efficiency of the company's systems of internal control and risk management, the oversight of internal audits and their efficiency, the legal control of annual accounts and consolidated accounts. With the auditors, the Audit Committee examines the auditors' intervention plans and recommendations, and ensures their independence.



THE AUDIT COMMITTEE

Christophe ROQUETTE (President), Fabienne DEGRAVE and Didier de MENONVILLE



JEAN-MARC WILLEFERT
Deputy CEO
EMMANUEL de GEUSER
Group Financial Director
Lestrem (France)

◆◆◆ "The family shareholders carry on the entrepreneurial history."

Is it still appropriate today to remain a family-owned Group?

Emmanuel de GEUSER: "A common project is stronger when it is carried by a familial community that shares the same basic values and ambitions: this is a factor of strategic convergence, anchoring of operational action plans for the long term, and management of economic and financial performance that respects the rhythms of Sustainable Development and the characteristic ethical traditions of the company's history."

Jean-Marc WILLEFERT: "In my 29 years at Roquette, I have seen the number of shareholders grow by an order of magnitude from 10 to 200. I see today that it remains possible to organize a personalized dialogue between the shareholders and the company that is quite different from the anonymous relationships of publicly listed companies. The family shareholders carry on the entrepreneurial history of Roquette and, through their relations with the Board of Directors, maintain a long-term vision of the mission and values of the company."



THE APPOINTMENTS AND SALARIES COMMITTEE

Jean-François RAMBICUR, Marc ROQUETTE, Pascal PAYET-GASPARD (President), Edouard ROQUETTE and Christophe ROQUETTE

THE APPOINTMENTS AND SALARIES COMMITTEE

This Committee deals with different missions concerning appointments, salaries and governance. To this end, it periodically examines issues related to the composition, organization and function of the Board of Directors and the General Management of the Group. It is informed of the remuneration policy of ROQUETTE FRERES and its subsidiaries, and the salaries of members of the executive team, and delivers recommendations concerning overall remuneration paid by the company to managing agents. Lastly, it oversees the proper functioning of the bodies of governance.

THE DEONTOLOGY & SUSTAINABLE DEVELOPMENT COMMITTEE

The Deontology & Sustainable Development Committee (C3D) is composed of four members, two of whom also participate in the Strategic Committee. This ensures that a fully consistent approach to Sustainable Development is integrated into the Group's strategy.

The main mission of this committee is to study and provide recommendations on the Group's environmental policies as well as on the Sustainable Development & Activity Report prepared each year by the Reliability & Sustainable Development Management. (DFDD).

In parallel, it reviews the mapping of major risks that are not directly financial (environmental, social and societal responsibilities), that could have an adverse impact on the company's image. It also examines the related action plans.

Lastly, this Committee oversees the company's ability to impose the respect of rules of good conduct on competition, ethics, honesty, integrity and equality. For this, it relies on the Group's Ethics Committee (see pages 14 and 15), which reports to it annually.

In 2013, the C3D met three times, with the participation of the Sustainable Development team from the DFDD. During these meetings, the members reviewed themes of CSR (Corporate Social Responsibility – Sustainable Development as applied to companies) as well as progress made by the company in these areas since the launch of the DFDD in 2008.



THE DEONTOLOGY & SUSTAINABLE DEVELOPMENT COMMITTEE

Denis DELLOYE, Marc ROQUETTE (President), Stéphane BASEDEN and Pierre-Emmanuel LEPERS

THE EXECUTIVE TEAM

Front row: Gianfranco PATRUCCO (Europe Region), Armand CHEN (Asia Region).

Second row: Thierry LAURENT (Plant-Based Solutions Global Market Unit), Jean-Marc WILLEFERT (Transformation), Fabienne VAN ROBAEYS (Human Resources & Communication), Edouard ROQUETTE (Chief Executive Officer).

Back row: Dominique TARET (America Region), Emmanuel de GEUSER (Finance, Information Systems & Legal), Thierry MARCEL (R&D), Marc DILLY (Nutrition-Health Global Market Unit).

Absent from the photo: Ganpatraj CHOWDHARY (India Region).

GOVERNANCE AND ORGANIZATION



80 YEARS OF HISTORY

FROM SME TO GLOBAL GROUP

Time passes quickly. Just 80 years separate the family potato starch plant founded in 1933 by two brothers and the Roquette Group of today – a mere 80 years, the span of a human life, and a rich and rare industrial adventure. Let's look back on these eight decades during which a small enterprise in northern France became a leader throughout the world, with nearly 8,000 employees.

THE TIME OF PIONEERS

"ROQUETTE FRERES, THE BIG POTATO STARCH PRODUCERS OF THE NORTH": the appearance in 1933 of the Group's very first sign, over its very first starch plant, was the result of a decision taken already back in the 1920s by two brothers, Dominique and Germain ROQUETTE. Grain agents, the two men were well placed to know the needs for raw materials in the textiles industry of northern France in the period between the two world wars. Potato starch, essential to the activity of this sector, was then imported from Holland. The ROQUETTE

brothers took the gamble to launch local production of potato starch in the area between France's Nord and Pas-de-Calais regions: the historic production site was born, deep in the countryside. In the beginning, the factory ran from September to December, during the harvesting of potatoes, which is a crop that does not keep well.

The investment was considerable, the beginnings difficult: the effects of the 1929 crisis were severely felt. Under the guidance of its founders and Adam GRUNEWALD, an exceptional engineer, the company grew and remains organized still today around the original notions of rigor, inventiveness, clarity, discipline, etc.

The 1930s witnessed the growth of the factory in the midst of major regulatory developments: labor laws, growing administrative complexity, regulation of cereal prices. Here, too, the family company's ability to adapt, sometimes put to the test, was at times nothing short of miraculous. After the years of war and occupation, the company extended its activity. In addition to potato starch, production would now include starch derived from corn.



The Lianyungang factory (China)

The company was now positioned to benefit from the boom years known as the “Glorious Thirty”. Already, the company pinned its ambitions on innovation: to extend ever further the range of its products derived from starch. One such effort began to pay off in 1951, with the discovery of the potential of sorbitol, for which industrial production would begin in 1954. Roquette Freres was barely 20 years old, and the tiny family SME had already grown considerably. The 1950s were marked by a major industrial decision: the production of potato starch was transferred to Vecquemont, in the Somme, while Lestrem concentrated on corn. This decade also saw the appearance of the first labor unions. In addition, state-of-the-art research required rigorous professional secrecy. Industrial espionage back then already constituted a major risk, against which the company protected itself by adopting a culture of confidentiality that has remained ever since. Success was not long in coming. It was time to see things even bigger.



Gurnee, first steps in America for the Roquette Group in 1982.

LAUNCHING ONTO THE WORLD

From the north of France to the world – the path went first through Spain. In 1958, the international expansion began with the acquisition of the starch plant in Benifayo. Three years later, it was the turn of Italy, in Cassano Spinola, to extend the movement of internationalization. The rising volume of sales for export quickly led the company to multiply its sites and sales offices: Germany, England... The workforce increased, the outlets multiplied, starch was everywhere: food, pharmaceuticals, paper and cardboard, textiles... All these customers needed the right products at the price and at the right time, regardless of the ups and downs inherent to the production of agricultural raw materials. Here, too, Roquette rose to the challenge, by organizing and adapting itself to the realities of the market. The end of the 1960s saw the transfer of the company reins from the first to the second generation of the Roquette family. It was also a period of major social evolution.

While the company was for the most part spared by the events that rocked France in May 1968, the labor unions made clear their demands, notably with regard to ergonomics and the safety of workers. It became clear that a renewed social dialogue was needed between management and employees.

WHAT HAPPENED THAT YEAR?
1982

Welcome to America! In 1982, the Roquette Group opened its first production unit for sorbitol in the northern USA, in Gurnee, Illinois.

The same year saw the birth of Amandine, the world's first «test-tube baby», while the strange silhouette of an extra-terrestrial with a luminous finger appeared on screens around the world: ET.

Soviet cosmonaut Anatoli BEREZOVOI established a record for time flown in space: 211 days!

Throughout the 1970s and '80s, the capacity of the Group to expand internally, as well as beyond borders, was confirmed: a new corn starch plant was added in the east of France, at Beinheim, and in 1982 the company entered America, with the creation of its first production site on the other side of the Atlantic, at Gurnee in Illinois. Roquette had now entered the big leagues.

At Lestrem, the production workshops began operating seven days a week in 1984, increasing production by 20%. The same year, the Research & Development Dept. submitted a patent on a production process for high-purity crystalized maltitol. This allowed the Group to take the leadership in sugarless coatings. Research, development and adaptation: the family recipe worked well.

In the 1980s, Information Technology introduced a revolution in business practices and jobs. The transition was not without effort. It led to a multiplication of formal protocols and procedures in a company that previously had relied on a strong oral tradition and the sense of keeping one's word. Here, too, the teams' ability to adapt was a major asset. The respectful balance between the new and the old generations enabled a smooth transmission of values in a world revolutionized by the new information and communication technologies.

In the 1990s, the Internet connected the continents: Lestrem was no longer so far away from Keokuk, which became the Group's second American starch plant in 1991.



In 1951, the company set up its first research laboratory at Lestrem (France).

THE 2000'S: MULTIPLE OPPORTUNITIES

As of the year 2000, Roquette embarked in new directions. With strong industrial and commercial ties already in Europe and America, the Group set its sights on China and South Korea in 2001, with the simultaneous acquisitions of two Chinese production sites, Lianyungang and Ulsan. These moves were part of a strategic shift. In a world ever more complex and competitive, it was necessary to intensify the development of the Group in countries with strong growth. Another such move was the acquisition of three industrial sites in India, as was the decision to strengthen its partnerships with recognized companies such as Sethness, a global leader in caramel coloring. The idea was to develop the Group's global activities but without forgetting the company's roots. This spirit continues to define the Group's expansion. The headquarters at Lestrem remains the biggest biorefinery in Europe, as well as the top Research & Development center, where more than 300 researchers work on the products of tomorrow.

On the twin pillars of research and production, inseparable still today, the Group remains poised to build a bright future.



With the integration of three industrial sites in India in 2012, including the Panthagar factory shown above, the Roquette Group has become the leading player in the Indian starch industry.

THINGS YOU MAY NOT KNOW ABOUT THE ROQUETTE GROUP

1. The patronym ROQUETTE means "little rock". It is a name that is more common in the middle of France than in the north, notably in Aveyron, the central town from which the Roquette family hails.
2. At the time they began their industrial activity, the two founders, Dominique and Germain, hesitated briefly between launching a copper foundry and producing potato starch.
3. The original terrain acquired in 1933 for the creation of the first factory, on the site of Lestrem in northern France, was five hectares. It is 30 times that size today.
4. At the launch, the family company had ... seven employees.
5. In 1995, the flow of the Lys River was moved 700 meters to the north to rationalize operations at the Lestrem site.
6. The first labor union came nearly a quarter century after the founding of the company, in 1957.
7. The Group's very first export shipment was sent to Asia: 250 tons of starch sent from Lestrem to Japan in 1951.



ONCE UPON A TIME ... THE RIVER CHANGED BEDS

"Improving the safety of the personnel at the Lestrem factory (France) has always been a priority. That's why the decision was taken in 1993 to install a second bridge over the Lys River, which at the time ran through the middle of the factory. The idea was to remove a dangerous passageway for trains carrying corn. In the end, however, the bridge was never built, because the Engineering Dept. came up with another solution: "Wouldn't it be better to just move the Lys River?" This idea was quickly deemed akin to "building the pyramids", or qualified as a sort of Pandora's Box. But the argument gained followers, and the project was eventually given the green light. You might say it's one of those major actions that today would be called Sustainable Development and protection of the environment.

"Changing the course of the Lys, which was done in 1995, meant the factory was no longer separated into two sections, and also reduced the risk of pollution from rain water or potential leaks into the river. It also significantly reduced the movement of personnel at the site and improved productivity. Another big advantage: it provided zones for extension that we needed at the time. They've proved to come in very handy for the expansion of the site. To conclude this feat, a bridge retrieved by the SNCF has been placed above the new path of the Lys. Here, too, we see an action of Sustainable Development."

Henri COMPERE, former Technical Director of the Group, retired since 1998 after 36 years at Roquette



PRODUCTS AND SOLUTIONS IN OUR DAILY LIFE

The Roquette Group's activity consists in extracting the components of renewable plant-based raw materials to exploit their technological and nutritional properties. This relies on a long tradition of research and innovation that has allowed the company to offer to the food, pharmaceuticals and industrial sectors more than 700 products and numerous solutions for customers in the food and non-food markets. At the heart of these components derived from biomass, starch plays the primary role.

STARCH, A CONCENTRATION OF ENERGY

The world would be very different without it: an essential reserve for plants, starch is a source of considerable energy. Humans have benefited from its particular nutritive and technological properties since the earliest days of the species. Grains of cereals, legumes, tubers, fruits, etc. all accumulate starch, which allows them to survive, grow and proliferate. Certain plant-based raw materials are richer in starch than others. For example, potatoes present a much higher proportion of starch than wheat, corn or peas. This efficient form of storage is obtained through the

photosynthesis of plants, which are one of the main sources of life on the planet.

"These granules of different shapes and sizes are composed of chains of glucose molecules. The granules gel when exposed to heat, which happens without our knowing it when we cook pasta or potatoes. The heat makes the starch soluble and therefore digestible" explains Marie-Helene SANIEZ, Director of Nutrition for the Roquette Group.

THE EVERYDAY MOLECULE

The agrofood sector uses this source of slow carbohydrates extensively: confectionary, bakery, biscuits, and many other food products all rely on its properties for thickening and improving their tastes and textures. Outside the kitchen, starch is used in the composition of cosmetics, toothpaste and beauty products. The pharmaceuticals sector uses it to coat the active principles in its medications, whether in syrups or tablets. The paper industry could not function without starch, which serves to increase the resistance of papers and their printability, and also improves the softness of tissue papers as well as the water-resistance of cardboards.

AND TOMORROW?

"Research on starch never stops. One of the main avenues concerns renewed interest in the metabolic and nutritional properties of starch" says Marie-Helene SANIEZ, Director of Nutrition for the Roquette Group. In the agrofood domain, researchers work on modifications that would reinforce the sensation of satiety and therefore play a role in reducing the risks related to obesity. Modifying starches to permit slower degradation during digestion would also allow diabetic patients to assimilate certain food products without danger.

There is nothing like a relaxing read!

The Roquette Group's range of thermally modified starches help improve the quality of printing, while reducing the latex content in paper for magazines.



Welcome to a healthier environment!

The Roquette Group's isosorbide derivatives are biosourced plastifiers used for PVC floor covering.



Pets are gourmets!

The Roquette Group's proteins and starches are used to produce pet food recipes that provide quality nutrition, consistent aspect and flavor and respect of food safety standards.

700 PRODUCTS FOR EVERYDAY USE

CUSTOMERS, PARTNERS

In nutrition-health, the Roquette Group serves industrial customers in the agrofood and pharmaceuticals sectors. Their main objective is to respond to the expectations of consumers by ensuring an irreproachable level of Food Safety. Improving the nutritional profile of products is another of their priorities.

In the industrial domain, customers seek to improve their productivity and reduce the environmental impact of their activities. The Roquette Group responds to these needs through its in-depth knowledge of the procedures used by its customers and its range of plant-based products.

Regardless of the sector, customers have another major need: to find a partner able to accompany them in the emerging markets. Here, too, with its international presence, the Roquette Group is up to the task.



Long live the molecule of life!

Apyrogenic dextrose (glucose) produced by the Roquette Group is used in solutions for injection, notably for medical emergencies.

Recovering after sports!

Practicing a sport requires managing energy during the effort, as well as recuperation afterwards. The Roquette Group helps athletes accomplish this, thanks to its ranges of maltodextrins and proteins.





ETHICS AT THE HEART OF THE CORPORATE CULTURE

VALUES SHARED BY ALL

A company defines itself by its capacity to create value, but also by the men and women of whom it is composed, its values, its vision, its culture and its ethics.

Ethical guidelines are not designed to respond to the easy questions. The ethical principles defined by a company must help its employees choose between different solutions generally composed of both positive and negative elements.

The Roquette Group's approach to ethics relies on three pillars: an Ethics Charter, a Code of Conduct and an Ethics Committee. These three pillars define the principles, the areas of action and the commitment of the company in terms of ethics. They are promoted by the directors and shared by the teams in their daily business practices.

THE ETHICS CHARTER, A COMMON BASIS

The Ethics Charter is the document of reference that defines the convictions, the responsibilities and the commitments of the Group. It is given to all employees at the time of their integration. First published in 2009, it is the

fruit of a collective reflection led by the men and women of the Group, accompanied by an external referent: Cecile Renouard, a philosopher and nun.

The Ethics Charter addresses the history of the Roquette Group and defines its convictions by reaffirming the values and the action principles of the company: Respect, Trust, Solidarity, Commitment to achieve, Innovation and Passion for the job. It also describes the responsibilities and commitments of the company.

It will be revised in 2014 and translated into Hindi for employees in India.

THE CODE OF CONDUCT, A DAILY TOOL

The Code of Conduct defines how the principles of the Ethics Charter are to be applied operationally. It addresses such subjects as the respect of laws and regulations, good business practices, the preservation of social rights of employees, the respect of the environment, the prevention of conflicts of interests, the management of information and the protection of the assets of the Roquette Group.

BEING A MEMBER OF THE ETHICS COMMITTEE - Testimony from Chris SCARROTT

"Ethics are an intrinsic part of everything we do, everything we are. However put into the perspective and dimensions of Roquette's global operation, consideration of the concept of right or wrong, correct or incorrect, is tantalising. The diversity and extent of the network and activity which is Roquette today, combined with the desire for the continuation and emulation of the groups extraordinary eighty year history makes the challenge simply humbling. Being given the chance to be part of this search for equilibrium in such a dynamic, cosmopolitan, and at times ruthless world, is both overwhelming and extremely gratifying simultaneously. It is a privilege to be considered to make some contribution to the work of the multi-cultural team which constitutes the Roquette Ethics Committee."

Published in nearly 10 languages, the Code of Conduct and the Ethics Charter are available on the Group's intranet site. They are also communicated to customers so that the latter can verify that they are in line with the customer's own specific documents

RECOURSE TO THE ETHICS COMMITTEE

The Roquette Group established its Ethics Committee in 2009. Led by the Reliability & Sustainable Development Dept., this governing body is composed of representatives from the Human Resources and Legal functions from the different regions of the Group. An external referent guarantees that all issues are treated in a human, constructive and responsible manner and without conflict of interest or influence.

The mission of the Ethics Committee is to guide professional conduct and behavior, in particular in situations of ethical dilemma or uncertainty. It reports to the Deontology & Sustainable Development Committee of the Board of Directors (see page 8).

Over the past four years, all employees can contact the Ethics Committee via its e-mail address in order to report a problem or share an ethical question or dilemma, all in complete confidentiality.



WHAT HAPPENED THAT YEAR?

◆◆◆ 2009 ◆◆◆

While the Roquette Group published its first Sustainable Development report, the planet was hit by the H1N1flu virus, qualified as a pandemic by the World Health Organization (WHO). At the same time, the entertainment world was shocked by two events: the death of Michael JACKSON and the blockbuster success of AVATAR, which became the first Hollywood film to earn more than 2.7 billion dollars at the box office!



GEERT DEMUIJNCK
Professor of ethics at the EDHEC Business School
Lille (France)

◆◆◆ "The satisfaction of working on a project with a real purpose." —

Business ethics, what's the point?

There is no reason to believe, a priori, that a company that wants to impose more rigid constraints on itself, such as very strict ethical standards – be they business practices that are respectful of customers, a proactive effort to minimize the impact on the environment, or an exemplary management of Human Resources, etc. – will generate more profit in the short term.

However, it has been demonstrated many times that over the long term an ethical approach is not an infringement but on the contrary can tend to have a positive impact on results. There are multiple explanations for this: a solid reputation takes time to build, positive effects such as lower employee turnover are not immediate, lower costs of energy first require investment.

Nonetheless, the question of whether or not "ethics pays" is not really appropriate. Not being ashamed of the practices of your company, but on the contrary having the satisfaction of working on a project with a real purpose, with people who are serious, who reflect on the founding principles behind their actions, that's not just "good business". It is just plain good, and on that you cannot put a price.





2013 IN WORDS AND IMAGES

MICROALGAE / GLOBAL

In 2013, the Roquette Group continued to work independently on the development of food ingredients derived from microalgae. At the end of the year, it launched a production unit in Lestrem (France) with capacity of 5,000 tons of microalgae. Meanwhile, the Roquette Group's lipid-rich algae flour was recognized as the most innovative ingredient of the year at the Food Ingredients Europe (FIE) trade show (see page 32).

PLASTIFIER / CHINA

Roquette received the plastics industry's 2013 Ringier Innovation Technology award for its range of 100% plant-based plastifiers and its range of highly purified grades of isosorbide, both resulting from its programs on plant-based chemistry.

INDUSTRY / FRANCE

The Roquette Group received the 2013 Chaptal prize for industry. This high distinction, awarded each year by the French Society for the Encouragement of National Industry, rewards the industrial company that promotes or demonstrates the greatest progress in a renovated and diversified industrial sector.



Edouard ROQUETTE, CEO

PARTNERSHIP / GLOBAL

Reverdia, a joint venture of DSM and Roquette, received the prize of Best Partnership of the Year at the global WBC congress on biofuels and biosourced chemical products. This prize rewards Reverdia for its innovative approach towards the production and marketing of biosourced succinic acid.

WHAT HAPPENED THAT YEAR?

2013

The end of 2013 was marked by the death of Nelson MANDELA (Madiba), global symbol of the struggle for racial equality.

A few months earlier, an asteroid of 45 meters in diameter passed at a distance of just 27,700 kilometers from the Earth.

JOINT VENTURE / EUROPE

After more than 50 years of success working together, Roquette and Barentz have formally joined forces on the markets of the Benelux and Central Europe with the creation of a new business model. This will take the form of four joint ventures in which Roquette holds a majority, created under the name of ROQUETTE & BARENTZ, in Belgium, the Netherlands, Poland and the Czech Republic. The objective is to provide the clientele with solutions that are better adapted to markets that are increasingly demanding and competitive. The extent of this strategic partnership also includes a broadening of the distribution and sales activities exercised by Barentz for Roquette in Europe.

LEED CERTIFICATION / CHINA

The Quality Control laboratory of Lianyungang completed in 2012 obtained LEED certification, with Gold rating. The latter is awarded to constructions offering excellent energy performance, reduced water consumption and a healthy and pleasant environment for its occupants.



Hidde VAN DER WALL, Director General, Barentz Europe, and Jean-Marc WILLEFERT, Deputy CEO, Roquette Group

CUSTOMER INNOVATION CENTER / U.K.

Roquette U.K. inaugurated its Customer Innovation Center at its Corby site. With a demonstration kitchen, an exhibit wall for customers, and an ultramodern meeting space, this center offers improved installations and flexible technology to encourage partnership and cooperation in the service of innovation.

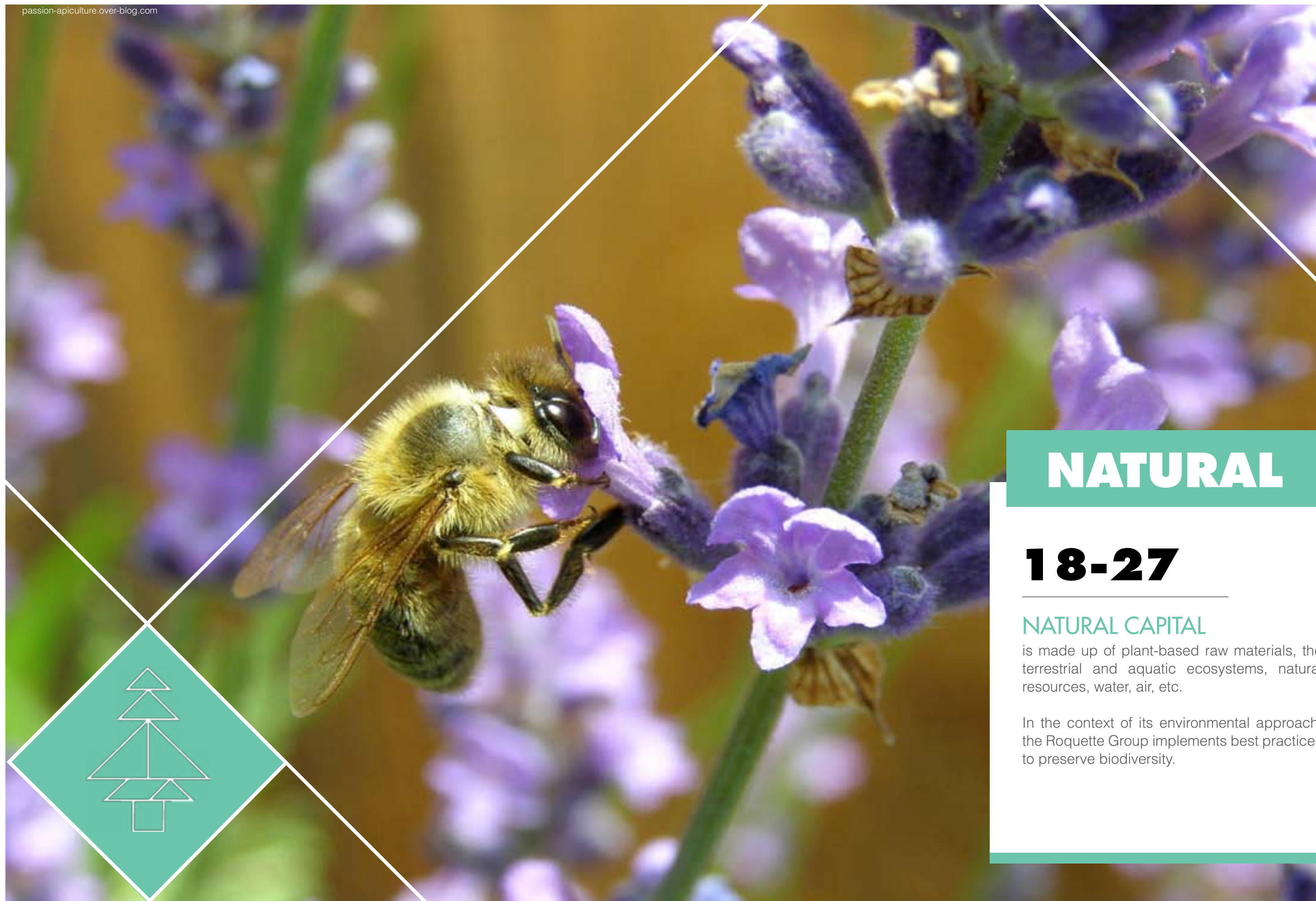


CODE OF CONDUCT / GLOBAL

The Roquette Group has implemented a Code of Conduct applicable to all its suppliers throughout the world. This code states the Group's expectations in terms of human rights and ethical business practices, i.e. practices that are socially responsible and respectful of the environment (see page 56).

SKILLS / USA

Roquette America was recognized by the Economic Development Group of Lee County (Iowa, USA) for its commitment and partnership with the Southeastern Community College in the launch of the Manufacturing Skills Program. This training program reinforces the local pool of qualified workers, teaching them essential skills sought by industry (see page 48).



NATURAL

18-27

NATURAL CAPITAL

is made up of plant-based raw materials, the terrestrial and aquatic ecosystems, natural resources, water, air, etc.

In the context of its environmental approach, the Roquette Group implements best practices to preserve biodiversity.



PLANT-BASED RAW MATERIALS

USING LOCAL SUPPLIERS

The factories of the Roquette Group have always bought renewable raw materials produced locally each year: corn, wheat, potatoes and peas.

Local sourcing not only helps establish long-term relations with the suppliers but also improves performance by reducing CO₂ emissions, notably by limiting transport between storage locations and loading platforms.

In certain cases, these close relations with farmers can help improve the quality of raw materials, as is the case in Italy with a program to test a special type of waxy corn.

IMPROVING THE QUALITY OF RAW MATERIALS

Throughout 2013, the teams of Roquette Italy have worked with an Italian university (the Catholic University of Piacenza) on the project "Quality and value of the land", in partnership with 80 farmers that produce green waxy corn

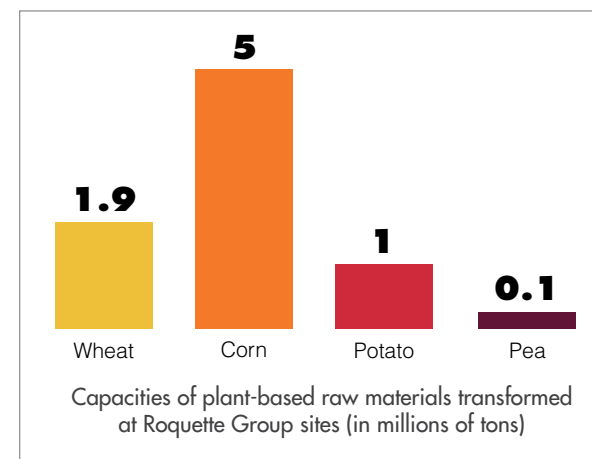
and have been selected from among some 1,500 suppliers of raw materials.

The project's objective is to improve the sanitary quality of this special corn by selecting varieties that perform better and are less sensitive to contamination from fungus; to adopt agricultural practices that are respectful of the environment; and to optimize harvesting operations and delivery to the Cassano factory. For example, using "drop by drop" irrigation systems has led to considerable savings in water. In parallel, the implementation of a new system has cut the quantity of fertilizer needed. The corn produced by these new men and women showed no contamination related to mycotoxins. In addition, the new organization of harvesting operations and the planning of logistics have cut by about five hours the time between harvesting and delivery of corn to the Cassano factory.



FOCUS ON /// ANTOINE PARMENTIER

The year 2013 marked the bicentennial anniversary of the death of Antoine PARMENTIER, who among his many accomplishments in health and nutrition was a strong promoter of potatoes as a source of human food. For the occasion, and to enhance the "fabulous career of the tuber", Christophe NAUD, Director of the Vecquemont factory (France), delivered a presentation on the chemistry of potatoes at the colloquium organized in Amiens in memory of Antoine PARMENTIER, in the region of his birth (Picardie-France).



ONCE UPON A TIME ... THERE WERE POTATOES

A basic food for humanity, originating from the Andes Cordillera, introduced into Europe in the 16th century and promoted by Antoine PARMENTIER, potatoes were the first raw materials worked by the Roquette Group to extract potato starch.

It was 80 years ago that the Group set up its first potato starch plant in Lestrem (France). Built in 1956, the Vecquemont factory is currently the only potato starch plant of the Group. It represents 75% of the potato starch produced on French territory.

In agronomic terms, potatoes are an excellent crop for rotation. It is worked in seasonal campaigns running from September to February, during which more than 1,000 farms deliver the 5,000 tons of potatoes that are transformed each day in the factory. For these campaigns, seasonal workers are brought in to reinforce the permanent workforce.

The production of potato starch is an agro-industrial activity that does not pollute much in terms of atmospheric emissions or effluent. The extraction of potato starch and its purification are done by successive washings with water that is continuously recycled, diminishing the need for clear water drawn from outside the system. Vegetation water contained in the potatoes is rich in nitrogen, potassium and phosphate. After concentration, this water constitutes an excellent fertilizer to spread on fields, which is done under contracts concluded with farmers located around the factory. In the manufacturing process, the potatoes are shredded, then run through phases of separation, sieving and refining to obtain potato starch. The other products derived from the transformation processes, such as the soluble matter, the proteins and fibers, are used to generate value in animal food or fermentation. Potato starch is distinguished from other starches by its great purity, its neutral taste and its absence of odor. These properties are highly appreciated in food applications. Potato starch is also good for thickening, viscosity and texture in soups and infant formula, for example. Its characteristics are also interesting for paper applications and glues.

Potatoes continue to be an interesting raw material for increasingly numerous and diversified applications in nutrition-health and plant-based chemistry.



**LAURENT
DURIEZ**
Agricultural Inspector

 Vecquemont (France)

◆ ◆ ◆ *"My daily job is characterized by a close collaboration with farmers."*

You've been an agricultural inspector for 23 years at the Vecquemont site. In your job, what do you do?

My daily job is characterized by a close collaboration with farmers around three big subjects, specific to a potato starch campaign: the seeds, the sourcing and the field spreading.

One of my first tasks is to define the quantities of potato plants necessary to respond to the estimated needs of the campaign, then to conclude the contracts with the suppliers of the plants. In parallel, I define the planting of test fields in order to evaluate the current varieties and test new hybrids. To supply the factory with potatoes, the contracts are concluded directly with the cooperatives, but I personally meet with each potato farmer in my zone, to define together the surface area to plant, the distribution of plants (varieties and quantities), and I provide advice on the choice of ingredients and draft the planning for delivering the potatoes.

I'm also in charge of all field spreading, which represents a lot of work in terms of organization and relations with the farmers. They make available the farmlands on which to spread the effluent left from the starch-making process, which is good as a fertilizer because it is rich in potassium and nitrogen. This requires, well before the campaign, that I identify the parcels of land needed (2,800 hectares per year) in a radius of 15 kilometers around the factory, taking into account the constraints (crop rotation, frequency of return, type of soil, other existing field spreading, etc.), and establish the corresponding mapping. My task continues throughout the campaign with the organization and the monitoring of field spreading operations and the taking of soil samples to verify the rate of nitrogen and adjust it, if necessary.

All these steps are done hand in hand with the farmers, in a win-win spirit.





Green frogs, which have been observed at the lagoon - Lestrem (France)

PRESERVING THE ENVIRONMENT

WATER, A RESOURCE TO PROTECT

Water is often considered a renewable natural resource that is available and abundant. However, the physical availability of water is unequal, depending on the region and seasonal variations.

Forecasts show that by 2030 there will be a 40% imbalance between global supply and demand for fresh water (CERES study, 2011). The regulations concerning the drawing and use of water, as well as aqueous emissions into the natural environment, will be more and more restrictive. All these projections for the future must be confronted with the reality of the company. As a result, it is necessary to work on performance indicators on water usage, taking into account the risks, and also study ways to optimize internal recycling of water in the processes of the Group.

At the Lestrem site (France), for example, efforts in the Sugars Sector have reduced the rate of chlorides in aqueous emissions by 15%. New investments in workshops can thus be planned with respect to the regulations.

In 2013, the Italian site of Cassano built two new aeration basins. The associated decanters will serve to ensure that effluents always comply with the regulations, even in the event of maintenance on the oldest installations or an increase in capacity, etc.

In the USA, the Keokuk factory has added two new basins of 10,000 m³ and two clarifiers to its water-treatment station. Globally, the preservation of water in quality and quantity poses constraints that can also become a formidable lever for the development of innovative products and technologies. Working on products upstream so that they consume less water during production, defining more precisely and calling into question the environmental emissions of workshops, systematically planning for the recycling of water in projects... all of these are avenues that will help the Roquette Group better anticipate the environmental constraints that cannot help but impact global business activity in the future.



FOCUS ON /// WATER-TREATMENT STATION OF BEINHEIM

The teams of the Beinheim site (France) built a new aeration basin in 2013 and are studying the energy yields of aeration turbines available on the market. Until now, the basins were equipped with rapid turbines. Slow turbines are more complex to handle and require more maintenance, but they provide a considerably higher yield of aeration. The replacement in 2013 of four rapid turbines with two slow turbines has led to annual energy savings of 600 MWh for an equivalent level of aeration.

THE WATER PERFORMANCE INDICATOR

Established in 2012, this indicator tracks the performance of water use in starch plants. It is defined as the ratio between the average consumption of process water for all starch plants and an average target consumption. The consumption targets for each type of starch plant have been defined by the technical teams, based on the experience of the Roquette Group. The indicator also serves internally to compare water performance of the Group's different starch plants. The ratio obtained is not based on a unit, and the objective is to be below 1. In 2013, the result obtained for the Group was 1.30.

BIODIVERSITY

The Roquette Group sites apply best practices to preserve biodiversity.

For example, the Environment Dept. of Lestrem (France) wanted to know the impact on biodiversity of a lagoon providing water to the site that was built some 15 years ago. A study of fauna and flora was performed around this body of water, covering an area of about 10 hectares.

Ornithological monitoring identified a broad diversity of nesting, migratory and hibernating birds, with 77 different species observed within the site or close to it, including a few species classified as rare or in danger. In addition, in the ecological corridor of the valley of the Lys River, the lagoon presents a particular interest for migratory species, providing an area to rest and find food for various species from humid zones in migration or in hibernation.

For insects, no fewer than 38 species have been identified, including 18 butterfly and 12 dragonfly species. The lagoon also serves as a hunting zone for pipistrel and other chiropters (bats), and for the reproduction of frogs and toads.

In terms of flora, a protected heritage species has been observed on the banks: the flowering rush.

In conclusion, this study has shown that the lagoon designed to provide water to the site has had direct benefits on the development of local biodiversity.



Male gadwalls make use of the lagoon - Lestrem (France)

WHAT HAPPENED THAT YEAR?

◆◆◆ 2000 ◆◆◆

For the Roquette Group, 2000 was the year the lagoon was created to provide water to the Lestrem site (France).

The same year, India's population surpassed one billion people. In other news, the dreaded passage to the new millennium did not cause computers to crash.

Regarding the soccer player of the century, the trophy goes to the Brazilian Edson ARANTES DO NASCIMENTO, better known under the name of "King Pele".



Flowering rushes grow in the lagoon - Lestrem (France)

AIR

LIMITING DUST EMISSIONS

To reduce organic dust emissions as much as possible, a lot of powerful filtration equipment was put in place throughout the production processes, whenever possible, in all the industrial units of the Group.

To attain the desired level of performance for this equipment and the combustion installations, the Lestrem industrial site (France) charged ATMO, an accredited association that monitors air quality, to perform an impact study on the atmospheric emissions of the factory.

Two measurement campaigns have already been done in 2013 to verify that the impact of the factory's activity on the neighboring environment is low and that the air quality complies with the regulatory values. To take these measurements, three mobile stations were installed in the adjoining municipalities. When concluded, the results of this study will be communicated in complete transparency to the municipalities concerned.

REDUCING ODORS

To avoid unpleasant odors that could disturb neighbors, certain factories have put in place odor-reduction plans. This is notably the case in Italy at the Cassano site. A general mapping of odors revealed that the sectors with the most odors were located by the workshops for first products (the oil press, for example) and notably when there were dryers present. Two scrubbers were therefore installed in the most appropriate areas, reducing the overall flow of odors from the site by more than 70%.

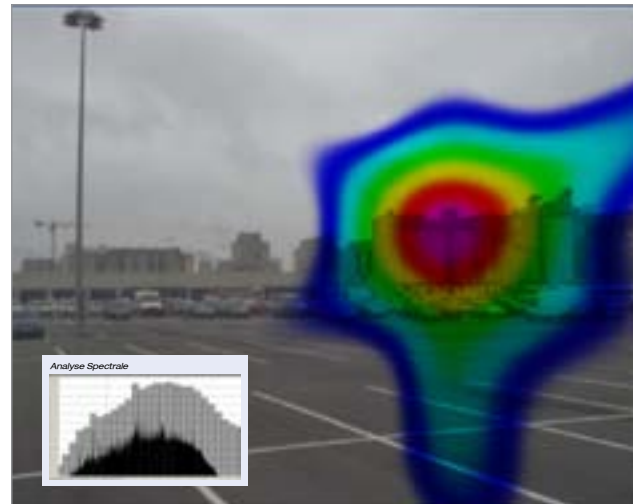
NOISE

The Roquette Group takes into consideration the noise factor in the design of new installations.

To improve the treatment of noise at the older workshops, a sonic mapping is done to identify the noisiest equipment. Thanks to the new technologies, it is now possible to obtain acoustic imaging.

Coupled with recorders that track noise over long periods, this technology serves to draw a map of the noise and identify the installations on which action must be taken in priority to reduce sonic emissions.

In the USA, for example, the regular opening of an automatic valve installed on the boiler at Keokuk caused a recurrent sonic disturbance for the neighboring inhabitants. Installing a silencer on this valve and reducing the frequency helped cut the level of noise, considerably diminishing the nuisance for the local inhabitants.



Acoustic measurements performed at the Lestrem site (France) serve to identify the noisiest equipment and establish the sonic mapping.

WASTE

In general, the industrial sites of the Roquette Group generate very little waste.

All components of the renewable raw materials worked in the Group are fully used to generate value.

Regarding residual waste such as paper, cardboard, plastics and metals, each site has a system for recovery, sorting and generating value.

TEAMS TRAINED IN SORTING

Managing waste is something you can learn! On the Spanish site in Benifayo, for example, 110 people participated in a training program to raise awareness on the theme. To accompany this action, the location of waste containers has been reworked, with the installation of new signs and compactors. The benefits from such efforts are very real: more efficient sorting, fewer trucks carrying waste on the road and an improvement in generating value from plastic wastes.

BETTER MANAGEMENT OF PACKAGING

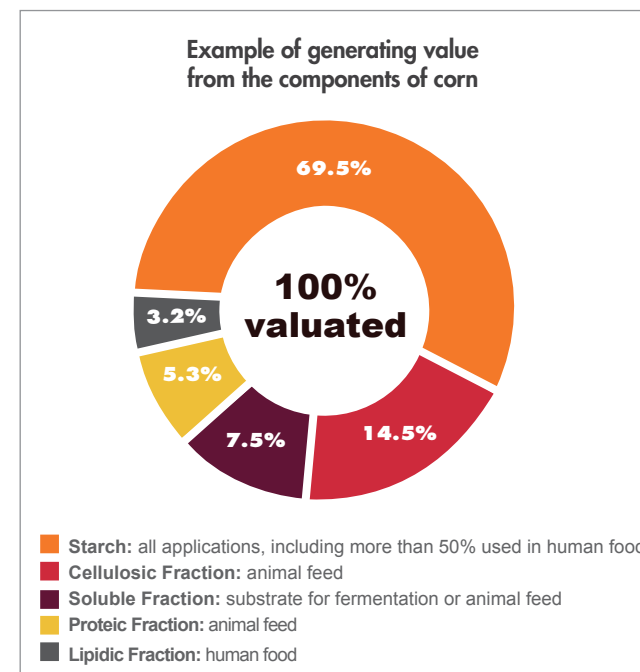
In logistics, the Roquette Group is also attentive to the choice and management of its packaging, given their environmental impact.

In this spirit, several actions have been implemented over the years, such as the use of materials that are respectful of the environment, their recycling, the recovery of reusable flexible containers, the sorting and repair of wood pallets in order to return them to the circuit, and reducing the weight of certain packaging.



FOCUS ON /// THE RECYCLING OF CUPS

At the Lestrem site (France), the consumption of hot drinks from distributors represents 670,000 plastic cups annually. With an external partner, VERSOO, the company has placed collectors next to each drink dispenser. The cups collected are then recovered by the partner. They are then 100% recycled and used in the manufacturing of spare parts for washing machines. In a show of solidarity, these jobs are given to disabled persons or people re-entering professional life.



For example, the weighting of bags for the packaging of powdered products has been reduced. This allows a lighter weight for the bag without altering its solidity. The new bags preserve the quality of the product during transport, with lower environmental impact from the bag at the end of its life.

The cleaning of tanks for bulk transport is the object of an optimization study to limit the need for cleaning without impacting the quality of products.

Each unnecessary cleaning avoided would economize the consumption and treatment of 3 m³ of water!

In the USA, the site of Keokuk has put in place a tripartite partnership for the recovery and recycling of its packaging. North Cedar, a local recycling center, makes available a part of the equipment: compactor, storage bins. Roquette America provides the workers to sort the materials (bags, cardboard, big bags, plastics, etc.) and compact them into "balls". Then Sharkey Transportation transports these balls from the Keokuk factory to the North Cedar sites.



Limiting the need for cleaning tanks without impacting the quality of products transported serves to reduce water consumption.

GROUND SOIL

The Roquette Group takes into account the needs of local residential, natural and agricultural zones next to its factories. In this spirit, it engages with agricultural partners by providing solutions that contribute to the preservation of ground soil quality.

NATURAL FERTILISER

The Lestrem factory has always maintained a close partnership with farmers in the local area, firstly by using their raw materials, and secondly, by supplying them with a natural fertilizer: Lyssol.

A byproduct in the production of starch and its derivatives, Lyssol reduces the need for chemical fertilizers. When processed, the biological nutrients contained in the cereals are eliminated by the steps of washing and separation. When used as fertilizer, these nutrients are safely returned to the biosphere, thanks to strictly controlled field spreading.

In 2013, this field-spreading program was updated and subjected to a public survey to take into account times of increased production and the evolution of spreadable agricultural parcels of land. Nearly 37,000 hectares could soon benefit from this natural fertilizer. In this approach, the Roquette Group applies the principles of the circular economy!

THE CIRCULAR ECONOMY

The "circular economy" refers to a system of production and exchange that takes into account the design, durability and recycling of products or their components. At the end of their use, these goods can thus be turned back into reusable objects or new raw materials (such as Lyssol, for example) with the objective to improve the efficient use of resources. The circular economy calls for an end to the linear system to "produce, consume and throw away" and relies on the principle of "a closed-circuit lifecycle" for products, wastes, materials, etc.



CECILE MANHES
SATEGE
CHAMBER OF AGRICULTURE
NORD-PAS DE CALAIS
(France)

◆ ◆ ◆ *"Before integrating a farmer into the perimeter for field spreading of Lyssol, several points must be verified."*

You participated in the project to extend the perimeter for field spreading of Roquette's Lyssol. What was your contribution?

SATEGE (service of technical assistance for the management of field spreading) is a service of the Chamber of Agriculture of the Nord-Pas de Calais Region, created in partnership with the Artois-Picardie water authority. It is in charge of monitoring the field spreading of organic effluent and provides regulatory and technical support to the actors in the field-spreading sectors. It relies on an Information System that centralizes the data. This tool includes a mapping module that allows us to track the locations of field spreading down to the agricultural parcel. SATEGE is responsible for the exploitation of the data.

Before integrating a farmer into the perimeter for field spreading of Lyssol, several points must be verified, such as the agronomic compatibility with other effluents or the nitrogen load on the farmland. SATEGE tracks the effluents used by farmers admitted to the field-spreading perimeter. If a farmer already uses an effluent that is not complementary with Lyssol, several options are available: don't enter the plan for field spreading of Lyssol, divide the parcels to spread the different effluents on different parcels, or exit the plan for field spreading of the other effluent. Roquette is attentive not to destabilize other existing sectors for field spreading (urban or industrial by-products).

A brochure on the SATEGE public surveys on the field spreading of organic effluent has been provided by Roquette to the municipalities concerned.

REDUCING CO₂ EMISSIONS

For years, the Roquette Group has optimized its energy consumption and invested in renewable energy in order to reduce its emissions of CO₂ and other Greenhouse Gases (GHG). It thus contributes to limiting the impact of its activities on climate change.

Each of the Group's sites tracks the quantity of its "non-emissions" of CO₂ via a performance indicator. The latter is consolidated at group level and has now been published for the second consecutive year.

REDUCING THE IMPACT OF TRANSPORTS

The Roquette Group organizes the sourcing of raw materials to its industrial units and the delivery of finished products to its customers throughout the world. Given the amplitude of these upstream and downstream deliveries, the logistics teams have a major role to play in limiting the environmental impact of the Group's transport activities.

A MULTIMODAL APPROACH

The improvement of environmental performance in the transport of merchandise starts with the intrinsic optimization of road transport, as well as the use of other complementary modes such as rail, river or maritime.

Multimodal transport combines several modes of transporting the same container. Each mode of transport presents specific advantages and disadvantages. In certain cases, combining several of these modes can help attain a better balance between the constraints of cost, quality of service and environmental impact. The energy efficiency of combining different methods of transport can be three to four times higher than that of road transport alone! As a result, all Roquette Group sites seek to develop multimodal transport. The sites of Vic, Vecquemont and Lestrem, for example, have doubled the use of multimodal transport to Italy for bulk loads of products.

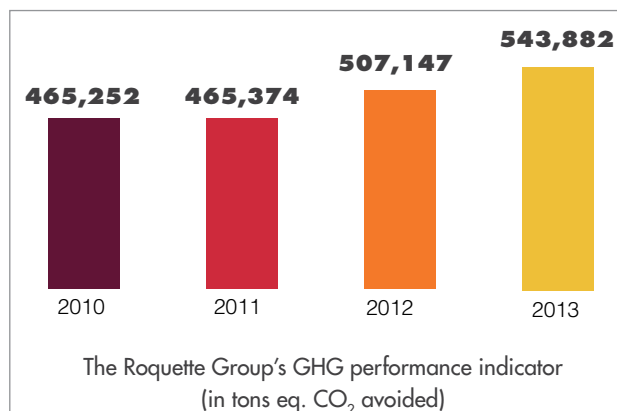
In 2013, Lestrem began using a new river fleet for the transport of containers between Lille and Dunkirk as a substitution for road transport. Raw materials and certain products destined for animal nutrition also benefit from extensive river transport.



THE GHG PERFORMANCE INDICATOR

In 2012, the Roquette Group put in place a performance indicator for CO₂ emissions avoided. It is defined as the sum of benefits provided by all the actions designed to reduce CO₂ equivalent emissions from the Group's industrial installations (installation of speed variators, use of biofuels, tools for cogeneration, etc.).

In 2013, this indicator increased by more than 35,000 tons eq. CO₂, for a total of more than 543,000 tons eq. CO₂ not emitted in the year. The target set for 2017 is 620,000 tons eq. CO₂/year.



OPTIMIZING LOADS

Whether for bulk or packaged products, optimizing weight loads can help reduce the number of transports needed. This, in turn, reduces CO₂ emissions.

All Roquette Group sites are involved in this approach, and each point gained on the load rate means avoiding several dozen unnecessary transports a day at Group level.

The involvement of loaders and charter companies is necessary to achieve even further optimization, which can depend on the equipment or the regulations in application. Proposals from carriers to make lighter equipment available are being studied, with a focus on the extent to which they can contribute directly to this optimization.

ECO-RESPONSIBLE PARTNERS

As a responsible company, the Roquette Group expects its partners also to respect the principles of Sustainable Development, notably in terms of preserving the environment through more efficient logistics activities.

Maritime shippers share in these efforts (reducing CO₂ emissions by voluntarily slowing their cruising speeds, reducing friction on hulls with special high-performance paints, better balancing of loads on the ship, etc.).

Regarding road haulers, many seek to improve their environmental performance by improving the efficiency of their equipment, optimizing the organization of transport flows and training their drivers. Their commitment is formalized by the "Objective CO₂ – The carriers commit" logo, which comes from a charter of voluntary commitment to reduce CO₂ emissions developed by the Ministry of Ecology, Sustainable Development, Transport and Housing and the ADEME (Agency of the Environment and Management of Energy).



GERT LAURIJSSENS

CEO of
BRUHN SPEDITION

Anvers (Belgium)

◆◆◆ *"We consider Sustainable Development as the real driver of our growth."*

Each year you haul thousands of tons of Roquette products to its customers. How would you qualify your supplier/customer relationship?

Bruhn Spedition is a private company with more than 100 years of experience in transport and logistics, faithful to the traditional values of the family company.

Our cooperation with Roquette goes back to the late 1970s when our company took its first steps in the transport of products in bulk. Furthermore, it was Roquette that introduced us to the world of transport by tank containers! The exchange of know-how and expertise acquired over the years, based on the principles of mutual respect, commitment and trust, have led us to the point where we can speak of true partnership. Your word is your word, and a promise remains a promise. And that's the basis of any true commitment.

How do you integrate Sustainable Development into your transport activities?

Sustainable Development is completely integrated into the different activities of our company.

In economic terms, our business strategy is concentrated on constant growth and continuous investment through the replacement and maintenance of the equipment, taking into account the aspects of safety and ergonomics.

On the social level, our commitment is to be a responsible employer, partner and supplier, where everyone can feel comfortable, be respected and allowed to grow.

Lastly, in terms of the environment, our company has always responded to the growing demand for eco-mobility and will continue to seek modes of transport that are more economical and produce fewer CO₂ emissions.

We consider Sustainable Development as the real driver of our future growth!

FOCUS ON /// THE ADVANTAGES OF A LOCAL IMPLANTATION

The evolving life styles in regions with strong demographic growth, such as Asia and India, is accompanied today by high demand for ingredients to produce prepared foods. This applies to all ingredients and in particular those for infant formula. Roquette produces most of the ingredients used in powdered infant and growth formulas directly in the countries concerned. This approach allows it to deliver locally to markets, according to the highest standards of quality, in order to ensure maximum food safety to the populations while reducing the environmental impact from the transport of products.



MATERIAL

28-41

MATERIAL AND INDUSTRIAL CAPITAL

is made up of our industrial plant and equipment, our processes, our Research & Development activities and our investment capacity, etc.

The Roquette Group's ambition is to be ranked among the most innovative companies of its sector.



DAILY INNOVATION

5,000 PATENTS SINCE 1951

INNOVATING IN ALL SECTORS OF THE COMPANY

Since its founding in 1933, the Roquette Group generates value from natural and renewable raw materials by adapting them to the needs of industry.

As a result, the Group's Research & Development naturally adopts an approach of sustainable innovation, creating value from each of the components of the plant-based raw materials that it processes.

Since the creation of the first R&D center in 1951, the Group has always given itself the means to meet its ambition: to be ranked among the most innovative companies of its sector. Each year, innovations in products, technologies and applications are added to a portfolio that already contains nearly 5,000 patents.

The Roquette Group's scientific and technological research relies on multi-disciplinary teams and state-of-the-art technologies. In recent years, an approach of open

innovation has allowed the Roquette Group to multiply its partnerships with industrial and scientific laboratories in the private and public sectors of all countries. Through the sharing of skills and expertise, the Group seeks to accelerate the development and marketing of offers that reinforce its range of solutions.

Innovations are aligned with the Group's strategic areas for development: Food, Nutrition and Health, and Plant-Based Chemistry. However, innovations also are approached transversally, notably in the domain of technology.

Beyond the daily support of the Group's production units, the dedicated process teams continuously keep an eye on new technologies and take a proactive approach to the optimization of installations and the development of new techniques. This expertise in industrial processes serves, for example, to optimize the use of energy or water, with a

view to improving the performance of production units and reducing their environmental impact.

By listening to the markets, and with a global network of application development centers, the Roquette Group's Research & Development always seeks to go further, by offering innovative and competitive solutions to its customers while providing real benefits to consumers and taking into account the major challenges the world faces today.

FOOD, NUTRITION AND HEALTH

BETTER ACCOMPANIMENT FOR DIABETICS

Diabetes is an illness characterized by chronic hyperglycemia and metabolic perturbations. Type 1 diabetes (T1D) is linked to the absence of production of insulin by the pancreas and generally develops during childhood or adolescence. Type 2 diabetes (T2D) is characterized by a defect in the secretion of insulin. It is linked to obesity, to a lack of physical activity and poor diet. It is the most common type of diabetes. While the treatment of T1D means taking insulin for the rest of the patient's life, T2D can be treated first and sometimes simply by changing life style, improving eating habits and losing weight.

Diabetes has major consequences in terms of health and the economy: amputations, blindness, kidney failure, higher risk of infections, arthritis, cavities, cardiovascular illness, etc. The growing number of diabetics in the world (nearly 350 million today) make this akin to an epidemic, even though the disease is not transmissible.

Throughout the world, the national health authorities and the World Health Organization (WHO) have established recommendations. In this context, the Roquette Group can provide solutions in line with the prevention of diabetes. Polyols such as SWEETPEARL® maltitol or fibers such as NUTRIOSE® can be incorporated into many foods, offering both technological and nutritional benefits, preserving the organoleptic properties, while allowing a lower increase in glucose levels in the blood after meals. It is now possible to publish health claims on these ingredients, notably on the prevention of certain factors that can lead to diabetes, and the promotion of oral-dental health.



WHAT HAPPENED THAT YEAR?

◆◆◆ 1951 ◆◆◆

In a year of remarkable scientific advances around the world, major breakthroughs in R&D at the Roquette Group opened the door to a promising future for the company.

In astronomy, the term "Big Bang" was coined during the debates on the origins of the Universe.

Meanwhile, in Information Technology, the marketing of the first computer made quite an impact, notably because of its size, requiring 25 m² of ground space!



PROTECTING TEETH AND GUMS

Oral-dental health is an essential element of our quality of life and reflects our state of health. One aspect is the prevention of cavities which, when successful, contributes to maintain good mastication

Since the 1970s, preventive actions (such as fluoridation of water, tooth brushing, regular visits to the dentist) have resulted in considerable progress in the Western countries. The consumption of products that are "good for the teeth" has further assisted these preventive measures. However, regional disparity in access to care, education and preventive action plans has meant that dental cavities remain ranked in third place among global health problems, according to WHO experts.

Since the 1980s, the Roquette Group has been one of the pioneers in the development of solutions designed to maintain good oral-dental health. It relies on the results of nutritional studies to show the benefits of its ingredients in fighting the development of dental cavities.

The Roquette Group further shows its strong commitment to research and the promotion of oral-dental health by participating in major scientific events and working with associations whose goal is the promotion of oral-dental health. The company contributes to the dissemination of messages in this domain with dentists and other professionals.

Polyols, and more recently soluble fibers, are ingredients that are "good for the teeth" and offer industrial customers the possibility to develop confectionary products that taste good while promising health benefits for the consumer.

FOCUS ON /// OPEN INNOVATION

Open innovation means working with upstream and downstream partners in common research programs. In the domain of plant-based chemistry, for example, thanks to French governmental support approved by the European Commission, the Roquette Group launched a few years ago a Research & Development program called BIOHUB® with numerous private and public partners. One of the successes of this ongoing program has been the development of a high-purity isosorbide, which is used as a monomer for the synthesis of polymers and as a plastifier that can, for example, replace phthalates in PVC (polyvinyl chloride).



The Roquette Group's algae flour, recognized as the most innovative ingredient of the year at the FIE 2013 trade show, is used to make a brioche with the texture and taste of a traditional brioche, but with an improved nutritional profile.

MICROALGAE, INGREDIENTS OF THE FUTURE

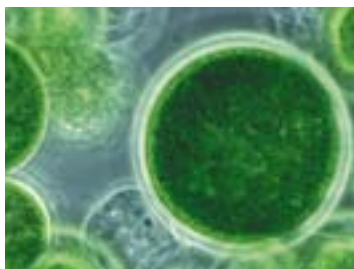
Microalgae are microorganisms that are rich in nutritional compounds, offering significant potential for innovation in the food and nutrition-health markets.

Since 2007, the Roquette Group has worked to develop a dedicated sector for microalgae (expertise in phycology, pilot workshops and industrial units). At present, the Group offers a range of several ingredients derived from microalgae. For example, its lipid-rich microalgae flour significantly improves the nutritional profile of foods in many applications, such as products for bakery, sauces, drinks and food supplements. With a combination of lipids, fibers and proteins, this algae flour offers customers innovative opportunities to improve the nutritional profile of their food products, while retaining and/or improving their texture.

The lipid-rich algae flour is an alternative source of high-quality fatty acids: with 80% unsaturated fatty acids, without any trans fatty acids and without cholesterol, its lipid profile is close to that of olive oil.

At the Food Ingredients Europe trade show in Frankfurt in November 2013, the Roquette Group's lipid-rich algae flour was recognized as Most Innovative Ingredient of the year, all categories combined.

This revolutionary ingredient made with microalgae was also presented at the International Baking Industry Exposition (IBIE) held in Las Vegas in October 2013.



FOCUS ON /// MICROALGAE, WHAT IS IT?

Discovered several centuries ago but exploited industrially only in recent years, microalgae counts several hundreds of thousands of species. These microorganisms are recognized for their extraordinary composition: proteins of high nutritional value, a broad range of vitamins and minerals, various pigments and lipids, including omega-3 and omega-6. Inspired by their health potential, and faithful to its ambition to innovate, the Roquette Group has established a dedicated microalgae sector.

PREVENTING OBESITY IN PETS

Pets can suffer from the same problems as their masters, notably obesity. Cats and dogs increasingly live in an urban environment, with little opportunity to do much physical exercise. They eat prepared foods that they adore but are very high in calories. One way to counter or prevent this trend in obesity is to offer pet-food recipes specially designed for the management of the animal's body weight. Pets should continue to enjoy what they eat, but without excess and without digestive problems.

Pea external fiber (also called pea shell), when added at about 10-15% in dog biscuits, for example, responds perfectly to these three objectives: pleasure, health and digestive comfort. In 2013, almost all the production of pea shells at the factory of Vic-sur-Aisne (France) was destined for this segment of Premium Pet Food.

With age, dogs and cats can also suffer from declining visual acuity. It is possible to slow this natural phenomenon with nutrition. The lutein and zeaxanthin found in corn gluten, like the chlorophyll contained in green microalgae, are excellent natural antioxidants to produce pet food with real health benefits.

Food rich in omega-3 can also help pets keep a shiny coat and a healthy skin. The research teams of the nutrition-health program are working on a selection of microalgae rich in omega-3 that can be produced in a sustainable manner. These can be used to substitute for sources of omega-3 that come from fish oil, in a context where halieutic resources are under threat.



The health of domestic animals requires nutritious pet foods that are rich in fibers, natural antioxidants and omega-3.



PLANT-BASED CHEMISTRY

BINDERS FOR PAPER AND CARDBOARD THAT ARE 100% PLANT-BASED

At the end of the 1990s, the Roquette Group began the development of a starch that could be used as a binder for the surfacing of paper and cardboard. This market for starches used in the paper-cardboard industry quickly proved to be highly dynamic. The objectives: to replace petroleum-based binders (of synthetic latex type) with binders of plant-based origin, and to achieve economies in manufacturing costs for the customers. The first thermally modified binders from the STABILYS® range were launched on the market in 2002.

On the paper-cardboard market for more than a decade now, this product range responds to customer expectations and benefits today from a strong position in Europe. Market penetration in India, and more recently Japan, is also growing.

The Roquette Group's teams cooperate daily with customers seeking to reduce the carbon footprint of their products and their dependence on petroleum-based binders. At the research center and application development centers, the technicians work to optimize the current range and put the finishing touches on a new series, STABILYS® EVO, which seeks to go even further in the replacement of synthetic latex.

These plant-based products are now considered among the leading solutions for surfacing applications, making it possible to produce surfaced papers and cardboards from 100% renewable, natural materials, and this for the greater satisfaction of customers.

PLANT-BASED CHEMISTRY

Plant-based chemistry uses vegetal biomass, primarily from agriculture and forest management, to design chemical products and derivatives that can be used as materials and in formulas. It offers industrial markets alternatives to petroleum-based products, often with improved properties and functions, while being more respectful of the environment.



CHRISTOPHE RUPP-DAHLEM

Director of Plant-Based Chemistry Innovation Programs

Lestrem (France)

◆ ◆ ◆ *"Plant-based chemistry is no longer simply an opportunity but an industrial reality."*

Why is plant-based chemistry a pillar of the sustainable economy?

Different elements today make plant-based chemistry a pillar of the sustainable economy.

First, in the context of climate change, plant-based chemistry contributes to helping industry reduce CO₂ emissions by using renewable resources that capture carbon gas from the atmosphere during photosynthesis, and by using processes that consume less energy. The resulting products therefore benefit from a lower carbon footprint.

Another context is the increasing cost of fossil resources over the long term: the new middle classes in emerging countries will continue to drive global growth, which in turn will cause prices for fossil raw materials to trend higher. Plant-based chemistry is a big piece of the puzzle in this transition from a linear economy (exhaustion of finite resources) to a circular economy (generating value from renewable resources, then recycling and reusing the materials, for example through organic recycling).

Lastly, in the context of innovation, plant-based chemistry serves to develop products that are healthier or that offer new technological functions.

How does the Association of Plant-based Chemistry work to promote "green" chemistry?

Since 2007, the Roquette Group has been one of the five founding members of the Association of Plant-based Chemistry (ACDV), and its president for over six years. The ACDV is a French association that is unique in its genre (bringing together multiple actors from multiple sectors), dedicated to accelerating the industrial development of plant-based chemistry. With 48 members, industrial leaders in their sector and representatives from industrial groups, the ACDV is involved in lobbying, regulatory affairs and the promotion of the plant-based chemistry sector.

The ACDV, for example, co-organized the "Plant-Based Summit 2013" congress in Paris. The event was a big success, which shows the dynamism of the actors in plant-based chemistry: more than 550 specialists, including more than 20% from outside France, met and exchanged information for two days on this theme.

Plant-based chemistry is no longer simply an opportunity for the agricultural or chemical industry, but an industrial reality.

BIO-SOURCED SOLUTIONS FOR THE PLASTICS INDUSTRY

One of the objectives of the Roquette Group is to help customers develop materials that offer new functions and that are more respectful of the environment and mankind. The development of isosorbide, a biosourced molecule obtained from the dehydration of sorbitol, is an example. New polycarbonates now exist in which isosorbide is used to replace Bisphenol A (an endocrine disruptor) and to provide new properties to the materials. These new products are already being developed for the automobile, construction and high-technology industries. For example, the Roquette Group has established a partnership with a Japanese company that has developed a polycarbonate based on isosorbide. This company recently announced a partnership with a Japanese automobile manufacturer. For the first time, isosorbide will be found in the dashboard of a car!

In parallel, the Roquette Group seeks to broaden its range of biosourced plastifiers derived from isosorbide. These plastifiers are 100% plant-based in origin and pose no risks for human health or the environment. On certain markets, they are being considered as a substitute for phthalates, some of which may be toxic. This is why the market for PVC floor coverings is seeking alternative solutions for use in hospitals and schools, by using plant-based plastifiers from the Roquette Group.

Another application of interest for industry is polypropylene. In 2013, the company began production of Disorbene 3, a clarifier derived from sorbitol that can be produced in a sustainable and efficient manner. The Roquette Group became the first European producer of this product, which provides the properties of transparency and mechanical resistance to plastics used in packaging for foods and cosmetics.



The use of new membrane technologies generates value from industrial by-products and limits their environmental footprint.

WHAT HAPPENED THAT YEAR?

◆◆◆ 2007 ◆◆◆

In 2007, the Roquette Group founded the Association for Plant-Based Chemistry with four partners.

That same year, BAN Ki-Moon was named Secretary General of the United Nations.

Al GORE and the Intergovernmental Panel on Climate Change (IPCC) shared the Nobel Peace Prize for their collection and dissemination of information related to climate change and the means to counteract it.

The first commercial flight of the Airbus A380, the result of a collaborative European project, flew between Singapore and Sydney.

The year 2007 also marked the beginning of the subprime crisis in the USA.



Disorbene 3, a clarifier derived from sorbitol, provides properties of transparency and mechanical resistance to plastics used in packaging for foods.

OPTIMIZING INDUSTRIAL PROCESSES

The teams in charge of industrial processes (Operations, Industrial Development, Research & Development) work together and share the objective to improve the processes used in the Roquette Group's workshops in order to reduce their environmental footprint.

In this approach, they use a collaborative mode of project management. This allows them to optimize processes and test all options that could lead to lower energy consumption and fewer effluents, even in time-tested methods of production.

Depending on the case, the improvements pass through optimized process conduits (for example, crossing flows can help save energy), by the use of innovative technologies (such as the new membrane technologies, for example) or by the intensification of processes (going from batch technologies to continuous technologies, for example).



IMPROVING PERFORMANCE

A CONSTANT AND SHARED EFFORT

ANTARES, A WIDESPREAD APPROACH

The ANTARES industrial performance program seeks to extend the continuous improvement approach to all sites of the Roquette Group. Initiated in 2010 at the Lestrem site (France), the approach continues its deployment in sites across the regions of Europe, America and Asia, extending to all types of functions (production, maintenance, purchasing, laboratories, etc.).

To date, more than 130 projects have been launched throughout the Group, involving more than 2,500 people. Some 14 Continuous Improvement Coordinators have been named in the factories, to anchor the approach and assist the managers.

The benefits of continuous improvement can be divided into four categories: social, technical, organizational and economic. In terms of social aspects, more than 25% of the improvements implemented to increase the performance of the workshops have also led to improvements in working conditions. In terms of organization, the transversal working groups organized

in the workshops bring together employees from the different job sectors (Operations, Quality, Safety, Human Resources, Technical, etc). This collaborative approach allows members to share and work together on common objectives. On a technical basis, the ANTARES methodology is applied to problems in the workshops that are relayed by the operators and then resolved using the tools of continuous improvement, leading to improved productivity. Economically, the preceding three areas lead to economic gains for the Roquette Group and also provide added value to its customers.

In Asia, among the many tools of continuous improvement deployed, visual management has been generally adopted at all the factories. Chester CHENG, Reliability Manager for the Asia region, explains: "It is highly motivating to see the results of the ANTARES projects that we launch in pilot workshops at the Lianyangang factory. These projects allow us to support the teams with appropriate tools such as visual management. Our operators regularly consult the visual tables to monitor the performance of their workshops."



FOCUS ON /// THE ANTARES LABEL IN SPAIN

The Benifayo site (Spain) was honored for its successful implementation of continuous improvement in 2013. The "label" of recognition for the implantation and anchoring of continuous improvement in performance was awarded to five sectors of the factory: the sweeteners workshops, the starch bagging operations, the warehouses, the starch plant and the laboratory. This first for the Roquette Group sets a good example for all the other sites where the ANTARES approach is under deployment!

After three years of deployment, the time is ripe for the consolidation and anchoring of the methodology. Franck MORALY, Director, Industrial Excellence, comments: "Our ambition is to anchor the approach by ensuring that these new ways of working become positive habits and opportunities."



The strong involvement of all employees and management enabled a rapid and efficient deployment of ANTARES at the Cassano site (Italy).

COLLABORATIVE WORK AND BEST PRACTICES

Transform'action is a collaborative intranet site that seeks to share best work practices and successes in a spirit of continuous improvement. The operation "Draw Me a Customer" is an example of a best practice put on line on this site. It stems from a simple observation: we understand better what to do when we know why we do it.

Launched at the end of 2011 at Lestrem (France) in a few pilot workshops, the approach is quite innovative: bring the customer into the heart of the production process. In practice, the sales manager goes around to the workshops, gives a presentation on the activity of the customer, with details and comments on the customer's expectations and requirements, and provides samples of the customer's products and lets the teams taste them. It is an opportunity for the teams to exchange information on the Group's products and its customers. The program takes between 30 and 45 minutes outside working hours and remains optional. All members of the workshop are invited to attend, as are all employees from Maintenance, Logistics and Quality who work with Production. Since the launch of the program, several customers have been the object of presentations. With a participation rate of 80%, these operations are a real success and are highly appreciated by the teams.

"We didn't know our customers or their brands all that well. When we went shopping, we had a hard time identifying the brands that used products made by Roquette" says Pierre DESBONNETS, spray-drying supervisor, who initiated the project.

Michel DUQUENNE has benefited from these sessions and speaks with enthusiasm: "It is a great opportunity to participate in these events. It allows us to see how our products are used, to become aware that we all consume what we produce, and to understand why the customer is so demanding."



The website to share our success stories and progress collectively

FOCUS ON /// TRANSFORM'ACTION IN NUMBERS

Valerie PROTIN, Transform'action facilitator, presents the site's first results since it came on line in fall 2013: "More than 400 pages consulted per day, 27 successful experiences shared, 21 indicators and tools placed on line, more than 800 "Likes", and nearly 100 contributors throughout the Group. To maintain this dynamic, it is important to explain the Transform'action approach and how each employee can contribute. We will pursue the actions to raise awareness throughout the year to make dialogue and exchanging practices a habit within the Group."

WHAT HAPPENED THAT YEAR?

◆◆◆ 2010 ◆◆◆

The year 2010 marked the launch of the ANTARES program within the Roquette Group.

In India, parliament voted a new law making schooling mandatory and free for children ages 6 to 14.

Spain won the Soccer World Cup and Shanghai hosted the World Expo on the theme "Better city, better life".



CORINNE GODARD

Group Transformation Manager

 Lestrem (France)

◆◆◆ *"The objective is to promote the sharing and replication of successful experiences."*

You and your team are behind Transform'action for the whole Roquette Group. What is the purpose of this site?

Transform'action is an approach and a tool in the service of Roquette employees. The objective is to promote the sharing and replication of successful experiences and best practices that lead to concrete results and allow us to reinforce our collective efficiency.

Transform'action is a collaborative intranet site that can be accessed by all employees of the Group. It allows people to share their experiences about concrete successes with results that can be duplicated elsewhere and that can help improve our collective efficiency, share indicators and tools, or identify people to contact to help employees put into place a best practice in their environment. When we say it is collaborative, we mean it is also possible to respond to these testimonies, to post comments, contribute and "like" on line. This site is run by a group of editors and contributors from throughout the world.

"SMART" INVESTMENTS

In 2013, the Roquette Group significantly changed the way it manages investments. This evolution, made necessary by a global environment that is increasingly complex and uncertain, is part of a global objective to improve the performance and competitiveness of the Group.

A new initiative has been put in place at global level: the "Projects Portfolio Management" (PPM) network. This new decision-making network will now intervene throughout the process: upstream to select the best investments, and then during the implementation phase to guarantee optimal management of the overall portfolio.

The PPM network also ensures a better capitalization of experience throughout the Group, thus promoting continuous improvement of know-how in terms of investment by sharing best practices.

In summary, this approach has allowed the company to better anticipate and therefore manage the risks inherent to any investment, thereby reinforcing its capacity to better serve customers while improving profitability.



Meeting of the Projects Portfolio Management network at Lestrem (France).

IMPROVING ENERGY EFFICIENCY

By working on the energy efficiency of its sites, the Roquette Group reduces its global CO₂ emissions into the atmosphere and its energy consumption.

ENERGY EFFICIENCY, AN OBJECTIVE OF COMPETITIVENESS

Certain ranges of products are subject to an increasingly competitive environment, making it vital to optimize production costs. Finding ways to cut energy consumption constitutes one of the most efficient and rapid means of improving operating costs.

A good example of this can be seen at a production workshop at the Nanning factory in China, where actions taken in 2013 led to a 15% cut in electricity consumption for cooling and distribution networks. This was the result of efforts to optimize the existing regulation systems for the equipment and a reflection led by the local transversal teams on how to meet the needs of workshops for the different types of products



The optimization of the existing installation has reduced quantities of saline effluent at the Benifayo factory (Spain).

being manufactured while preserving productivity and quality.

At the Lianyungang site (China), a team dedicated to energy efficiency has been created. Areas for improvement have been defined: raise awareness among the personnel about saving energy, choose technologies that perform more efficiently, and optimize the production of heat. Energy savings of nearly 25% have been achieved in 2013.

TOOLS IN THE SERVICE OF ENERGY EFFICIENCY

The cheapest energy is the one you don't consume. Putting this principle into practice means using equipment that performs better in terms of energy consumption. But this alone is not enough. It is still necessary to operate the equipment in an optimized manner, and doing that means analyzing usage.

To do this, the Roquette Group has set up an Industrial Information System (also called MES), with a component to track energy efficiency.

REDUCING SALINE EFFLUENTS

Evaporators treat the saline effluents generated in the purification of glucose syrups. To optimize the existing installation and considerably improve its performance, the Benifayo site (Spain) installed a second evaporator, in line with the existing one. The installation significantly reduces the volume of saline effluent by increasing the concentration of saline waters exiting the evaporators. In addition, it is powered by energy recovered from the factory's cogeneration systems, which further contributes to cutting energy costs while generating value.

A powerful tool for continuous improvement for operators and production managers, the MES system collects measurements taken on the production lines and structures the data. It then provides reports on energy performance that allow the operators to analyze problems and identify points for improvement.

EQUIPMENT THAT USES LESS ENERGY

The installation of efficient equipment is key to lowering energy consumption. The Roquette Group considers it essential to study and apply the most efficient technologies within the industrial environment.

One example is the installation of speed variators on compressor motors for the production of cold water at 2°C used at a new workshop at the Lestrem site (France). The motors installed in this workshop represented total electric power consumption of 1.7 MW (the equivalent of 43,000 light bulbs of 40 watts). One of the compressors is even equipped with a state-of-the-art motorization system. These measures guarantee that the equipment can be adapted to the varying demand of the workshop while retaining optimal energy efficiency.

BUILDING A NETWORK OF EXPERTS

Energy improvements mature with shared and continuous reflection, so each factory of the Roquette Group has an Energy Correspondent, whose mission is to locally promote energy efficiency and develop ties with the Group's other correspondents to exchange information related to energy. As members of this network, the correspondents meet once a year during the Energy & Environment Days, organized by the Industrial Skills Center, in order to share their problems, their successes and learn from the experiences at the other production sites.



The installation of a gas motor at the Cassano site (Italy) allowed emissions avoided to rise to 1,500 tons/year of CO₂.

WHAT HAPPENED THAT YEAR?

◆◆◆ 1989 ◆◆◆

The year 1989 witnessed the installation of the Roquette Group's very first cogeneration system, at the Spanish site in Benifayo, marking the beginning of a new era in energy efficiency for the company.

The same year, the fall of the Berlin Wall symbolized the end of the Cold War.

Homer SIMPSON arrived on the small screen, embarking on a satire of society that has already lasted 25 years!



The new boiler at Lianyungang (China) benefits from technology that is more efficient for combustion and the treatment of smoke.

TURNING TO ALTERNATIVE ENERGY SOURCES

Attentive to the impact of its activity on the environment, the Roquette Group contributes to limiting climate change by using new and renewable sources of energy, such as biogas, biomass and geothermal energy.

BIOGAS

The Roquette Group has developed and installed equipment to process effluent from its production workshops in order to generate value by turning it into biogas. This process of methanization has helped reduce CO₂ emissions as well as effluent from its water-treatment stations.

Biogas is either used directly in boilers as a substitute for natural gas to produce steam, or in gas motors for cogeneration to produce electricity and heat.

The Cassano site in Italy is the latest factory of the Group to install methanizers and a gas motor with power of 750 kW (electric). Thanks to this investment, CO₂ emissions avoided have risen to more than 1,500 tons per year!

ENERGY PERFORMANCE INDICATOR

The energy performance indicator was put in place in 2012. It tracks the performance of tools for the centralized production of heat. This indicator is expressed as a ratio between the real average operational yield of all boilers and an average target yield, as described by European Directive (Directive 2004/8/CE).

The objective is to be superior to 1. The result obtained for the Group as a whole was 1.01 in 2013.

The Gokak site in India is the industrial site equipped with the biggest electric motors powered by biogas (3 MW electric). Beyond the reduction of CO₂ emissions, this equipment considerably improves the reliability of electric power at the site.

BIOMASS

In 2013, the Group optimized the capacities of the biomass boilers it had installed in previous years.

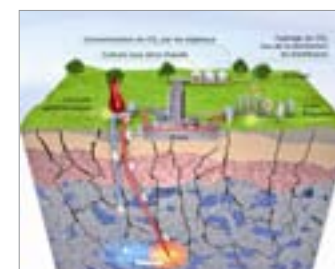
At the Calafat site (Romania), for example, the boiler now uses straw from wheat, which before this had been directly burned in the fields. Optimization of the boiler continued in 2013, making the site less and less dependent on fossil energy sources. Currently, the biomass boiler produces 50% of the site's steam needs.

At the Beinheim site (France), optimization efforts on the wood-burning boiler continued in 2013. For example, improvements were made to the systems for combustion and for conveying the wood biomass to the grinder.

Outside Europe, other factories are installing biomass boilers. For example, the boilers for producing steam at the Pantnagar factory (India) now use rice biomass to substitute for the equivalent of 550 tons/day of coal, leading to savings in CO₂ of more than 1,000 tons/day. In addition, the use of rice biomass has other environmental advantages, such as the reduction of Sulfur Dioxide (SO₂) emissions in the smoke from combustion and the use of residual ash as an additive for the production of cement.



The biomass boiler of the Beinheim site consumes currently more than 133,000 tons/year of wood energy that comes from various sectors, including forest management, saw mills, and recycling centers located within a radius of 100 km.



FOCUS ON /// DEEP GEOTHERMAL ENERGY

Deep geothermal energy is defined by two criteria: temperatures superior to 150°C and depths of more than 1,500 meters. It uses heat stored in rock formations. Several shafts are drilled through the rock, then pressurized water is injected to create a deep thermal exchanger. A closed loop is set up and the water, heated by contact with the hot rock, can then release its energy, for example, in a unit with a turbine that produces electricity.



CLEMENT ROBERT

Plant Director

Beinheim (France)

◆◆◆ *"Satisfying 75% of our site's steam needs with renewable sources."*

The Beinheim site is a model within the Roquette Group in terms of renewable energy usage. What is the latest news on the biomass boiler and the geothermal energy project?

We launched a wood-biomass boiler at the end of 2011. It is sized to produce 43 megawatts (MW) from about 145,000 tons of wood biomass. This allows us to avoid the emission of 75,000 tons of fossil CO₂. The wood is sourced from an average radius of 100 km around the site. It is the biggest boiler in France that uses wood biomass.

After a first year in service, with the improvement in reliability of the installation, 2013 was marked by the rise in power of the boiler and the improvement of combustion. It currently consumes more than 133,000 tons of wood, producing 49% of the site's steam needs and avoiding the emission of about 63,000 tons of fossil CO₂. We are highly satisfied with this sustainable investment, which fully meets our expectations both ecologically and economically.

The second source of renewable energy for our site concerns a project to develop deep geothermal energy. This is a world first for the sourcing of geothermal energy in the form of steam for industry. The first shaft was drilled at the end of 2012, to a depth of more than 2,500 m. This allowed us to estimate the energy potential at around 21 MW, close to the objective of 24 MW. Drilling of the second shaft, which is planned for the spring of 2014, will allow us to estimate the real power attainable. We could then decide whether or not to continue the project: the construction of the central power station, the fresh-water conduits to transport the thermal energy and the site's internal circuit.

The overall installation should be operational in 2015 and satisfy about 25% of the factory's needs for steam. At that point, fossil CO₂ emissions thus avoided would reach an additional 35,000 tons.

Overall, these two emblematic projects for the Group will satisfy more than 75% of steam needs with renewable sources!



AN APPROACH TO PROGRESS

QUALITY, A CONSTANT OBJECTIVE

A FUNCTION IN FULL EVOLUTION

To deploy a quality system in line with the expectations of an increasingly global market, the Group in 2013 reinforced its quality organization and practices.

The decision was taken to strengthen the Group Quality function in order to harmonize and consolidate practices and guarantee their consistent application throughout the Group. This function has a double role and is managed by two teams: the first provides an interface with our customers and identifies their expectations in terms of Reliability-Quality; the other acts as an internal interface to identify and address external requirements (customer demands, regulatory requirements, standards, etc.) and establish guidelines for procedures, rules and practices for all the sites. The ambition to reinforce and anchor the Group's Quality and Food Safety networks has been integrated into this new organization.

To guarantee the efficient implementation of practices within

our factories, the Quality function has been given greater autonomy and its responsibilities reinforced. For example, the procedures for handling claims and performing customer audits have been revised and harmonized. At Group level, this approach has translated into an initial drop in the claims rate of more than 10%.

ACTIONS AND CONCRETE RESULTS

In Asia as in Europe, customers remain extremely demanding when it comes to the sourcing of products made from corn that is not genetically modified (non-GMO). The Chinese sites of the Roquette Group, which have worked for many years on a non-GMO sector, have been awarded IP System certification, in recognition of their control over their raw materials sourcing. The certification attests to the traceability, recording and monitoring of the parameters concerned.



FOCUS ON /// HARMONIZED FOOD SAFETY

In the context of the harmonization of practices at Roquette-Riddhi Siddhi to align them with the standards of the Roquette Group, training sessions in Food Safety were provided at the end of 2013 in India by the Group Quality Dept. The managers of the Pantnagar site and the Indian Quality team were thus able to share and understand more easily the practices of the two entities. These exchanges allowed for better understanding of daily operations at the production sites in order to ensure their correlation with Group requirements and the satisfaction of customers.

In parallel, the Lianyungang site (China) obtained approvals from its major customers for the new production of maltodextrins for infant formula. This customer approval is a real success and now allows the Roquette Group to count on three sites, in three different countries, able to provide maltodextrins for the most sensitive baby-food applications: the factories of Lestrem (France), Lianyungang (China) and Pantnagar (India).

In India, the work in 2013 focused on Roquette-Riddhi Siddhi's different departments and their harmonization with the Quality standards of the Roquette Group, as well as on the identification of best practices between the two entities.

PROTECTING INTERESTS AND ASSETS

In a world where things evolve rapidly, the threats weighing on the company have significantly intensified. In just a few short years, the protection of the Roquette Group's assets has gone from a serious concern to a critical necessity.

The company today is exposed to a broad spectrum of malevolent actions, ranging from the theft of assets, information or know-how, to the stealing of funds and attacks to disrupt the information and automation systems. Protecting the integrity of products against malevolent acts has become a top priority for the company.

Confronted with these risks, the Roquette Group has progressively adopted a structured response, with the governance of security deployed at Group level in order to improve protection around three main domains. The first domain is the Information System (I.S.), for which security has been reinforced by the drafting and management of an I.S. safety policy, based on the ISO/CEI 2700X standard. The second domain, industrial I.S. security, was the object of a specific analysis. The evaluation and classification of installations at all the sites will soon complete this analysis. The third domain is also a key objective for the company: raising awareness among the personnel and subcontractors about these risks. To achieve this, security must become an integral part of corporate culture.

In order to ensure the efficiency of the protective measures, a periodic evaluation is done to identify any gaps compared with the references, and regular audits are executed. Corrective actions are then put in place to cover any risks identified.



**SERGIO
NEVES**

Global Director -
Microalgae Business Line

 Lestrem (France)

◆ ◆ ◆ *"The Quality organization has been built to take into account the recommendations of our customers."*

How has the restructuring of the Quality organization been perceived by our customers?

The approach to reinforce quality at Roquette has been marked by a shortening of the quality chain, as well as efforts to harmonize the practices within the Group. The Quality organization has been built to take into account the recommendations of our customers. Our customers want greater reactivity, even the anticipation of their specific regulatory requirements or quality assurance needs. The initial feedback from customers shows that they appreciate our new quality organization, which empowers the managers who are closer to the field of action, and we believe that this will translate into greater competitiveness for our solutions.

The results will be visible in the years to come: we will continue to monitor our performance on quality, of course, and confirm new ways to make progress in this domain.



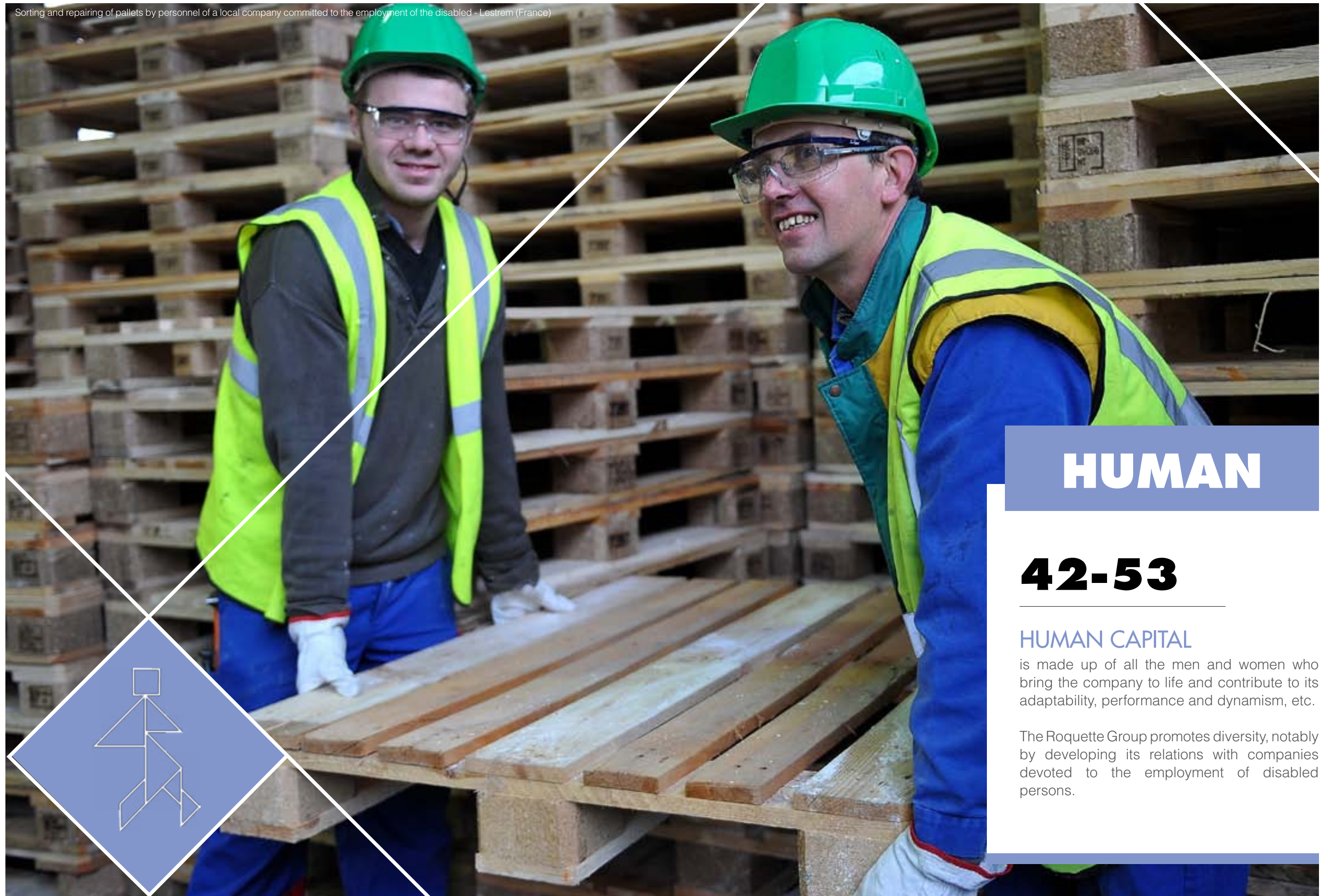
The security of the company consists in putting into place the appropriate measures to protect against the many potential risks that could cause loss or damage to its assets and/or harm the men and women who make up the company.

FOCUS ON /// RISK MANAGEMENT

The identification and assessment of risks are at the heart of our jobs, our projects and the governance of the Roquette Group. Risk mapping allows us to appreciate and monitor risks, under the control of the functions, the dedicated governing bodies and the Audit Committee of the Board of Directors.

In addition, the company is currently in a mature phase that will allow it in 2014 to orient the strengths and areas of improvement of its organizations. The purpose is to better manage risks related to operational and strategic objectives and the realization of projects.

Sorting and repairing of pallets by personnel of a local company committed to the employment of the disabled - Lestrem (France)



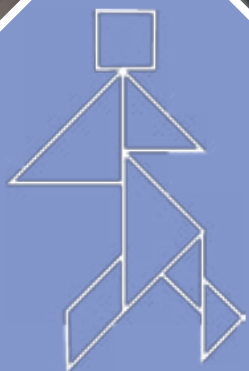
HUMAN

42-53

HUMAN CAPITAL

is made up of all the men and women who bring the company to life and contribute to its adaptability, performance and dynamism, etc.

The Roquette Group promotes diversity, notably by developing its relations with companies devoted to the employment of disabled persons.





ONE GROUP, MANY JOBS, THE SAME PASSION

LISTENING AND DIALOGUE

The year 2013 saw a number of Internal Communication actions, such as opening up the annual "Horizon" meetings to all employees, and the publication of a photo album offered to all employees of the Group.

80 YEARS, "7,800 TALENTS"

On the occasion of the Group's 80th anniversary, the shareholders and the General Management sought to honor all employees of the Group, all those who have made today's successes possible while preparing for its future. This homage is in the form of a selection of photographs of employees, in their work environment, at their workstations, collected and published in a handsome volume, with a copy given to each employee.

A wonderful illustration of the passion and professionalism of the men and women of the company, this collection of 200 portraits is called "7,800 talents in action". It captures the diversity of jobs, skills and know-how of the Group. It is also

a window onto the rich multiculturalism that characterizes the teams in Europe, America, Asia and India.

"HORIZON", A MOMENT OF SHARING

The album was distributed during the "Horizon" meetings. These events are organized each year by all the sites of the Group. They provide a time to review the results of the previous 12 months and to share views on the objectives of the company. Originally just for managers, in 2013 all employees were invited to participate, giving them an opportunity to meet with their site directors and sometimes even with the Group's Chief Executive Officer, Edouard ROQUETTE.

"This meeting gave us a clearer vision of the Group's objectives in 2013" says Xiao Zongwu, member of the Health, Safety and Environment team at Wuhan (China). "In conjunction with my two years of professional experience here, it made me realize that Roquette is a company that

FOCUS ON /// READING, LEVER FOR EXCHANGE

Organize a "book club" to better understand the job and promote dialogue: this original idea was launched at Lianyungang (China) with a first book called "Show Me Results" that is perfectly in line with the daily job of each team member. Initially proposed for the managers of the site, this initiative was then extended to all the personnel. Some 34 people joined the reading club. The concept: after a careful reading of the book during their free time, the readers met to share their understanding of the work. Each in turn presented their views on the theoretical aspects and the practical case mentioned in the book, and drew parallels with their own work context.

has fully embraced its social responsibility, with its own Safety Culture that places a particular accent on the safety of the personnel while always integrating Sustainable Development".

THE REGIONS LISTEN TO THEIR EMPLOYEES

In Asia, several actions were undertaken in 2013 to encourage employees to express their views and to promote listening among managers. For example, all employees in the Shanghai office participated at least once in a "lunch meeting" with the management. Appreciated by the employees, this practice has also been deployed at the other Asian sites, notably at the Lianyungang factory where more than a hundred employees so far have participated in this type of meeting. For its part, Roquette America in 2013 launched "Open Forum Meetings" at its factories in Keokuk and Gurnee: every Wednesday, a manager gives a presentation, on a subject determined beforehand. The meeting ends with an informal debate between the different participants, all of whom come on a voluntary basis.



The "Horizon" meetings are a powerful moment to share the objectives of the company with all employees.

IN THE WORDS OF EMPLOYEES

The managerial meetings and the "Horizon" meetings are an opportunity for all employees to express their views:

"Beyond the big governing bodies, we need to communicate on a daily basis."

"We need direct communication that is based more on the future."

"Our customers demand quality and reactivity."

"We no longer talk about the "house" of Roquette but of the company."

"We must all make the effort to provide reliable, high-quality products."

"The Horizon meetings provide a new opportunity for dialogue."



THIERRY POIRET

Director of Human Resources & Social Affairs France

Lestrem (France)

◆ ◆ ◆ *"The managerial meetings were an opportunity for direct sharing and were greatly appreciated."*

What is your role at the Lestrem site?

As an HR Director, I participate in the management of all questions related to the careers of the 2,800 employees at the site: recruitment, contracts, career development, training. In terms of Human Resources, Lestrem is particular because it is a big industrial production site as well as the headquarters for the Group. We therefore have to manage the careers of employees with a broad range of different profiles. In terms of Social Affairs, I am the special point of contact for the labor unions.

This social dialogue witnessed certain tensions in 2013. What happened?

The object of the conflict was the calculation of profit-sharing paid out to the employees. The social partners, who had signed the profit-sharing agreement, felt trapped by the application of the formula. The Management had accepted to pay an additional bonus and wanted to engage the discussions in order to arrive at a new profit-sharing agreement that would satisfy both sides. These proposals were deemed insufficient and discussion became difficult, ending in a strike action and the stoppage of work. Manufacturing was interrupted, to the point where it was sometimes difficult to deliver orders to a few customers.

How did the company react?

With time, each side was able to observe that the social conflict had gone too far and was based on increasingly disparate elements, to the point of creating feelings of confusion among the employees. Some of them concluded that the movement no longer made sense. Finally, a new profit-sharing agreement was signed unanimously, ending the conflict.

The last labor elections, in November 2013, have led to a new equilibrium, with the emergence of a fourth social partner, the UNSA, which has joined the (French trade unions) CFDT, CGT and CFE-CGC, at the core of the representative bodies. The balance is now more complex, but this new situation is also the occasion to renew the social dialogue on a more regulated basis.

Was the Management directly involved?

Throughout this delicate period, all kinds of rumors began to circulate. In order to reassure employees, the Management decided to go to the shop floor to discuss, explain and exchange information with the personnel, in complete candor. These managerial meetings were an opportunity for direct sharing and were greatly appreciated. Other meetings of this type will be programmed in 2014 in order to pursue and maintain the dialogue.

A WEB SITE DEDICATED TO RECRUITMENT

The Group in 2013 set up a dedicated recruitment web site that can be accessed directly or via the Group's corporate web site. Candidates can review the list of job openings, notably in the USA, France and Germany. They can freely apply to the job offers proposed, or submit a spontaneous application.

This tool for attracting new "Talents" serves to bring candidates closer to the company and facilitate exchanges, while protecting the environment by significantly reducing the volume of Curriculum Vitae received in paper format.

Jodie Dotson, Human Resources manager at Roquette America, says: "Since its launch in September 2013, our recruitment site received more than 24,000 visits. On-line access responds to today's needs, notably during career fairs at universities, where it has been a big success."

TRANSMITTING KNOWLEDGE

The growth and long-term viability of the company relies on maintaining and developing the skills of its employees. The transmission of skills and knowledge is therefore crucial. This starts with the integration of new "Talents" and the career training of existing employees.

ON-BOARDING NEW EMPLOYEES

In 2013, a total of more than 400 employees were recruited or promoted at the Group's sites.

The Human Resources teams and those from the other Corporate functions mobilized to provide all the new employees with appropriate accompaniment via the different individual and collective initiatives.

New actions to promote integration were launched in 2013. Certain functions have developed dedicated informational tools for their specific job sectors. For example, at the Industrial Purchasing Dept., a working group has identified the key points that all new employees must know, and



On the program for the three-day Group Integration Seminar: the forum on the company's major functions.

FOCUS ON /// THE LOGISTICS SCHOOL

The integration of new arrivals is a considerable challenge for any company. To facilitate and accelerate this integration within the Group Logistics Department, a three-day training program has been developed and rolled out internally. Taking place at the Lestrem site (France) in 2013, the program allowed the participants (from China, Italy, India, Turkey and France for this first session) to discover all the activities supported by logistics. The training also included visits to various parts of the site to better understand the products and processes of the company and to meet the colleagues with whom they will be working.

WHAT HAPPENED THAT YEAR?

◆◆◆ 1984 ◆◆◆

In 1984, production at the Lestrem site (France) increased 20% with the transition of operations to a seven-day week.

It was also the year when the United Kingdom and China began preparations for the future return of Hong Kong in 1997.

Meanwhile, Steve JOBS launched the first Macintosh!

This period also witnessed the tragic explosion of the Bhopal pesticides factory in India, one of chemical industry's most deadly catastrophes.



Any candidate can now apply for job offers on the recruitment site: www.recrutement.roquette.com.

the most frequently asked questions when someone new arrives at the department. The same approach has been initiated at the IT Dept. Significant research on the existing documentation has allowed these departments to put together an "on-boarding tool kit", complete with the essential aspects of the organization of their respective departments. The entire integration process is covered: from the day the new hire arrives to the employee's feedback after three months on the job.

Integration programs have also been organized by other departments, such as Research & Development, which offers an "R&D Welcome Day", and Logistics, which launched its own Logistics School. Organized into workshops, working groups and site visits, these programs accelerate the new employees' understanding of the objectives and challenges of the job, as well as the culture of the company, and above all provide an opportunity for sharing and dialogue.

Integration also seeks to be transversal, inter-sectorial and intercultural. The Group Welcome Seminar, a three-day integration program, allows managers from the four regions to discover the multiples facets of the company, its global operations and its organization.

WORK/TRAINING SCHEMES, AN OPPORTUNITY FOR THE COMPANY

The term "work/training scheme" refers to a system of training that provides work experience at a company as part of a program at an educational establishment (high school, training center, university, etc.).

Work/training schemes are an excellent way for future employees to gain on-the-job experience. The Roquette Group offers many work/training schemes at its French sites, particularly at Lestrem, which had 37 participants in work/study programs in 2013, including 20 new ones. Participants in these programs benefit from special monitoring during their time at the company. They are accompanied by qualified tutors who share their knowledge of the business and support them in their work and studies.

In order to promote the integration of these young people and teach them the rules of quality and safety, a meeting is organized each year at the Lestrem site, bringing together all the students, tutors, teachers, sector managers and the Human Resources team.

This good practice and the Roquette Group's commitment to promote apprenticeships were recognized by the MEDEF Nord-Pas de Calais (a French employers federation) and the Chamber of Commerce and Industry of the Nord region, which awarded the company the 2013 prize for "Golden opportunity in work experience" (photo below).



SPONSORS AND TUTORS, A MUTUAL ENRICHMENT

Discover the company culture and its operations, get to know the customers better, improve dialogue – these are the main objectives of the Group's sponsorship actions.

The approach to tutoring has allowed new employees (or employees moving into another function of the company) to be supported by a sponsor for several weeks, sometimes even several months, in order to understand more rapidly their new work environment. The sponsor hosts, guides, teaches and facilitates in the integration of the new hire. Sponsors possess the desire to pass along their know-how, and are recognized for their professionalism in terms of technical expertise, relational sense and knowledge of the company.

Several functions engaged in this approach, such as Purchasing and R&D. Julie LEROY was sponsored when she started in the Direct Purchasing Dept.: "The sponsorship is a plus, it gives you confidence, it's the basis of a successful integration within a team, and the certainty to be supported at all times."



TOM ROSS

Director of Human Resources America

Keokuk (USA)

◆◆◆ *"We encourage diversity by attracting men and women from different cultures."*

How does the Human Resources Dept. play a role in Sustainable Development for the company?

Human Resources contributes actively to Sustainable Development by addressing social components such as diversity, maintaining employment, professional equality among employees, the improvement of their skills and their development.

Human Resources works in partnership with the business sectors so that "the right jobs" are assigned to "the right people, at the right time" to respond to current and future job needs.

We develop the skills of employees by offering them appropriate training programs that combine personal development with the job demands.

We encourage diversity, notably by attracting and building loyalty among men and women from different cultures.

To promote honesty and integrity, Human Resources communicates policies and practices based on the company's values, as specified in the Ethics Charter and the Code of Conduct.

We interact with our colleagues, our customers and the community that surrounds us by drawing from our different cultures, our strengths and our assets.



Tutoring allows employees moving to a new function within the company to be supported for several weeks by a sponsor.

DEVELOPING SKILLS

TRAINING, A GAUGE OF SUCCESS

The company implements training actions that correspondent to its immediate or future needs for skills. This year, the company offered an average of 27 hours of training per employee, for the acquisition or development of skills on different themes: jobs and techniques, safety, quality, environment, managerial development, foreign languages, office automation, or personal development (for example, public speaking, or time management).

The need to invest in training varies from one site to another and depends on different factors. For example, sites with a high rotation of the workforce, such as in Asia, must regularly train new employees on the installations, tools, processes, rules and standards of the company.

A high number of training hours can also result from the development of new activities in a geographic zone or site, such as for example the creation of a sales office or the acquisition of a company, or the reinforcement of the Roquette Group's presence on new markets, etc.



FRUITFUL PARTNERSHIPS WITH SCHOOLS

The Roquette Group develops special relations with universities and schools in each of the regions in which it operates. The nature and quality of these School-Company relations are significant because they allow the Group to raise awareness about its jobs among students and teachers, and this in turn helps to attract talents. These common pedagogical projects benefit all the parties involved, and help the company anticipate its needs in terms of Human Resources.

Already a privileged partner of many schools, the company confirmed its commitment to this approach in 2013. In Asia, for example, it is working with the University Shen Yang to offer training for the pharmaceuticals sector. In another example, the Benifayo site (Spain) provides support to the University of Valencia, for its Master's Degree in Food Safety.

In the USA, a "Manufacturing Skills Program" was created in partnership with Southeastern Community College. Feedback from this program has been very positive. Dave BOGNER, Maintenance Director at Keokuk, testifies: "Roquette America hired two people who took this program and who we would not have recruited under other circumstances, and we have sent 12 employees to take these courses. In addition, we have observed a significant improvement in practical test results after this training. Other local industries have also taken advantage of this program, either by hiring graduates, or by sending their own employees to take the course."



Roquette America contributed actively to the Manufacturing Skills Program in partnership with Southeastern Community College.



FOCUS ON /// ROQUETTE UNIVERSITY, ASIA

"Learn, Share, Practice"; that is the vocation of the virtual university established by Roquette Asia in 2013. This original internal training platform offers employees of the Asian sites the opportunity to participate in courses on developing managerial skills, job training or additional expertise. The training combines theory and practice and relies on a participative pedagogy where the employees reflect and find solutions together, in a positive and convivial spirit. This results in mutual enrichment and better dissemination of the company's best practice.



DIVERSITY, AN ASSET FOR THE COMPANY

PROMOTING GENDER EQUALITY

A factor of social dynamism and development, professional equality is guaranteed by a Human Resources policy that is backed by concrete actions to promote greater gender diversity in the company.

In France, an agreement on professional equality was signed for the period 2012-2014. It covers three main segments: gender diversity in employment, professional careers, and balancing professional and private life.

PROMOTING GENDER DIVERSITY

To progressively modify sociocultural representations, the Roquette Group encourages women to take jobs traditionally done by men, and vice-versa, in a desire to achieve professional balance. Several actions have been put in place, such as for example the development of internships in technical domains for women, or the creation of a film presenting jobs at the company with a focus on women in industry.

EQUAL PAY, EQUAL OPPORTUNITY

The company pays particular attention to policies and practices of remuneration, training and career development in line with the principles of equal opportunity and treatment. In Production, for example, several women have been promoted to supervisory positions, and new hires have been recruited to other positions of responsibility.

RECONCILING PROFESSIONAL LIFE AND PRIVATE LIFE

Different actions have been put in place on this theme. For example, the company encourages employees to return after a long absence for a family event, such as maternity leave, or parental leave for either the man or the woman. It also put in place in 2012 four half-days of paid leave to cover child illness, and in 2013 it distributed a Parents Guide listing information on all the programs and initiatives the company offers in this area.



FOCUS ON /// THE PARENTS GUIDE

To illustrate the segment on "reconciling professional and private life" in its professional equality agreement, the company made available to the personnel of its French sites a guide listing all information on company initiatives for parents. For example, this guide addresses the different types of leaves (maternity, adoption, paternity, etc.), what to do when returning to work following a leave, part-time work, and other initiatives the company makes available, such as nursing rooms for new mothers.

CREATING BRIDGES BETWEEN GENERATIONS

The average age of employees at all sites of the Roquette Group is 41 years old, and employees older than 45 represent nearly 35% of the workforce.

In France, two "Seniors" action plans have been put in place since 2010 to anticipate the evolution of professional careers. All employees over the age of 45 can ask for an interview on the "second part" of their career, an occasion to review their career path, their desire for mobility, and the development of their skills.

In 2014, the Group Human Resources and the social partners will meet to define a "generational" contract on the sustainable insertion of the young into the company, maintaining the employment of seniors and the transmission of their know-how, and the transition from professional activity to retirement.



The transmission of know-how between seniors and juniors is a significant step in an intergenerational approach.

ACCOMPANYING DISABILITIES

SACHa, A WORKING GROUP DEDICATED TO DISABILITIES

In 2008, some 15 employees of the Lestrem site (France), from a variety of functions and socio-professional categories, met to discuss the theme of disabilities in the company. The group took the name SACHa, a French acronym that translates as "Knowing how to accompany each disability".

Their first efforts led to the identification of four priorities: demystifying and communicating about disabilities,

maintaining the employment of employees with a physical and/or mental challenge, further opening up recruitment to disabled persons, and continuing and further developing collaboration with companies devoted to the employment of disabled persons.

For more than five years now, the actions of the company in favor of disabled persons have been based on these main themes.

BREAKING AWAY FROM CLICHÉ

For the fourth consecutive year, the Lestrem site has supported France's National week for the employment of disabled persons. Many partners (internal and external to the company) mobilized to make this national week an event for the company.

At the company restaurant, a photo exhibit was set up on the professional activities of the personnel from companies devoted to employing disabled persons. Many employees said they were deeply moved by the smiles on the faces of these disabled workers going about their jobs, a life lesson for us all.

In a more playful mode, the Sac À Dés association offered a series of games designed to help employees experience a bit of what it means to have a disability, and to better understand some of the difficulties that can be encountered.

Lastly, the Handisport federation participated in organizing a retrospective on the 2012 Paralympic Games held in London, along with an exhibit of sports equipments designed for athletes with reduced mobility.



With the participation of the Sac À Dés association, employees could try out a series of games on having a disability.



FOCUS ON /// MAINTAINING GREEN SPACES

Since 2008, the Lestrem site has asked the ESAT of Hazebrouck to maintain the green spaces of its 150-hectare site. Four workers from the ESAT, accompanied by a monitor, come each day to the site to mow the grass, trim the roses, cut the hedges, plant flowers, set up fencing, etc. and this throughout the year. They are accompanied by an employee from the company who himself has a disability. All the employees of Roquette can witness the care and professionalism as well as the good humor of the ESAT workers.

In addition, in collaboration with the Lestrem town hall and this federation, the company organized an initiation and match of wheelchair rugby, a spectacular game.

RECRUITING TO BETTER INTEGRATE

In collaboration with the AGEFIPH (Association to manage funds for the insertion of disabled persons), several members of the SACHa group worked on a training project for laboratory internships for disabled persons. The program is designed to allow the company to anticipate its future recruitment needs while providing candidates with an opportunity to acquire knowledge and experience.

ADAPTED COMPANIES, SUBCONTRACTORS LIKE ANY OTHER

For many years, the Lestrem site has relied on the services of companies in the region that are devoted to the employment of disabled persons.

Recourse to these companies, which are known in France as "adapted" or "protected-sector" companies, helps the Roquette Group satisfy in part the legal obligation in France to employ disabled workers, but it also provides services of quality, subject to a strict list of specifications, just as with any other subcontractor.

In this context, several activities have been entrusted to the employees of these "adapted" companies: repairing pallets, cleaning exchanger plates, washing filtration sleeves, repairing and painting certain motors, maintenance of green spaces, preparation and serving of festive cocktails during events, etc.

Most of the services are performed directly at the Lestrem industrial site. In total, some 20 people from the adapted company (SAPHA) and the ESAT (Establishments and services of assistance through employment) in the nearby town of Hazebrouck come to the site each day to perform work.



Photos on various jobs performed at the Lestrem site (France) by personnel from an "adapted" company were exhibited during the national disability week.

WHAT HAPPENED THAT YEAR?

◆◆◆ 1985 ◆◆◆

In 1985, the Lestrem site (France) for the first time requested services from a company devoted to the employment of the disabled (ESAT).

The same year, the shipwreck of the Titanic was located off the coast of Newfoundland, 73 years after it sank, while Serguei BUBKA broke the six-meter record in pole vaulting.

The year 1985 is also the first time the term "biodiversity" appeared, replacing the expression "biological diversity".



**PHILIPPE
LIENART**

Plant Quality Manager



◆◆◆ *"Allowing people in difficulty to make a change in their professional life is an opportunity for the company."*

How did the company establish its job-experience program for disabled persons at the Lestrem site?

The idea had been germinating for two years when the AGEFIPH met with the Human Resources team at the Lestrem site (France) and a member of the SACHa group to propose developing a training program with targeted jobs for disabled people who were seeking employment. At the time, we were having a hard time recruiting lab technicians (with science and technologies training), the students in general preferring to pursue their studies in other sectors. While there was some initial skepticism, notably because the labs didn't seem set up for it, we took the plunge, and we were soon very happy that we did! First we had to construct the training program with the ADEFA (Association for the development of training by internship), an organism chosen by the AGEFIPH. We then did five "Job Speed Dating" sessions in July, from which we retained two final candidates. The interested parties were invited to our laboratories in November 2013. They were very quickly integrated into the teams, and each was able to benefit from the accompaniment of a tutor. One employee of the company also took advantage of this training program in the context of a reconversion.

What lessons have you drawn from this adventure?

First, nothing would have been possible without the support of the site Director and the help of the Human Resources and Job Health services, which are indispensable for this type of project. Then, it was necessary to be persuasive, internally as well as externally. Allowing people in difficulty to make a change in their professional life is an opportunity for the company, and undeniably, it changes the way employees think about disabilities. In conclusion, I retain that you need to know how to dare, and above all to remove the "but" from "yes but"!



SAFETY ACCORDING TO NINE PRINCIPLES

WORK ACCIDENTS: OBJECTIVE ZERO

Health and safety are top priorities for the Roquette Group. The objective is clear: Zero accidents at work, zero professional illness!

2013, A DIFFICULT YEAR

The results for 2013 failed to meet the company's targets, degrading for the second consecutive year despite an action plan covering the four regions. The number of injuries with lost time increased 10%. In addition, a fatal accident occurred at one of the European sites.

The FR1 for all sites of the Roquette Group (number of accidents with lost time per million hours worked) reached 2.87. The objective for 2016 is an FR1 below 1, with the ultimate target, of course, being "zero accidents".

At the end of 2013, seven of the Group's industrial sites recorded a frequency rate equal to zero, showing that it is possible to attain the objective.

DEVELOPING A SAFETY CULTURE

Created at the end of 2011, the Group Safety Network is composed of the Safety Manager from each region and run by the Group Safety Manager. At each quarterly meeting, members exchange information on incidents, share best practices and develop the rules for the Group. The network works on the implementation of a Safety Culture that is consistent and applied at all the sites of the company. "Golden Rules" (the rules that save lives) have been validated in 2013 and will be disseminated throughout the Group in 2014. They complete the nine General Safety Principles defined in 2012. Health and Safety at work are everyone's business. The approach may be driven by the director of the company, but the involvement of each and every employee is just as important. Shared by the entire personnel, the key points of the Safety Culture reside in the respect of the safety rules, the relaying of anomalies and their correction, vigilance and rigor.



FOCUS ON /// WEARING PPE EQUIPMENT IN INDIA

During Safety audits in India, one of the areas identified for improvement was the wearing of personal protective equipment (PPE). The three production sites have implemented actions to make it mandatory to wear PPE in the workshops. The Pantnagar site is the most advanced so far on the subject: it provided safety shoes to all the employees of the company as well as to those of its external subcontractors. In addition, it has made available specific PPE in the zones where chemical products are handled (protective clothing, masks, separate breathing apparatus, etc.).

ACTIONS IN 2013

In 2013, various actions were deployed throughout the Group to make progress on Safety.

In Asia, as elsewhere, Safety relies on three pillars: well-designed infrastructures that benefit from safe manufacturing circuits, a system for managing Safety with accessible procedures, human behavior that respects the Safety rules. Among these three pillars, human behavior is an essential element to attain the ultimate objective: "operations without accident". Towards this target, the three industrial sites of China have implemented Safety actions with a series of monthly campaigns in 2013, designed to cultivate behavior entirely based on Safety.

In India, 2013 witnessed three Safety audits and numerous training programs on Safety (work permits and hot-work permits, principles of evacuation, fire drills). The involvement of directors and management, and the motivation and behavior of the teams, led to significant advances on Safety.

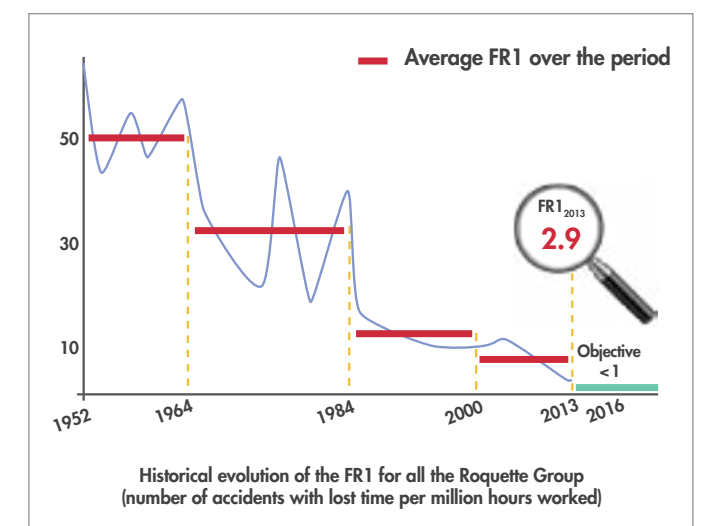
In Europe, the development of a Safety Culture is a top priority of the Safety action plan that has been adopted. In 2013, a competitive challenge on Safety was organized for all European employees. Five major themes were addressed: moving around the site, preventing hand injuries, daily handling activities, the human factor, and the application of rules and instructions. The competition was a big success, with a participation rate of more than 75%.

In the USA, the company works to develop a culture where all employees make a commitment to perform their activities safely and at each instant of their professional and personal life: "No priority goes before Safety". To improve Safety results, an operation called "Observations on Safety and Management" was launched in 2013. On average, some 96 people participated each month in this operation and nearly 2,400 observations have been relayed over the year.

WHAT HAPPENED THAT YEAR?

1952

- In 1952, the Roquette Group for the first time calculated its Frequency Rate 1 (number of accidents with lost time per million hours worked).
- The same year, Elizabeth II became the fifth sovereign of the British Empire, beginning one of the longest reigns of the English monarchy.
- In aeronautics, aviation history was marked by the first commercial flight of a jet aircraft connecting London to Johannesburg.
- In sports, the FERRARI team took the first of what would become a long line of championship titles in the world of Formula 1.



ASIA

安全第一，不妥协

**Safety first.
No compromise!**

**La sécurité avant tout.
Pas de compromis !**

सबसे पहले सुरक्षा।
कोई समझौता नहीं।

安全第一，远离事故！

**Safety first: no
accident today!**

**La sécurité avant tout :
pas d'accident aujourd'hui !**

सबसे पहले सुरक्षा।
आज कोई दुर्घटना नहीं।

EUROPE

Each region of the Roquette Group has adopted a Safety slogan that it deploys at its sites.

INDIA

安全第一，而后工作...

**Safety first.
Work next!**

**La sécurité avant tout.
Le travail ensuite !**

सबसे पहले सुरक्षा।
काम बाद में।

AMERICA

每项工作安全第一 ... 杜绝伤害！

**Safety first in every action we
take ... No one gets hurt today!**

**La sécurité avant tout pour toute action entreprise...
Personne ne doit être blessé aujourd'hui !**

हमारे हर कार्य में सबसे पहले सुरक्षा। आज किसी को चोट नहीं।



SOCIETAL

54-67

SOCIETAL CAPITAL

is represented by the society that surrounds us, and in particular the stakeholders specifically concerned by our activity.

With its Innovation Centers, the Roquette Group makes its know-how available to its customers in order to better respond to their expectations.



CSR, A STRONG COMMITMENT

ENRICHING THE STRATEGY WITH CSR

At the Roquette Group, the principles of Sustainable Development constitute the framework of reference for its strategy and its growth. All employees of the Group are committed to developing global access to products in nutrition-health and plant-based chemistry that are sustainable, healthy and high quality.

The Group's approach to Corporate Social Responsibility (CSR) is designed to respond to the different challenges confronting the Group: to limit the impact of the company's activity on the environment, optimize profitability, meet the expectations of all its stakeholders, develop skills and adapt them to the orientations of the company in a global context. This approach rests on four main axes: natural capital, material and industrial capital, human capital and societal capital. To each capital, the Roquette Group makes commitments and defines concrete actions that are detailed in this report.

Furthermore, the company adheres to "Réseau Alliances". The latter's mission is to help companies improve their performance in terms of human rights and the environment. For 18 years, "Réseau Alliances" has identified and promoted the sharing of best CSR practices. Each year, it organizes the World Forum Lille, an international three-day event for companies engaged in "The Responsible Economy".

More than 6,500 participants from around the world came to listen to 200 speakers from 34 different nationalities express their views on the main theme for the 2013 edition: "Yes, We Change – Another way to do business and consume". Since 2007, the Roquette Group has been a partner of this event and participates in different conferences. In 2013, for example, the Roquette Group's Director of Reliability & Sustainable Development, Philippe OLIVIER, gave a presentation at a workshop on the theme of "Doing business differently with the Global Compact" (photo above).

FOCUS ON /// A COMMON CODE FOR SUPPLIERS

The Roquette Group considers that its suppliers play a significant role in the ethical approach in which it is engaged and the promotion of its values. In this context, a Supplier Code of Conduct was established in 2013, applicable to all the suppliers of the Group throughout the world. This code lists the expectations of the Roquette Group in terms of human rights and ethical business practices, i.e. practices that are socially responsible and respectful of the environment. The company expects its suppliers to share these same values and encourages them to ensure that the principles of the Code of Conduct are respected throughout the supply chain.

THE UNITED NATIONS GLOBAL COMPACT

Since 2009, the Roquette Group has supported the United Nations Global Compact. Created in 2000, this compact is the principal global initiative for corporate citizenship. It groups thousands of companies in more than 100 countries. The companies that adhere commit to aligning their operations and their strategies with the 10 universally accepted principles on human rights, labor standards, the environment and the fight against corruption.

Each year, the adhering companies describe in their Sustainable Development & Activity Report or in other similar reports the ways in which they apply the Global Compact and its 10 principles.

◆◆◆ *"The Global Compact benefits from the notoriety of the UN. It is known by our customers and in line with our objectives and values, this is why we have chosen to adhere to it since 2009."*

Philippe OLIVIER, Reliability and Sustainable Development Director of the Roquette Group

PRINCIPLE 1

Businesses should support and respect the protection of internationally proclaimed human rights.

The Roquette Group respects this principle: see pages 14, 15, 56.

PRINCIPLE 2

Businesses should make sure that they are not complicit in human rights abuses.

The Roquette Group respects this principle: see pages 14, 15, 56.

PRINCIPLE 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

The Roquette Group respects this principle: see pages 14, 15, 45, 56.



PRINCIPLE 4

Businesses should support the elimination of all forms of forced and compulsory labor.

The Roquette Group respects this principle: see pages 14, 15, 56.

PRINCIPLE 5

Businesses should support the effective abolition of child labor.

The Roquette Group respects this principle: see pages 14, 15, 56.

PRINCIPLE 6

Businesses should support the elimination of discrimination in respect of employment and occupation.

The Roquette Group respects this principle: see pages 14, 15, 49 to 51, 56.

PRINCIPLE 7

Businesses should support a precautionary approach to environmental challenges.

The Roquette Group respects this principle: see pages 22 to 25.

PRINCIPLE 8

Businesses should undertake initiatives to promote greater environmental responsibility.

The Roquette Group respects this principle: see pages 20 to 27, 37 to 39.

PRINCIPLE 9

Businesses should encourage the development and diffusion of environmentally friendly technologies.

The Roquette Group respects this principle: see pages 34, 37 to 39.

PRINCIPLE 10

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

The Roquette Group respects this principle: see pages 14, 15, 56.

GIVING THE STAKEHOLDERS A SAY

The stakeholders are individuals or groups of individuals who influence or are influenced by the activities of the company. The Roquette Group has identified all its stakeholders: shareholders, employees, social partners, customers, suppliers, associations, financial institutions, public authorities, industrial and scientific partners, the media, etc. Taking into account their expectations serves to adapt the mode of dialogue to each type of stakeholder, as is illustrated in the following examples.

INNOVATION DAYS FOR THE CUSTOMER

The Russian team in 2013 developed "Innovation Days" dedicated to local customers.

Three main events mark these days, which cover both technical and commercial aspects. First, a general presentation is given of the Roquette Group, its implantations and the Moscow office. Then there is a presentation of new products and new solutions in the sphere of interest of the customer, as well as on market trends. The customer is then given the opportunity to participate directly in a test in an application laboratory or sometimes even at the customer's own site. This allows customers to address, or even directly resolve, any technical questions they may have. At the end of the day, an action plan is jointly defined from the results obtained, with follow-up ensured by the teams of the Roquette Group.

This new collaborative approach constitutes an excellent way to develop dialogue with customers, to listen to their concerns and respond to their expectations by providing solutions to their needs, which in turn improves overall customer satisfaction.



PLACING THE CUSTOMER AT THE HEART OF THE DAILY ACTIVITY

Because the customer relationship exists in a world that is ever more competitive and complex, it is no longer a matter only for the sales teams. It must now be a central part of the daily activity of each employee of the Group. With this strong conviction, the company has taken various actions to develop a shared customer culture. Here are a few examples:

Showcases presenting our customers' finished products that contain our ingredients have been set up in strategic areas of passage at most sites of the Group: production workshops, entrances to buildings, meeting rooms, etc. At Lestrem (France), operations such as the "Draw Me a Customer" program (see page 36) allow the sales teams to meet with the industrial teams to discuss the needs of customers. In the USA, all employees have received and signed a card attesting to their commitment to place the customer at the heart of their daily activity.

Another action consists in giving the customer a voice at the heart of the company. After a first testimony in 2012, a second customer, in the Human Nutrition sector this time, accepted an invitation to directly address the employees of the company. In an interview filmed at its headquarters, this customer objectively shared its vision of the Roquette Group. Thanks to this video listing strong points and areas for improvement, each employee becomes aware of all the challenges involved in a successful customer relationship. It makes them realize that the Roquette Group is not the only actor on the market and that the company must, now more than ever, rise to the expectations of its customers.

A CULTURE SHARED BY OUR SUPPLIERS

BD Graphic, a printer located close to the Lestrem factory (France), has provided services to the company for nearly half a century. In 2013, like all suppliers of the Group, this subcontractor received Roquette's Supplier Code of Conduct. Bernard DUHAMEAU, Director of BD Graphic, provides this testimony:

"I had a feeling of pleasure, of pride even, to be among the suppliers of Roquette, a sentiment shared by our small team. While our structure is not on the same scale as Roquette, I fully subscribe to this code of good conduct. We try on a daily basis to promote respect and confidence quite simply on a human level. I am persuaded by these two values, like all the others listed in the Supplier Code of Conduct that was addressed to me in 2013.

"In terms of Sustainable Development, we have been engaged for the past few years in the standard "Imprim'Vert", the label for printers respectful of the environment."

THE FAMILY UNIVERSITY

Beyond the General Assemblies and the biannual informational meetings for shareholders, 2013 was marked by several new initiatives and events to reinforce the affectio societatis, with opportunities for each shareholder to contribute to the future of the Group.

The first edition of the Roquette family university was launched in 2013, with leading guest speakers, debates and direct exchanges with the Executive Team. This new periodic program provides a time for reflection and meetings to collectively build the future of the family-owned Group. The event was also an occasion for shareholders to discover the NORIAP cooperative, a supplier of reference for the French factories of the Roquette Group for the sourcing of raw materials, and to celebrate in a convivial family atmosphere the 80 years of the company.

A MINISTER VISITS LESTREM

In July 2013, the Lestrem site (France) received the visit of Mr. Frederic CUVILLIER, Minister Delegate in charge of Transport, Fisheries and the Sea, accompanied by the Prefect of Pas-de-Calais and numerous elected officials and representatives from the administration in charge of Transport.

Accompanied by several representatives of the Roquette family and a few directors of the company, the ministerial delegation was given an opportunity to discover the extent of the site, with a guided tour and an on-site presentation of the corn starch plant. The visit continued with a meeting to address the challenges of opening up and providing accessibility to the Lestrem site as part of its ongoing development.

WHAT HAPPENED THAT YEAR?

◆◆◆ 2008 ◆◆◆

In 2008, the Roquette Group created its Reliability & Sustainable Development Dept. and listed all its stakeholders.

Water and Sustainable Development were the themes at the World Expo in Saragossa (Spain).

The same year, Barack OBAMA became the first Afro-American president of the United States of America.

On the other side of the planet, Beijing prepared to host the 29th Olympic Games, at which three world records were set by the Jamaican Usain BOLT, the fastest man in the world!

PARTNERS IN THE GROUP APPROACH

Testimony from Crédit Agricole Nord de France:

"Crédit Agricole Nord de France has long been a financial partner of the Roquette Group. In recent years, each of these two institutions has developed its own approach to Sustainable Development and put in place a range of concrete actions. The Roquette Group published its Sustainable Development & Activity Report, which highlights its axes of development and its innovations, in particular in terms of plant-based chemistry and sustainable alternatives to products derived from petroleum.

"Developments in plant-based chemistry are of particular interest to the Crédit Agricole Group, which since 2013 has adopted an "Environmental Card" approach. A world first, this innovation of the Crédit Agricole Group offers customers an eco-designed bank card. Bank cards have traditionally been made out of PVC, a plastic considered toxic for the environment. The eco-card is made with a material of plant-based origin, derived from corn starch.

"Working together to improve the environmental approaches of the two Groups could be an occasion for the Roquette Group and the Crédit Agricole Group to go beyond their financial partnership and add in the near future an industrial partnership as well."



Mr. Frederic CUVILLIER, Minister of Transport, Fisheries and the Sea, is greeted by Mr. Edouard ROQUETTE at Lestrem (France).



SUPPORT FOR LOCAL COMMUNITIES

FIGHTING MALNUTRITION / ROQUETTE GROUP

On the strength of one of its core values, Solidarity, the Roquette Group works with Antenna Technologies, a foundation that fights malnutrition in the world, by helping in the implantation and development of farms to grow spirulina. This microalgae is very rich in nutriment, including proteins, vitamins (A, D, B12...), fatty acids of type omega-6, and oligo-elements. A child suffering from malnutrition can be restored to health with one to three grams of spirulina per day for four to six weeks, in addition to a balanced diet.

For the past two years, the company has provided Antenna with its know-how in order to find an accessible solution, to distribute spirulina in the form of a "pleasure" product, such as a healthy candy, that would be appreciated by children. In 2013, the project developed a fruit jelly that contains 6% spirulina. This development was possible thanks to a six-

month program at the application development centers in Lestrem (France) and Mumbai (India), and also thanks to the active collaboration of various Roquette Group teams in France and India.

With the help of the Antenna Foundation, these jellies have been tested in Madurai in southern India, on a panel of about a hundred children. The kids appreciated the taste test, and said they were eager to eat this fruit jelly on a daily basis.

The project will continue in 2014. The main objective now is to find a partner to manufacture and package these candies. They could then be tested more broadly in the context of the program "Feed one million children with spirulina in India", which is being run by the Antenna Foundation with an Indian non-governmental organization and another French foundation.

FOCUS ON /// ANTENNA

Antenna Technologies France is an association created in 2002 under France's 1901 law. It is an offshoot of the Antenna Technologies association created in 1989 in Geneva, at the initiative of Denis Von Der Weid and a network of top scientists. In 2010, that association became the Antenna Foundation. The Foundation's mission is to establish innovative and sustainable local solutions to make technologies available to disadvantaged populations, while allowing them to be actors in their own development. Its actions focus on two main areas: malnutrition and access to drinking water.

3,000 KM BY BIKE / TURKEY

A biking rally between Istanbul (Turkey) and Strasbourg (France), covering 3,000 km and cycling through 10 countries, was the challenge accepted by 25 students and 15 professors from a local school in Istanbul. Roquette Turkey provided financial support for this adventure of sport and good citizenship!

EDUCATION / INDIA

Roquette-Riddhi Siddhi continued in 2013 its support for YUVA Unstoppable, an NGO committed to improving living conditions and education of children in India.



FIRE EMERGENCY / CHINA

In March 2013, a pile of wood caught fire in an area of Qianye, close to the Lianyungang factory. Alerted about the incident, the factory's emergency firefighting team rapidly arrived on the scene. By the time the city fire brigade arrived with 10 fire trucks and 30 firefighters, the fire was already under control!



MISSISSIPPI / USA

"Operation Mississippi Cleanup at Keokuk": Roquette America sponsored this convivial environmental event, which brought together more than 70 people, including employees of the company, family and friends. The program included cleaning up the river banks, educational workshops, and activities for the preservation of the site, such as the planting of trees.

RESTORATION OF WOODLANDS / U.K.

The restoration of the old woodlands in the town of Corby, a project in which Roquette U.K. was already engaged last year, continued in 2013. Armed with shovels, boots and raincoats, two groups of volunteers from Roquette U.K. joined a team from the local association devoted to this cause, to clean the drainage ditches of the old woods.

SOLIDARITY WITH POPULATIONS IN NEED/ ITALY

Two initiatives were launched in 2013 by Roquette Italy to help people in the Philippines who were affected by a recent typhoon, and Sardinia, which was hit by extreme weather. A voluntary fund-raising drive was organized: employees who joined the initiative donated 1 hour of their salary, an amount then doubled by the company as its contribution. In total, nearly 15,000 € were raised and sent to victims via the Italian Red Cross.



SOLIDARITY CALENDAR / SPAIN

For the seventh consecutive year, Roquette Spain has sponsored the local association for the disabled persons "SOM I ESTEM" for the publication of its solidarity calendar. This year, the calendar was entirely designed by the company, with photos shot exclusively by its employees, on and off the site.



EVALUATING AND MEASURING PERFORMANCE

CLEARLY DEFINED INDICATORS

IN LINE WITH GRENELLE

Since 2008, the Roquette Group has voluntarily and proactively published a report listing the main actions of the company on the three main themes of Sustainable Development: environmental, social/societal and economic.

In 2012, a decree was issued under France's Grenelle II law (article 225) requiring companies that are not listed on stock exchanges, but are above a certain threshold in terms of workforce and turnover, to communicate certain extra-financial data in their management reports. The extra-financial information corresponds to social, environmental and societal data, defined and consolidated on the basis of the reporting procedures in application.

For the Roquette Group, this rule became effective as of the closing of the 2013 fiscal year. As a result, methodological

procedures for measurement and reporting, inspired by best practices, have been defined by a group of experts representing the different functions and business sectors of the company. They cover the 29 themes imposed by the Grenelle II law.

The report was written and integrated in the Management report. One of the auditors, KPMG, wrote a statement of completeness of the CSR information testifying to the presence of 29 themes related to Corporate Social Responsibility as required by the legal decree. Most of the information is also listed in this Sustainable Development & Activity Report, sometimes in significantly more detail.

Regarding the quantitative indicators, for the last three years the Roquette Group has relied on the "Guidelines" of the Global Reporting Initiative (GRI).

FOCUS ON /// THE GRENELLE LAW

The "Grenelle" environmental law, launched in France in 2007, is the result of a commitment by the President of the Republic. It translates the desire to reshape environmental policy in France and collectively create the conditions for new growth. Its legislative implementation is set forth in two laws: the Grenelle I law (voted by Parliament in 2009) which defines the framework, and the Grenelle II law (voted by Parliament in 2010) which puts the latter into application. This second law implements six main projects: housing and urban development, transportation, energy, biodiversity and agriculture, the management of waste and health risks, and governance.

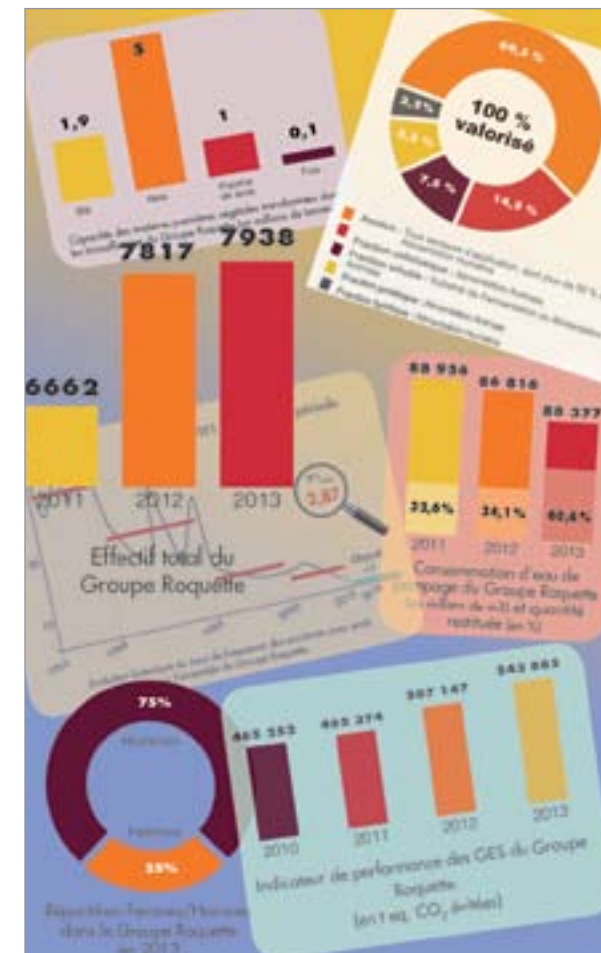
DETERMINING THE PERIMETERS

In order to consolidate the reporting and ensure its reliability, several methodological notes have been prepared to define the perimeters and give precise definitions of the indicators. These have been written so that they can be understood by the whole Group. Several perimeters have been defined according to their indicators (pages 64 and 65):

Regarding the social indicators, the Group perimeter includes the legal entity ROQUETTE FRERES and all its subsidiaries controlled directly or indirectly with a holding of more than 50% at 31 December of the relevant year. The restricted perimeter includes the legal entity ROQUETTE FRERES and all its industrial subsidiaries integrated into the Roquette Group for at least 2 years at 1 January of the relevant year, controlled directly or indirectly with a holding of more than 50% and having a workforce of more than 50 employees.

For the environmental indicators, the perimeter defined concerns all industrial sites integrated into the Roquette Group since at least 3 years at 1 January of the relevant year, controlled directly or indirectly with a holding of more than 50% and for which energy consumption is superior to 1,000 TOE/ year.

Lastly, the perimeter determined for the environmental performance indicators concern all industrial sites integrated into the Roquette Group since at least 3 years at 1 January of the relevant year, controlled directly or indirectly with a holding of more than 50% and for which energy consumption is superior to 5,000 TOE/year for the two years preceding the financial year.



Roquette Frères S.A.

Attestation de présence de l'un des commissaires aux comptes, désigné organisme tiers indépendant, sur les informations sociales, environnementales et sociétales consolidées figurant dans le rapport de gestion

Exercice clos le 31 décembre 2013

Aux actionnaires,

En notre qualité de commissaire aux comptes de la société Roquette Frères S.A. désigné organisme tiers indépendant, dont la recevabilité de la demande d'accréditation a été admise par le COFRAC, nous avons établi la présente attestation sur les informations sociales, environnementales et sociétales consolidées relatives à l'exercice clos le 31 décembre 2013, présentées dans le rapport de gestion (ci-après les « Informations RSE »), en application des dispositions de l'article L.225-102-1 du code de commerce.

Responsabilité de la société

Il appartient au Conseil d'administration d'établir un rapport de gestion comprenant les Informations RSE prévues à l'article R.225-105-1 du code de commerce, préparées conformément aux référentiels utilisés par la société (ci-après les « Référentiels »), dont un résumé figure dans le rapport de gestion et disponibles sur demande au siège de la société.

Indépendance et contrôle qualité

Notre indépendance est définie par les textes réglementaires, le code de déontologie de la profession ainsi que les dispositions prévues à l'article L.822-11 du code de commerce. Par ailleurs, nous avons mis en place un système de contrôle qualité qui comprend des politiques et des procédures documentées visant à assurer le respect des règles déontologiques, des normes d'exercice professionnel et des textes légaux et réglementaires applicables.

Responsabilité du commissaire aux comptes

Il nous appartient, sur la base de nos travaux, d'attester que les Informations RSE requises sont présentes dans le rapport de gestion ou font l'objet, en cas d'omission, d'une explication en application du troisième alinéa de l'article R.225-105 du code de commerce. Il ne nous appartient pas de vérifier la pertinence et la sincérité des Informations RSE.

Nos travaux ont été effectués par une équipe de trois personnes entre février et mars 2014. Nous avons fait appel, pour nous assister dans la réalisation de nos travaux, à nos experts en matière de RSE.

Nature et étendue des travaux

Nous avons conduit les travaux suivants conformément aux normes d'exercice professionnel applicables en France et à l'arrêté du 13 mai 2013 déterminant les modalités dans lesquelles l'organisme tiers indépendant conduit sa mission :

- nous avons pris connaissance, sur la base d'entretiens avec les responsables des directions concernées, de l'exposé des orientations en matière de développement durable, en fonction des conséquences sociales et environnementales liées à l'activité de la société et de ses engagements sociétaux et, le cas échéant, des actions ou programmes qui en découlent ;
- nous avons comparé les Informations RSE présentées dans le rapport de gestion avec la liste prévue par l'article R.225-105-1 du code de commerce ;
- en cas d'absence de certaines informations consolidées, nous avons vérifié que des explications étaient fournies conformément aux dispositions de l'article R.225-105 alinéa 3 du code de commerce ;
- nous avons vérifié que les Informations RSE couvraient le périmètre consolidé, à savoir la société ainsi que ses filiales au sens de l'article L.233-1 et les sociétés qu'elle contrôle au sens de l'article L.233-3 du code de commerce, avec les limites précisées dans les parties « Reporting social - Annexes » et « Reporting environnemental - Annexes » du rapport de gestion.

Sur la base de ces travaux, nous attestons de la présence dans le rapport de gestion des Informations RSE requises.

L'un des Commissaires aux comptes, le 27 mars 2014,

KPMG Audit

Département de KPMG S.A.

Christian de Brianson
Associé

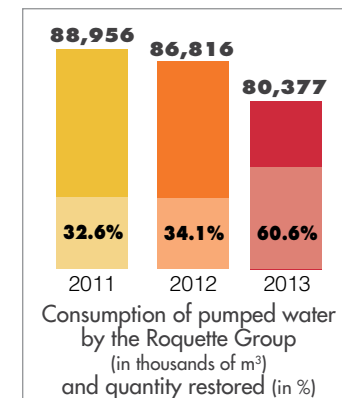
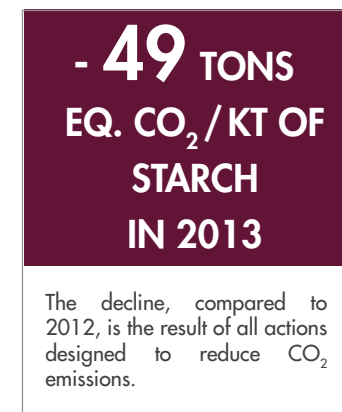
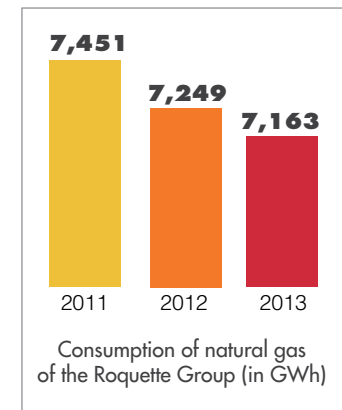
Philippe Arnaud
Associé
Département Changement
Climatique & Développement
Durable

INDICATORS BASED ON INTERNATIONAL STANDARDS

The extra-financial reporting consists in measuring a company's performance in this area, when possible, communicating the results via indicators, then rendering account to the internal and external stakeholders.

To prepare its Sustainable Development & Activity Report, the Roquette Group took inspiration from the "G4 Guidelines" of the Global Reporting Initiative (GRI). Used throughout the world, the GRI provides a framework for reporting on Sustainable Development. These Guidelines are designed for be universally applicable by all organizations, regardless of their size. They also constitute an international reference for all those interested in the communication of information on the governance and environmental, social and economic performance of companies. This report therefore contains elements derived from the G4 Guidelines, such as for example the references for indicators (G4-...) listed in the tables on pages 64 and 65.

THE ENVIRONMENTAL INDICATORS ⁽¹⁾



		2013	2012	GRI ⁽¹⁾
ENERGY CONSUMED				
Electricity	GWh ⁽²⁾	2,280	2,247	G4-EN3
Natural gas	GWh	7,163	7,249	G4-EN3
Heavy fuel	ton (t)	4	5,120	G4-EN3
Domestic fuel	m³	1,008	792	G4-EN3
Coal + Pet Coke	kt ⁽³⁾	335	312	G4-EN3
Wood	kt (50% DS) ⁽⁴⁾	159	132	G4-EN3
Straw	t (85% DS)	6,255	0	G4-EN3
Ton of oil equivalent	t/kt of starch	214	234	G4-EN3

ENERGY PRODUCED				
Electricity	GWh	1,372	1,280	G4-EN3
Biogas	GWh	47	55	EN22

WATER				
Pumping - Rivers	10³ m³	57,107	61,736	G4-EN8
- Aquifers	10³ m³	12,788	12,847	G4-EN8
- Urban network	10³ m³	10,482	12,233	G4-EN8
Water restored	10³ m³	48,697	29,559	G4-EN22
COD ⁽⁵⁾ emissions	t/kt of starch	1.40	1.84	G4-EN22

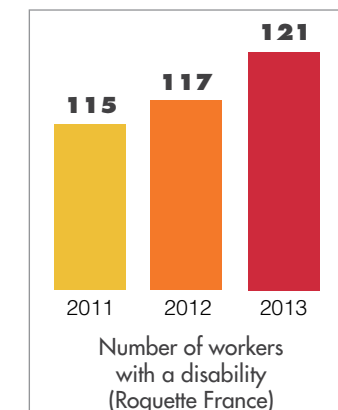
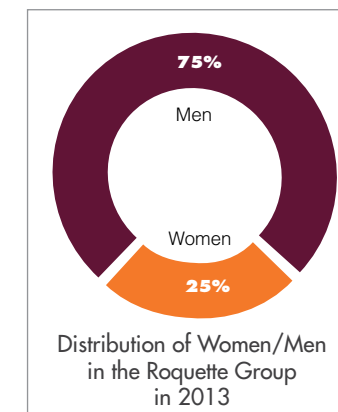
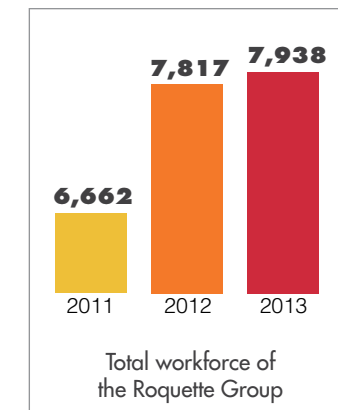
AIR				
CO ₂ emissions	t eq. CO ₂ /kt of starch ⁽⁶⁾	504	553	G4-EN16
SO ₂ emissions	t/kt of starch	0.27	0.35	G4-EN21
NO _x emissions	t/kt of starch	0.44	0.34	G4-EN21
Dusts	t/kt of starch	0.16	0.21	G4-EN21

WASTE				
Dangerous	t/kt amidon	0.17	1.41	G4-EN23
Non dangerous	t/kt amidon	33	35	G4-EN23
Revaluated (except field spreading)	t/kt amidon	21	24	G4-EN23
Field spreading	t eq. 100 % MS/kt amidon	35	48	G4-EN23

PERFORMANCE INDICATORS ⁽⁷⁾				
Energy	ratio	1.01	1.01	-
Water	ratio	1.30	1.27	-
GES	t eq. CO ₂ avoided	543,882	507,147	G4-EN19

- (1) Perimeter and GRI: see page 63
 (2) GWh: Giga Watt per hour
 (3) kt: 10³ metric ton
 (4) DS: Dry Substance
 (5) COD: Chemical Oxygen Demand
 (6) eq.: equivalent
 (7) Performance indicators - Energy: see page 38, Water: see page 23, GES: see page 26

THE SOCIAL INDICATORS ⁽¹⁾



	2013	2012	GRI ⁽¹⁾
WORKFORCE ⁽²⁾ (Group perimeter)			
Europe	4,771	4,766	G4-10
America	602	614	G4-10
Asia	1,309	1,355	G4-10
India	1,256	1,082	G4-10
GROUP	7,938	7,817	G4-11

PROFESSIONAL EQUALITY ⁽²⁾ (Group perimeter)			
Men workforce	6,352	5,187 ⁽³⁾	G4-LA12
- including % managers	12.5 %	12.0 % ⁽³⁾	G4-LA12
Women workforce	1,586	1,548 ⁽³⁾	G4-LA12
- including % managers	12.6%	12.0% ⁽³⁾	G4-LA12
Ratio Women/Men	25.0%	29.8% ⁽³⁾	G4-LA12

NEW HIRES / DEPARTURES (Group perimeter)			
New hires	423	473 ⁽³⁾	G4-LA1
Resignations	285	307 ⁽³⁾	G4-LA1
Terminations	84	64 ⁽³⁾	G4-LA1
Deceased	15	11 ⁽³⁾	G4-LA1
Retirees	90	67 ⁽³⁾	G4-LA1
Other departures	25	85 ⁽³⁾	G4-LA1

TRAINING (Restricted perimeter)			
Training: average number of hours/employee	27	27	G4-LA9

INSERTION OF DISABLED WORKERS (France perimeter)			
Disabled workers	121	117	G4-LA12

CONDITIONS OF HYGIENE AND SAFETY (Group perimeter)			
Accidents with lost time - FR1 ⁽⁴⁾	2.9	2.4	G4-LA6
Accidents with or without lost time - FR2 ⁽⁵⁾	8.2	8.6	G4-LA6
Lost days	1,768	2,070	G4-LA6
Severity Rate ⁽⁶⁾	0.12	0.14	G4-LA6

- (1) Perimeter and GRI: see page 63
 (2) Open-Term Contracts and Fixed-Term Contracts at 31 december
 (3) Key figures for Roquette-Riddhi Siddhi not included in 2012
 (4) FR1= Frequency Rate 1: number of accidents with lost time per million hours worked
 (5) FR2= Frequency Rate 2: number of accidents declared per million hours worked
 (6) Number of lost days (not including the day of the accident) per thousand hours worked



ACKNOWLEDGEMENTS TO THE CONTRIBUTORS

We thank all the employees and stakeholders who have contributed to the preparation of this 2013 Sustainable Development & Activity Report.

TEAMWORK

The Sustainable Development team:
Anne LAMBIN and Marie-Gabrielle BAILLY.

The contributors from each site of the Group.
LUNA CREATIONS.

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