



Sustainably developing and preserving our four capitals

ROQUETTE, A RESPONSIBLE COMPANY

Sustainably developing and preserving our four capitals

Founded more than 80 years ago, Roquette is a French family-owned group of international dimension. Our activity consists in transforming plant-based raw materials. Ranked among the five leaders of the global starch industry, we offer our customers a broad range of products and solutions. With a focus on food, nutrition-health and plant-based chemistry, our growth is supported by innovation, a passion for the job and commitment to achieve. Our strategy takes into account the challenges of sustainable development and, in terms of social responsibility, we are committed to sustainably developing and preserving the four capitals essential to the long-term viability of our company:

natural, human, industrial and societal.

This approach is fully integrated into our mission: "Serving men and women by offering the best of nature."



Natural

Preserve natural resources and minimize the impact of our activities on the environment.



Human

Make safety a priority and develop expertise, dialogue and diversity.



Industrial

Innovate and generate value, develop and optimize our industrial resources.



Societal

Build a constructive dialogue with our stakeholders and engage with local communities.

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^{*} CSR: Corporate Social Responsibility

EDITORIAL



Cross interview



What is your view on the

activities of Roquette in 2014

and on the turn taken at the end

to reinforce its competitive position in Europe and in India.

Taking a controlling stake in

Lithuanian starch producer

Amilina and buying the remaining

shares of Roquette-Riddhi-Siddhi

in India offer real opportunities for

medium- and long-term growth

in these two major regions.

Furthermore, in Asia and in North

America alike, Roquette has done

very important work to optimize

its industrial competitiveness. All

8,100 employees have been highly

mobilized to make the Group ever

more attractive to our customers

potential based on the natural ori-

gin of its products. With the Ge-

neral Management team, we have

started a review of all our activi-

ties. This process is helping us to

optimize cost and above all to re-

focus our portfolio and our invest-

ments in the most promising mar-

ket segments. The new direction

taken at the end of 2014 is begin-

ning to bear fruit and provides us

with visibility over the long term. We are going to continue our sus-

tainable growth under optimized

Upon my arrival in Sep-

tember 2014, I discovered

a Group with extraordinary

and partners.

conditions.

Thanks to its solid and

sustainable foundations, in

2014 our Group continued

of the year?

My highest ambition is for Roquette's relationship with its customers to

become completely symbiotic and I want our innovations to bring exceptional success.



What are the long-term challenges for Roquette?

The Group must maintain its position as the partner of reference for our customers in the markets of nutrition-health and plant-based chemistry over the long term. For more than 80 years, Roquette has based its success and that of its customers on an exceptional platform of innovation, thanks to an industrial and research & development policy focused on the long term. We must continue to foster this balance between shortterm performance and long-term vision.

Roquette will further reinforce its role as a major player in food, nutrition and health, in parallel with industrial markets. We will become a virtuoso and, like a musician with a score, we will play with all the functionalities of our ingredients. Our range today

covers starches, proteins, fibers and lipids derived from plant-based raw materials such as corn, wheat and potatoes. We recently added peas and microalgae, and we could add others with all the potential that nature offers us.

What is your highest ambition for the company?

I want the Group to continue to grow while cultivating its special family character: high expectations on performance at the service of all its stakeholders, and for its employees a strong feeling of belonging and construction for the medium and long terms. I am extremely confident in the capacity of our employees to make our Group more efficient, more attractive

I also want Roquette's relationship with its customers to become completely

symbiotic, and I want our innovations to bring exceptional success. My wish is that our solutions become even more widely known and appreciated by consumers, so that the general public becomes aware that we participate, albeit indirectly, in their well-being and health. This is the very mission of Roquette: "Offering the best of nature".



I am extremely confident in the capacity of our employees to make our Group more efficient, more attractive.

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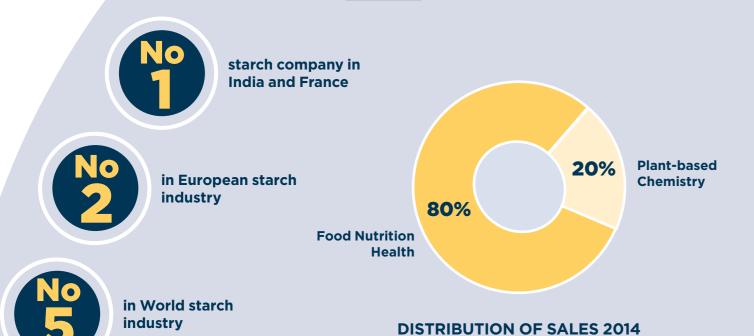
Key figures2014

BILLION EUROS of worldwide turnover

10%*

of turnover
devoted to R&D and industrial capital

GLOBAL SITUATION



GLOBAL WORKFORCE



TERRITORIAL ANCHORING



BY FIELD OF APPLICATION

Our business, **Our markets**

Roquette's industrial units generate value from all the components of plant-based raw materials: corn, wheat, potato, peas and microalgae. The Group markets more than 700 products and solutions for the benefit of customers in the food and industrial markets.

Our business is to generate value from all the components of all the plant-based renewable raw materials that we process - corn, wheat, potato, peas and microalgae - and to exploit their technological and nutritional properties. One of the main components extracted is starch.

An amazing energy reserve built from a chain of glucose molecules,

starch is marketed in its native form or transformed into numerous derivative forms: modified starches, glucose syrups, dextrose, maltodextrins, polyols...

In addition to starch, we generate value from the proteins, lipids and **fibers** extracted from all the plantbased raw materials we work with. This rich diversity of raw materials is supported by our extensive in-

dustrial know-how, our experience with integrated biorefineries, and our long tradition of research and innovation.

These strengths allow the company to offer more than 700 products and solutions to industrial customers in five major sectors: Human Food-Nutrition, Animal Nutrition, Pharmaceuticals, Paper-Cardboard

20% of sales

> **Animal Nutrition**

Pet food and feed for livestock.

and Chemistry-Bioindustry.

Pharmaceuticals 13%

Excipients for all types of pharmaceutical forms (tablets, pills, granules, syrups, drinkable solutions, eye drops, toothpastes, gels, etc.). Active principles for injectables solutions...

700 PRODUCTS PRESENT IN OUR DAILY LIFE



Paper and Cardboard

A complete range that improves the resistance of paper and the quality of printing. Glues for corrugated cardboard and packaging...

> 11% of sales

of sales

Chemistry and Bioindustry

Additives for concrete, plasterboard, insulation, adhesives... Solutions for fermentation and highperformance plastics..

Responsible

governance

Founded in 1933 by Dominique and Germain ROQUETTE, then grain traders in Lille, today ROQUETTE FRÈRES is an international family-owned group, presided over by the third generation of the Roquette family.

The engagement of family shareholders over five generations and the ambition of the Board of Directors to implement best practices in governance contribute to the Group's longterm growth strategy. This strategy is reinforced by the stability of the shareholder base, its long-term vision, sustainable performance and international growth.

The Board of Directors defines the strategic orientations of the Group and ensures that they are in line with the objectives of generating value and profitability from investments. The Board analyzes the major events of each quarter and examines the investment projects and their financing. It also ensures that Roquette Frères, which is responsible for the management and control of the Group, continues to benefit from an appropriate management structure to define the **general policy of the Group** and to ensure that the strategic decisions and operational choices are implemented by the subsidiaries.

In 2012, Roquette adopted a modern and efficient system of governance, as evidenced by the nomination of independent directors to the Board, equal in number to the



The Board of Directors defines the **strategic** orientations of the Group.



family members, and by the creation of specialized committees. These external members provide complementary expertise and an objective view on the organizational challenges of the family company. In 2013, an independent director was appointed Vice-Chairman of the Board, in charge of relations with the family shareholders, whose number continues to increase with each new

The year 2014 was marked by the development and presentation of the 2018 strategic plan. The Board and the General Management ensured that the shareholders had a clear understanding of the plan and the structural changes within the Group's environment, so that everyone had the necessary information to assume their responsibilities at the General Assembly.



Didier de MENONVILLE

Édouard **ROQUETTE** Chairman

Pascal **PAYET-GASPARD**

Denis **DELLOYE**

Christophe **ROQUETTE**

Strategy Committee

- Analyzes the major strategic orientations for the development and the future of the Group
- Examines the investment projects prior to their presentation to the Board of Directors.
- Does the preparation work for the Board on subjects of major strategic interest (growth, areas of development, financial strategy, etc.).

Christophe ROQUETTE (President) Fabienne DEGRAVE

Didier de MENONVILLE

Audit Committee

- Monitors the processes for reporting financial information
- Ensures the efficiency of the company's systems of internal control and risk management
- Steers the effectiveness and pertinence of internal auditing.
 - Monitors the legal control of annual and consolidated accounts.
 - Ensures the independence of external auditors.

Jean-François RAMBICUR (President) Stéphane BASEDEN Denis DELLOYE Pascal PAYET- GASPARD Édouard ROQUETTE

Roquette Frères Board of Directors

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

Appointments and Salaries Committee

- Examines questions related to the composition, organization and functioning of the Board of Directors and the Group General Management.
- Remains informed of the remuneration policy applied throughout the Group.
- Delivers recommendations concerning the remuneration of managing agents.
- · Oversees the proper functioning of the bodies of gover-

ROQUETTE

Pascal PAYET-GASPARD (President) ean-François RAMBICUR Christophe ROQUETTE Édouard ROQUETTE Marc ROQUETTE

Deontology and Sustainable **Dev. Committee**

- Examines the Group's environmental policy and the annual Sustainable Development & Activity Report.
- Analyzes the mapping of extra-financial risks (CSR) and the action plans that arise
- Ensures the company is able to guarantee that the rules of good conduct are respected, in connection with the Group Ethics Committee.



Marc **ROQUETTE**

Pierre-Emmanuel **LEPERS**

Jean-François

Fabienne DEGRAVE

Stéphane **BASEDEN**



2014

Major events



Roquette appoints new Chief Executive Officer

The Board of Directors appointed Jean-Marc GILSON as Chief Executive Officer of the Group, effective 1 September 2014.

Among his missions, he will strive to pursue the Group's global development in the sectors of Food, Nutrition and Health, and Plant-Based Chemistry.



Roquette reaches Zero Accidents objective in Asia

The numerous actions and campaigns to raise awareness and further develop a Safety Culture at all Asian sites have borne fruit! In August 2014, Asia became the first region in the Group's history to attain the objective of zero lost-time injuries over 12 consecutive months.



Roquette takes a majority stake in Lithuanian company

In October 2014, Roquette acquired a controlling stake in Amilina, a Lithuanian producer of wheat starch and derivative products, following a collaborative partnership put in place three years ago. This confirmed Roquette's ambition to become a major player on Northern and Eastern European markets.









Roquette launches large-scale production of microalgae

In June 2014, Roquette inaugurated an industrial production unit dedicated to microalgae at its Lestrem site (France). With an annual production capacity of 5,000 tons of dried microalgae, this unit launched a range of next-generation food ingredients, derived from a renewable plant-based raw material with exceptional nutritional potential.





Roquette sets up increasingly active networks

Today, working in networks has become an essential part of professional life, and Roquette is no exception to this trend! Sharing experiences and best practice... these are the topics which were brought up at meetings of Roquette's experts networks. More than 10 meetings of this type were held in 2014, including one on food safety that brought together 40 internal specialists.





Roquette opens a unit in **Switzerland**

In July 2014, Roquette created a company in Geneva, Switzerland. The main activity of this new unit is the optimal management of purchase and sales prices. It will also market the Group's products and solutions on the Swiss territory as of April 2015.



Roquette takes 100% of the capital in Indian company

In 2012, Roquette acquired three production sites from India's leading starch producer and became majority shareholder of Roquette-Riddhi-Siddhi. A further milestone was laid in May 2014 with the acquisition of the remaining shares of the company.



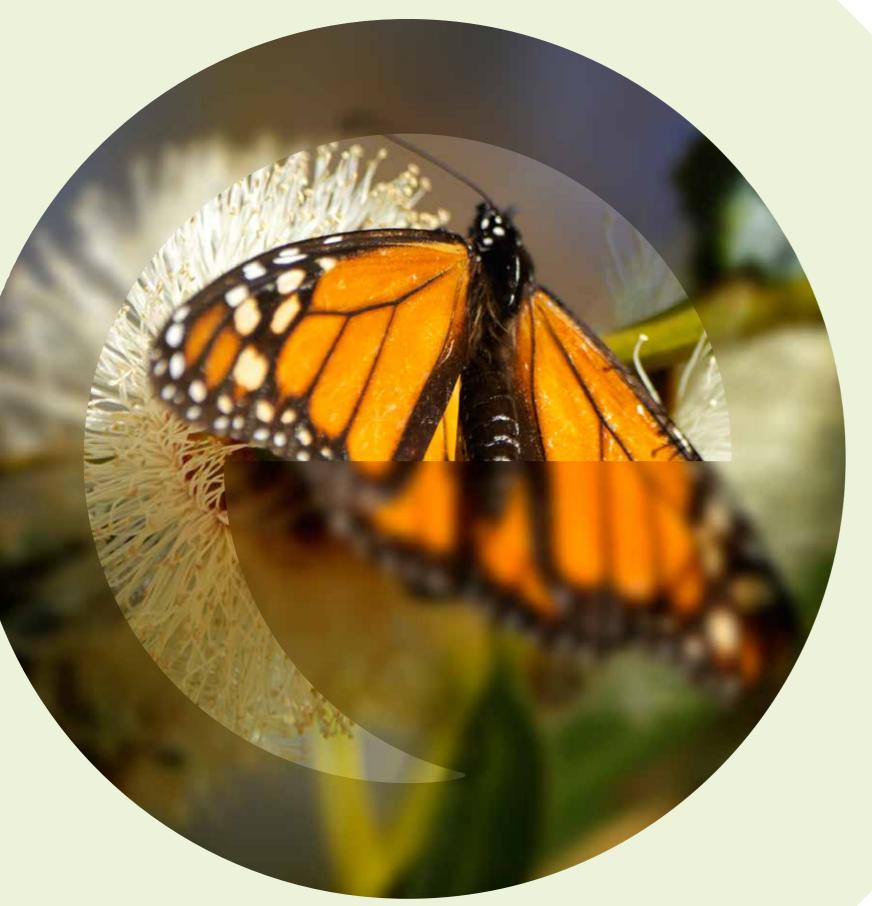














The challenges of **Natural Capital**

Plant-based raw materials, the terrestrial and aquatic ecosystems, renewable natural resources, water, air... these constitute the Natural Capital of the company. The challenges of this capital include preserving and minimizing the impact of industrial activities on the local and global environment, throughout the production chain.

OUR COMMITMENTS



Local sourcing

We establish long-term relations with our suppliers, most of which are located close to our factories. This helps improve performance in the reduction of **CO, emissions** from transport while meeting the highest quality and industrial standards.



Preserving the environment

Water, biodiversity, air, noise, ground soil, waste management... we apply multiple environmental best practices and reduce our impact on the

environment.



Reducing the impact of transport

We continue to develop modes of transport with lower CO₂ emissions in order to reduce our greenhouse gas (GHG) emissions. We favor multimodal transport and optimize load





Processing capacity for the entire Roquette Group reached nearly

8.3 million tons of plant-based raw materials, representing



рното

Local sourcing

For the purchase of raw materials, the various sites of the Roquette Group are deeply rooted in the territories in which they are implanted. For corn, wheat, potatoes and peas, whatever the raw materials, local sourcing is favored whenever possible.

Our historic presence in the agricultural world has allowed us to develop long-term relations with our suppliers. These partnerships allow us to construct efficient transport plans despite the multitude of collection points and the high volumes involved

Most of our agricultural raw materials are transported by rail to our French factories and numerous other sites of the Group. In terms of supply by rail, we continue to renew our rail wagon fleet to reduce its ecological footprint, promote safety and improve working conditions.

Food safety and the respect of the environment are rooted in all exchanges with our suppliers.

We increasingly organize meetings with farmers to keep them informed of our concerns and demands, given that they are the first link in the chain from field to fork.

Agriculture has the opportunity and the responsibility to be positioned at the crossroads of two major challenges: feeding a constantly growing global population and preserving our natural resources.

The cereals suppliers with whom we work understand the pressure placed on raw materials supply, and are therefore conscious of their duty to engage in productive and sustainable farming.

This is why, notably in Europe, the farming community is moving towards integrated farm management and raising awareness on best agricultural practices and the need to control energy consumption, etc.

The regular exchanges and dialogue with our suppliers of agricultural raw materials help provide a deeper understanding of the environmental and health challenges.



Sébastien BERNIER

Cereals Buyer









Wheat Corn Potato

Processing capacity for plant-

based raw materials at all sites of

the Roquette Group

(in millions of tons)

Pea

about a million hectares cultivated. million tons of corn used each year by Roquette in France, or the equivalent of 150,000 **2** Zoom on... hectares cultivated. Corn, a grain close to home! of CO₂ emissions). This proximity

Today corn is the most produced cereal in the world. It is a basic plant-based raw material for the starch industry, as are wheat, potatoes and peas.

Roquette first began working corn in the 1950s, at its first starch unit in Lestrem (France). Next Spain, then Italy, the USA, China and most recently India began processing this plant-based raw material. Each year, nearly 5 million tons of corn enter our starch units.

Most of our factories are based in very large zones of corn production. The Keokuk factory, for example, is located in the heart of the American Corn Belt. This allows us to avoid longdistance transport and reconcile economic performance with environmental needs (reduction

also helps us establish long-term relationships of trust with our suppliers. Consumer expectations are also taken into account, which is why we use no genetically modified corn in our European and Asian factories.

In Italy, France and China, we transform special varieties of corn, such as waxy corn, which is rich in amylopectin, or corn rich in amylose. Specific contracts are signed with the farmers, and monitoring is handled by our agricultural engineers.

We also collaborate with seed growers to select seeds of optimal quality and lower sensitivity to fungal contamination.









Preserving the environment



Launched in 2012, this indicator is based on the water performance of our starch units. It is defined as the ratio between the average consumption of water used for processing at all starch units and a water-use target. The water-use targets for each type of starch production unit are defined by our technical teams, based on historic experience within the Roquette Group. The ratio obtained is without unit and the objective is to be inferior to 1.

Roquette's water performance indicator in 2014

up 3% from a year earlier, with further advances expected.



At all its sites, Roquette is committed to minimizing the impact of its activities on the environment. We pay special attention to water, air, ground soil, noise and generating value from our waste...

Water, a precious resource

Water is very abundant on our planet. In fact, it is one of the most abundant resources on earth. In terms of volume and quality, however, it is very unevenly distributed across the globe, and only a very limited portion of this water is directly available for our consumption.

Water is the main resource used to **extract** the components of our raw materials. Roquette therefore works every day to ensure the sustainable management of water.

Numerous studies on production techniques have been carried out to help minimize water usage at our sites. Different processes, such as the recycling of water used in production and the use of closed cooling circuits, are designed to respond to this need to save water. In India, efforts to reduce water consumption can only succeed with



Roquette works every day to insure the sustainable management of water.



recycling and efficient management of the water cycle in our circuits. It is necessary, in such particular cases, to constantly question traditional methods and work on optimizing our processes.

In parallel, almost all of the water used for our industrial needs is subsequently treated in internal water-treatment stations, which



Zoom on...

Saving water in India

Water conservation is one of the major challenges to which the starch industry must respond, particularly in India. Two of our Indian sites, Gokak and Pantnagar, have established action plans to reduce the consumption of water taken from the natural environment. In starch production, for example, improvements in the recycling and treatment of filtrate

water allows it to be reused in the hydrocyclones. The optimization of the inverse-osmosis system for effluent also allows the plant to "clean" the water so that it can then be used in the cooling circuits and to feed water to the boilers, as well as for various cleaning activities. At the Gokak site, the consumption of water taken from the natural environment was reduced by 25% in 2014.





After treatment in our internal watertreatment stations. "clean" water is released back into the natural



apply the latest technologies to ensure high yields.

environment.

Some of these stations are equipped with methanizers that can pretreat the effluent before the final biological processing. The biogas produced in this way can then be used directly to fuel our boiler installations. The treated water can then be released "clean" back into the natural environment, in rivers, for example.

Numerous measurements are taken, continuously or on a spot-check basis, by the laboratories of our sites or by accredited independent organs, according to local regulations and Roquette standards.

Ground soil

Roquette has a vested interest in the quality of the soil that provides the raw materials necessary for its activity.

For years, many of our sites have offered programs for the **field-sprea**ding of effluent from our agro-food activities. These programs take into account the natural and agricultural context and are designed to preserve the quality of soil and ground water.



Natural fertilization of soil

The practice of field-spreading effluent from potato starch production is a sustainable agro-environmental practice that illustrates the benefits of natural fertilization techniques and the circular economy.

After extracting the components of potato starch at the Vecquemont site (France), the remaining water is rich in soluble nutriments that can be absorbed by plants. This effluent is spread on soil with special technical methods, including an underground network of 120 km to connect the automated field-spreading ramps. This allows farmland to be naturally fertilized,

thus reducing the use of chemical fertilizers.

This practice is under strict control and regularly monitored to ensure the preservation of the quality of ground water. At the end of 2014, members of the European Commission's Joint Research Center visited the Vecquemont site to assess its field-spreading program, with an eye to integrating it as a recognized best practice of the European starch industry in the next version of its documentation on Best Available Technologies.



WATER		2013	2014	GRI (1)
Pumping - Rivers	10 ³ m ³	57,107	60,713	G4-EN8
- Aquifers	10 ³ m ³	12,788	13,080	G4-EN8
- Urban network	10^3m^3	10,482	11,792	G4-EN8
Water restored	10 ³ m ³	48,697	53,509	G4-EN22
Ratio of water returned/pumped	%	60.6	62.5	G4-EN22
COD (2) emissions	t/kt of starch	1.40	1.46	G4-EN22

(1) Perimeter and GRI: see page 54

(2) COD: Chemical Oxygen Demand







РНОТО

the

Benifayo

site (Spain).

to the anti-

noise wall,

a station to

continuously

measure

noise has been

in addition

Healthier air

Roquette strives to preserve air quality, which is essential when populations live in direct proximity to our factories

Two categories of air pollution have been identified: odors and dust emissions.

At most of our industrial sites, odors from certain production processes are treated with state-of-the-art technologies, such as installations for regenerative thermal oxidation that reduce olfactory emissions by up to 99%.

In parallel, in order to limit dust emissions related to the transport of powdered materials, numerous capture and filtration systems are placed at the output of installations. The efficiency of these systems is regularly checked.

At Lestrem (France), for example, a large sleeve filter with a filtration surface of more than 600 m² has been installed on a new spray-drying unit. This equipment provides excellent results, with dust emissions 10 times lower than the regulatory requirements.

tons equivalent CO avoided at the end of 2014

(GHG performance indicator), or nearly 35,000 more tons avoided than in 2013.



In 2012, Roquette established a performance indicator for CO₂ emissions avoided.

This indicator is defined as the sum of benefits provided by a set of actions to reduce CO₂-equivalent emissions at the Group's industrial units (installation of speed variators, use of biofuels, tools for cogeneration, etc).

The target set for 2017 is a reduction of about 620,000 tons equivalent CO₂



The reduction of olfactory emissions

China is increasingly concerned by environmental issues. Measures to reduce the different types of pollution (atmospheric, sonic, olfactory) are beginning to emerge. Alerted by the local Environmental Protection Office, the site of Lianyungang has implemented actions to reduce odor emissions that disturb local residents. The exchange of best practices within the Group and a close collaboration with a local institute allowed the site to adapt its starch unit with proven odor-reduction processes first developed at our Italian site.







Regenerative thermal oxidation is used to reduce odor emissions by up to 99%.

AIR		2013	2014	GRI ⁽¹⁾
CO ₂ emissions	t eq. CO ₂ /kt starch ⁽²⁾	504	650 ⁽³⁾	G4-EN16
SO ₂ emissions	t/kt starch	0.27	0.74 (3)	G4-EN21
NO _x emissions	t/kt starch	0.44	0.58 (3)	G4-EN21
Dusts	t/kt starch	0.16	0.19	G4-EN21

(1) Perimeter and GRI: see page 54

(3) The upward trend in indicators follows a decrease in production of cogenerated electricity (due to a lower market valuation of this energy) along with an increase in sales of steam to third parties.

(2) ton equivalent CO, per kilo ton of starch

Noise reduction

Roquette seeks to reduce noise pollution, starting with the design of installations that generate less noise. However, the proximity of certain production sites to heavily populated areas means additional measures are sometimes required. This is notably the case at our Spanish site of Benifayo, where our first station to continuously monitor noise levels was installed in 2014. This station serves to:

- · Know in real time the level of noise generated by the factory and adapt activities as needed,
- Detect increases in sound levels in order to identify the causes and act rapidly to resolve associated noise disruptions,
- Better ensure regulatory limits are respected.

Thanks to algorithmic simulations, the technology used provides continuous information on the level of noise perceived by residents of the city. This installation follows the 2008 construction of an anti-noise wall, which has already significantly reduced the overall sound levels produced on the site.

Generating value from all our

Our business involves extracting and generating maximum value from all components of plant-based raw materials. Roquette's industrial sites therefore produce little waste. For all waste generated, we respect

the following processing hierarchy:

- · Regeneration for reuse, · Recycling,
- · Generating energy,
- · Lastly, elimination.

Waste from catalyzers is regenerated and reused in the same processes. Recyclable materials such as paper, cardboard, wood and metal are sorted at the source and sent to recognized, dedicated recycling channels. Waste from biomass is used to generate value via methanization or composting.

Lastly, any final remaining waste is for the most part incinerated.



Waste from biomass is **used to** generate value via methanization or composting.

•	•

V	/ASTES	2013	2014	GRI (1)
Dangerous	t/kt starch (2)	0.7	0.26	G4-EN23
Non dangerous	t/kt starch	33	14	G4-EN23
Revaluated (3)	t/kt starch	21	33	G4-EN23
Field spreading	t eq. 100% DS/kt starch ⁽⁴⁾	35	44	G4-EN23

(1) Perimeter and GRI: see page 54

(2) $kt = 10^3$ metric ton

(3) except field spreading

(4) ton equivalent 100% dry substance per kilo ton of starch



The "Nickel Recovery" operation!

The purification and hydrogenation processes at the American factory in Keokuk presented a risk of releasing nickel in effluents. In 2014, collection reservoirs were installed so that the nickel could be separated by precipitation, which is caused by increasing the alkaline pH of the effluent. In solid form, this material can then be filtered and recycled, with the filtrate sent to the residual water treatment station. The risk is thus completely controlled.



UNITED STATES









рното



Conducting an ambitious program to reduce the carbon footprint of our transport while optimizing costs, yes, that's possible!



Philippe SENET

Logistics Director, Europe



Multimodal transport

Multimodal transport, also called intermodal or combined transport, involves using at least two successive modes of transport to ship goods using the same container or vehicle, thus eliminating the need to unload and reload the shipment. A part of the transport can thus be done by road, with the rest by maritime, river or rail transport.







Reducing the impact of transport

Roquette helps reduce the environmental impact of its logistics chain by favoring the use of alternatives to road transport, by optimizing load factors of tractor-trailer rigs and also by developing partnerships with motivated carriers.

Alternatives to road transport

Roquette continues its efforts to develop lower-carbon alternatives to road transport, such as rail, multimodal and river barge. In 2014, these alternative solutions covered nearly half of the volumes shipped to our customers.

Rail transport is the preferred mode for raw materials shipped to the different sites of the Group.

Multimodal transport offers a lower environmental impact than road transport for the equivalent distance. It can also provide significant economic advantages for our logistics chain

Multimodal transport was further developed at Roquette in 2014, with combined road-rail transport between France and Italy covering nearly 50% of the traffic. Between France and Portugal, combined

road-maritime transport progressively reached 75% of the traffic.

River transport is particularly suited for our deliveries of First Products (proteins, fibers and oil). About 17% of our shipments departing from Lestrem (France) to customers located in Belgium and northern France are handled by river trans-

Motivated carriers

Roquette establishes partnerships with carriers committed to reducing the environmental impact of their activity via actions designed to reduce their fuel consumption. This determined approach also offers economic advantages and helps meet regulatory requirements. In Europe over the last 20 years, numerous technical innovations have reduced gross fuel consumption of



- · Improvements in the aerodynamics of tractor-trailer rigs,
- · Optimization of the kinematic chain,
- · Reduced resistance of ball bea-
- Adoption of systems to improve the fuel economy of motors.

In addition, the lighter weight of the new tractor-trailer designs and the optimization of their capacity have allowed the company to increase load volumes and thus reduce the consumption of fuel per ton transported. In parallel, transport companies are taking action in an area that has been long overlooked: through their partnerships with motivated carriers, these companies now devote a significant part of their continuous training programs to instructing drivers on how to save fuel.



Zoom on...

The optimization of loading at Vic-sur-Aisne

An excellent example of our efforts to optimize loading can be found at our Vic-sur-Aisne site (France), which in 2013 contacted all actors in its logistics chain to optimize bulk shipments of powders. The first step was to identify:

- Legislative constraints on road traffic in countries that impose a maximum weight limit,
- · Queries on reception and storage at our customers'.

This allowed the site to transmit to the loader the ideal weight for each tank. In parallel, the loaders established loading standards that allowed them to achieve loads increasingly closer to the ideal Efforts to optimize bulk loads at the French site of Vicsur-Aisne resulted in a 7% increase in average quantities loaded per tank and a 7% reduction in CO. emissions per ton transported.

some

to 55% of our sales

are shipped in bulk (liquid and powder) which shows the importance of load optimization.

weights. These efforts resulted in 2014 in a 7% increase in average quantities loaded per tank, as well as a 7% reduction in CO₂ emissions per ton transported. The initiative is currently being deployed at the Lestrem site (France), in all workshops equipped for bulk loading, with the site's Logistics teams monitoring the activity. The objective is to deploy load-weight optimization at all the European sites in due course.













The challenges of **Human Capital**

The company's Human Capital is made up of all the men and women who contribute to the dynamism and performance of the Group. For this capital, the challenges include guaranteeing safety at the work place, promoting dialogue and developing employee skills and diversity.

OUR COMMITMENTS



Priority on safety

In all our activities, safety is our **absolute top** priority. We have put in place numerous tools to develop a true Safety Culture. Our ultimate target is Zero Accidents, and our immediate objective is to achieve a lost-time injury frequency rate (FR1) of 1 or lower by 2016.



Cultivating our talents

We anticipate the skills needed for the company's future and develop the knowledge and expertise of our employees through training programs. In order to preserve and transmit the existing knowledge within our Group, we have established a system of tutors and internal trainers.



The importance of dialogue

The actions we have launched to develop listening and dialogue are key elements for our employees. For example, mobilizing people around the company's strategic objectives and values through integration programs is essential so that they understand and share the challenges ahead.



Commitment to diversity

Women and men of different origins, young people and seniors, the disabled, all offer a rich diversity that we wish to cultivate within our company. We are committed to equal opportunity and rely on the skills of each and every member of our team.







Priority on safety

Guaranteeing the safety of all our employees is our No. 1 objective. We are implementing actions designed to achieve a lost-time injury frequency rate (FR1) of 1 or lower by 2016. This objective requires the participation and mobilization of everyone.

Safety first!

"Safety first!" - that is the safety slogan adopted throughout the Group. For many years, safety has been our absolute top priority, formalized by our Zero Accidents objective.

We believe that our safety performance is directly linked to our operational performance. Thus, after working on technical compliance and establishing procedures, the ultimate step in attaining a Safety Culture is to focus on individual behavior, at all levels of the company.



The absolute top priority is formalized by our Zero Accidents objective.



Our approach is based on methods that have already proven themselves at leading companies in this domain: general safety principles, Golden Rules of safety, behavioral safety talks, audits... These are some of the actions that we have put in place to improve our results. Each site throughout the world has at least one safety manager, and campaigns to raise awareness are launched each year.

In 2014, we noted a reduction in the number of lost-time injuries at our sites (38 lost-time injuries in 2014,

compared with 41 in 2013). However, we deplore the fact that three fatal accidents involving employees of external companies occurred at our Indian sites. Specific action plans in this region have been established, such as regular safety audits, training in first aid, and safety talks at the start of each work day.

It is through the involvement of all our employees that our safety results will improve.





HYGIENE AND SAFETY	2013	2014	GRI (1)
Accidents with lost time - FR1 (2)	2.9	2.7	G4-LA6
Accidents with or without lost time - FR2 ⁽³⁾	8.2	8.7	G4-LA6
Lost days	1,768	1,460	G4-LA6
Severity Rate (4)	0.12	0.10	G4-LA6

- (1) Perimeter and GRI: see page 54
- (2) FR1 = Frequency Rate 1: number of accidents vith lost time per million hours worked
- (3) FR2 = Frequency Rate 2: number of accidents declared per million hours worked
 (4) Number of lost days (not including the day of

Zoom on...

For three years, the Group

Safety Network has worked

to develop a strong Safety

Culture at all our sites. Made

up of the Group Safety direc-

tor and the Safety managers

from each region, this network

has jointly developed a set of

nine Golden Rules. A power-

ful act of management, these rules provide a safety reference guide for the Group. Applicable at all our sites and translated

into all the different languages

spoken within the Group, they

have been disseminated and

explained to each employee.

A poster was also created.

in which each Golden Rule is

clearly listed in the language of

the country and illustrated by a

representative pictogram (see

photo, opposite).

S WORLD

Rules that save lives!

the accident) per thousand hours worked

factories of the Group

recorded an FR1 equal to zero for 2014. Zero Accident objective achieved!



TESTIMONIAL

Chester CHENG

Asia Safety Manager

Asia has met the Zero Accident addressed in each campaign, objective. What approach did you adopt to achieve this?

In August 2014, Asia became the first region in the Group's history to attain a lost-time injury frequency rate of zero. This means that for 12 consecutive months, none of our employees, at factories or in offices, had any work accident that involved lost time. The protection of people is one of our absolute priorities. The commitment of senior management and the integration of a structured Safety Management System guide all our actions.

In 2014, several initiatives were launched at each Chinese site. The monthly safety campaign is one of the key activities to raise awareness among employees and to develop a Safety Culture.

A specific safety theme is

such as:

- · Safety talks,
- HAZOP (HAZard and OPerability study), one of the methods most used for industrial risk assessment.
- Analysis of critical actions.

Last but not least, before any action in production, a discussion on safety is engaged between operators and team leaders: this gives everyone an opportunity to express any concerns they may have about safety. The work is thus accomplished under the best possible conditions.

Employee awareness and the involvement of managers are essential to optimize safety perfor-

CHINA

Working to improve safety is firstly an ethical issue. but it's also

a powerful lever for performance.



Denis MAITRE

Group Industrial Director







The importance of dialogue

At Roquette, listening is a constant commitment. The sense of proximity, which is a strength of a family-owned group, provides a richness that we cultivate every day, to develop dialogue and to promote the adoption of the company culture by all employees.

More efficient together

Dialogue first means involving and mobilizing all of the Group's employees around a project, a vision and shared values. It also means sharing the expertise of others, improving one's own knowledge by benefiting from the experiences of others, and working together to innovate and move forward. On the strength of our conviction that well-being and dialogue at the work place are powerful drivers for performance, we are committed to fostering the engagement of all employees in the company vision.

Since 2010, at all Group sites, we have organized every year "HORIZON" meetings to review the results of the past year and to share, with all the teams, our vision on the company's projects and objectives. Equally important are the managerial meetings that provide employees with an opportunity to express their views, to receive answers to their questions and to open a dialogue.



Among the subjects at the heart of these exchanges, the development of a true customer culture is a major priority. To be a customer-oriented company, we believe that a single vision must guide all our employees: achieving excellence in customer satisfaction.

Numerous initiatives have been launched to help build this culture. such as sharing video testimonials from customers with the teams.



The Group Welcome Seminar, an interactive

For the second consecutive year, two integration seminars for a select group of new managers were organized by the Group Human Resources Dept. More than 40 employees from the USA, Belgium, Finland, France, Hungary, Italy, the UK, Turkey, Singapore and China participated in presentations, site visits and team workshops, completed by meetings with representatives from the main Corporate Functions. These seminars serve multiple objectives:

- Discover the Roquette Group and its strategy,
- · Develop the customer culture,
- Provide the keys to evolve in a

multicultural and transversal

- Share the Group's values and principles of action,
- · Develop the feeling of belonging to the company and to its network..

The success of these meetings is undeniable. Testimonials from participants reflect the strong interest in learning more about the company and interacting with the other participants and guest

"This seminar was really interesting and extremely beneficial. I particularly appreciated the interactivity of the workshops. All employees should be given an opportunity to participate!" Tom PORTER, Global IT Performance Manager





For a successful integration

The integration of a new employee is also a powerful moment for dialogue, both for the participant and for the organization and the team s/he is joining.

Integration objectives:

- · Adoption of the company culture and understanding of its organization,
- · The feeling of belonging, by developing contacts within teams,
- · Getting up to speed in the new job, to improve efficiency and impact

In this context, the manager's role is essential. A guide, "For a Successful Induction", was published in 2014 to help managers assist in the induc-

tion and accompaniment of their new employees.

Another initiative to promote integration: the Group Welcome Seminar. This induction seminar for new employees provides three days of transversal, inter-business and intercultural training (see Zoom, page 28). Other business integration programs have also been put in place within the different sectors of the company, such as in Logistics, for example.

2014

680

Zoom on...

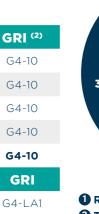
ATLAS, a portal full of resources

ATLAS is a work space for all the Logistics personnel at our sites in Europe.

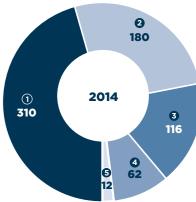
This new portal provides access, in a convivial form and in a spirit of sharing, to forums for discussion, project management, a documents library and exchanges on best practices. Accessible also to our external partners (carriers, warehouses, cleaning stations, etc.), the portal facilitates the relations that we maintain daily with these key actors to meet our common objective: the satisfaction of our customers.



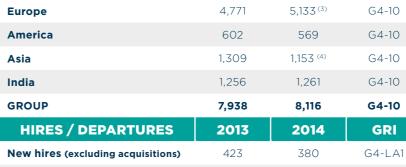
Employee departures in 2014 (Roquette Group)



G4-LA1



1 Resignations **4** Other departures 2 Terminations 5 Deceased **3** Retirees



2013

499

- (1) Open-Term Contracts and Fixed-Term Contracts at 31 Décember
- (2) Perimeter and GRI: see page 54

Departures

WORKFORCE (1)

- (3) Increase in the workforce primarily related to the acquisition of Amilina (Lithuania)
- (4) Decrease in the workforce related to a restructuring plan at Lianyungang (China) with the closing of the old factory







Cultivating our talents

At Roquette, the human dimension is essential. To innovate, to achieve success and to be ever more efficient in the service of our customers, we work to attract top talent and allow all our employees to express their potential.

Promoting the transmission of know-how

To develop the talents of tomorrow, work placements and apprenticeships are paths to excellence at our French sites. These programs give young people the opportunity to learn about the business through contact with professionals eager to share their experience and their passion. They also benefit the company, which is enriched through contact with new profiles.

In 2014, the Lestrem site (France) hosted 32 students on work/training schemes from all levels of **study** in a wide range of sectors, including Maintenance. Production, Purchasing, Reliability, Safety, Logistics, Quality Control and the Company Restaurant. Each year, an event is organized to honor the people involved in these work placements and salute the engagement

of tutors and the management. To reinforce the transfers of skills and knowledge, we have created the status of tutor and internal trainer, signed our 2014 Generations Contract, and integrated these missions into the annual objectives of employees concerned.

Accompanying the professional development of each employee

We consider **training** as a strategic investment for the development of our company and our employees. Our training programs focus on the business, safety, languages, IT and managerial skills. Along with internal mobility and professional career development, training represents a key tool that not only helps meet the needs of the company but also gives

employees the means to achieve their personal and professional ambitions. the information systems and train

counting.

Transmission of knowledge between tutor and student at Beinheim (France Zoom on...

PHOTO

The VIKAS project

Vikas means development: in this case, the development of our activities in India, which begins with Human Resources. In this perspective, a program for sponsoring Indian students in France was launched in 2014.

in partnership with the Institut Supérieur d'Agriculture in Lille (ISA)

Roquette participated in the selection of two students and will host them at the Lestrem site (France) for their two-year ISA program, which will include a number of different work placements. Upon completion of their training, the students will join the teams of Roquette India with positions in production or engineering.

This first experience focuses on skill development, cultural diversity and integration. In this way, it is designed to train the managers of tomorrow.





Identify the key areas of expertise of our company and develop them.

20.5

hours of training

on average per employee throughout the Roquette Group in 2014 (1).

ject initiated in 2014 to set up networks of experts within the within their area of expertise. Roquette Group. The goal of this Their role is also to capitalize on project is to identify key areas of the existing knowledge within the expertise at our company and Group and actively monitor devedevelop them, with the ultimate lopments in their field in order to

promote innovation.

Zoom on...

SPRING is the name of the pro-

objective being to reinforce our

competitiveness and conquer

new markets. Four challenges

· Capitalization of knowledge,

In addition to classic skills such

as the management of teams

and projects, SPRING seeks to

recognize the pathways devoted

to the sharing of knowledge. In

practice, a project team has been

put in place and three levels of

contribution have been specifi-

The mission of **senior experts** is

to construct and run a network

Recognition of experts.

Group experts

have been targeted:

Development.

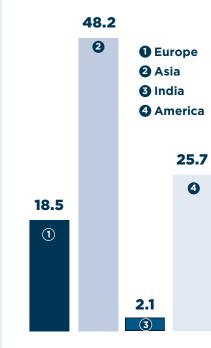
Innovation,

cally identified.

The experts contribute to the activity of their network, notably through the development and transfer of knowledge.

The specialists act as training tutors. They contribute to the development of expertise by sharing know-how and by identifying practices that need to evolve. Nutrition, energy and the environment, process engineering... these are just a few of the areas of expertise that have already been identified and for which an initial list of experts has been established.

WORLD



Average number of hours of training per employee in 2014 (1).

(1) restricted perimeter; see page 54

Zoom on...

New standards for reliable consolidation!

In 2014, Roquette adopted the International Financial Reporting Standards (IFRS) for the preparation of the Group's consolidated

A project was launched to adapt

the teams involved at each of the entities of the Group. At the Cassano site (Italy), for example, 35 members of the Finance Department increased their knowledge of the new standards and their impact on the subsidiary's ac-











Soda-blasting involves projecting a natural abrasive (sodium

> carbonate) with the help of compressed air at low pressure,

> > in order to strip

or clean

surfaces.

рното

Commitment to diversity

We believe that the diversity of careers and profiles

of our employees is a major asset for our company.

We take pride in the fact that the men and women

who make up the Roquette Group are all driven by a

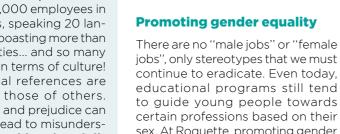
Zoom on...

Diversity... an asset and a richness

Roquette's international dimension is more than just words: more than 8,000 employees in 25 countries, speaking 20 languages and boasting more than 45 nationalities... and so many differences in terms of culture! belonging to groups, private and public life, styles of communication and management, the impact of viewing things through a cultural prism. The result: an audience that better understands that "our cultures



are our wealth!"



continue to eradicate. Even today, Our personal references are educational programs still tend not always those of others. to guide young people towards Stereotypes and prejudice can certain professions based on their sometimes lead to misunderssex. At Roquette, promoting gender tandings. But this cultural diequality is a daily commitment. For versity is also a real asset for example, we are highly mobilized to the company, so long as it is prorecruit and promote women in our perly decoded and understood. more technical activities. Our Group This decoding was the theme has also made equal opportunity of an employee conference led a fundamental principle in its by an inter-cultural specialist policies on remuneration, training at the Lestrem site (France). and career development. A specific Among the cultural differences examined: the different relationships with time or



There are no male jobs or female jobs, only stereotypes.

passion for the job.

indicator has been established to measure the proportion of women attaining positions of managerial responsibility.

Uniting the generations

Diversity unites the generations, helps develop the skills of young people and allows experienced employees to continue to share their know-how. In France, Roquette has adopted a "Generations Contract", which calls for 50% of all new recruits to be young people, with at least 30% from work placement contracts. These new hires benefit from an integration program and are given a mentor. First adopted three years ago, the Generations Contract also calls for at least 1% of new recruits to be seniors aged 55 or over, who also benefit from reclassification programs, in particular for personnel working in shifts and those about to transition to retirement.

2013	2014	GRI (2)
6,352	6,450	G4-LA12
12.5%	12.8%	G4-LA12
1,586	1,666	G4-LA12
12.6%	12.7%	G4-LA12
25.0%	25.8%	G4-LA12
	6,352 12.5% 1,586 12.6%	6,352 6,450 12.5% 12.8% 1,586 1,666 12.6% 12.7%

⁽¹⁾ Open-Term Contracts and Fixed-Term Contracts at 31 Décembre

Changing our preconceptions about the disabled

Roquette has long been committed to promoting the employment of the disabled. We communicate on the topic and work regularly with companies in the protected sector (companies for which the disabled represent more than 80% of their workforce). Since 2008, some 15 French employees have worked within SACHa (Savoir Accompagner Chaque Handicap), a group whose mission is to change people's preconceptions about disabilities and help the company become more open to the disabled.



For 20 years, we have grown together and developed new skills.

In the soda-blasting process, there is no such thing as mental and physical challenges...



Michael DUFNERR

Manager of SAPHA. an adapted company



Zoom on...

Soda-blasting - a good way to recycle!

For more than 20 years, the factory of Lestrem (France) has called on companies from the protected sector, and more particularly the adapted-employment cluster Pôle Travail Adapté, which is managed by the Association Les Papillons Blancs in Hazebrouck (France). Some 14 of their employees work each day at the **Lestrem site.** In 2013, Christophe Maes, Director of Pôle Travail Adapté, suggested to Roquette the idea of a new workshop for cleaning pallets. Agro-food standards are very strict, and the slightest stain on a pallet means it has to be scrapped, representing a financial and environmental impact for the company. After several months of study in close collaboration with the Purchasing, Technical, Works, Quality and Legal departments of Roquette, today the idea is a reality. There are now three people from

Employment rate

of disabled workers at our French sites in 2014. Our commitment is to achieve the legal rate of 6% by 2016.

the adapted company who work each day at a new unit of 250 m² at the industrial site of Lestrem, in full respect of the technical and safety regulations in application. Soda-blasting, the cleaning method used, is simple and already used to clean the hulls of boats, for example. Inaugurated in November 2014, this new unit is a good example of a win-win partnership. It perfectly illustrates our approach on industrial competitiveness and sustainable development. Furthermore, it provides a concrete response to the challenges of diversification and sustainable employment of the disabled.



⁽²⁾ Perimeter and GRI: see page 54 (3) Perimeter: France











The challenges of **Industrial Capital**

Our Industrial Capital is represented by the Group's factories, processes, R&D activities and capacity of investment. The challenges regarding this capital include the generation of value and development of these elements, while optimizing productivity and energy consumption at all of our units...

OUR COMMITMENTS



Innovating with R&D for our customers

Our ambition to rank among the most innovative companies in our industrial sector can be seen in the number and scope of our research programs, which are in keeping with key areas of development, and more particularly in nutrition and health.



Improving our performance

We continue our efforts to optimize energy consumption and to **invest in** renewable energy in order to reduce greenhouse gas emissions. At all our factories, industrial performance is steered with ANTARES, our continuousimprovement program.







R&D innovation for our customers

Innovation is one of the pillars of growth for our Group, which continually seeks to develop new products and solutions that best respond to customer expectations and the needs of tomorrow.

Skills in R&D

The domains of activity at Roquette are very broad and diversified. It is important, however, that we concentrate our efforts on market sectors where we can establish leading positions thanks to the performance of our product range. In particular, we focus on the domains of food and nutrition. oral hygiene, bodily development and well-being, and the prevention of obesity and diabetes. Our Research & Development activities are also targeted towards industrial sectors such as paper, water treatment and high-performance plastics. In parallel, our teams actively monitor technological and

scientific developments in order to identify opportunities and optimize our production processes. The expansion of our range of new solutions relies on short-term as well as long-term activities. Short-term programs mobilize existing skills and means on rapid developments in support of commercial activities. In these cases, we work to complete the existing product ranges. The long-term activity mobilizes means and skills that are more diversified

downstream of our internal areas of expertise. This type of "open in**novation**" can lead to the development of exciting new solutions. Roquette is a global player that seeks to develop its activities in the major geographic zones, each of which has its own specific characteristics and needs. It is important therefore to be able to rely on **specific** means of research and application development in the different regions. This is why, in 2013, Roquette established an R&D base in Shanghai (China), as an addition to the Application Development Center already in place.

and that can include external R&D

partnerships both upstream and



Zoom on...

HPBCD at the heart of a medical project

Niemann-Pick disease refers to a group of hereditary metabolic diseases. In type C (NPC), it alters the flow of lipids in cells, leading to their accumulation in the brain and throughout the organism, and provoking a wide number of symptoms similar to those observed in cases of Alzheimer's. The disease affects nearly 1 out of 100,000 people in the European Union (EU). Hydroxypropyl-ß-cyclodextrin (HPBCD) has been re-

cognized in the USA and in the European Union as a so-called orphan drug for the treatment of NPC, proving its efficacy in tests on mice with the disease. By providing HPBCD, Roquette is proud to participate in this great project, led by doctors and pharmaceutical companies in the service of patients and their families.





The strength of our R&D is based on a diverse and high-level set of scientific and technological skills.



Thierry MARCEL

Director, Group Research & Development

рното

Cooking workshop at the Institut Polytechnique LaSalle Beauvais (France): Marie-Hélène SANIEZ, Roquette Group Nutrition Director, helps Gilbert (85 years old) prepare a meal.



Nutrition-Health

The 21st century began with significant socio-demographic and economic changes around the globe (prolongation of life expectancy, major demographic shifts, etc.). Changes in eating habits, associated with a more sedentary lifestyle, have also led to an explosive rise in the number of cases of obesity and diabetes. We must respond to this challenge by providing adapted solutions in Nutrition-Health.

In 2014, the World Health Organization (WHO) revised its nutritional recommendations and urged public authorities to take action against this epidemic. With an aging population and a rise in chronic pathologies related to food, preserving the planet's natural resources remains a major issue. In particular, research in alternative sources of protein has become a major economic objective. To respond to these challenges, our contribution in Nutrition and Health rests on three axes:

- · Prevention of obesity and diabetes.
- Physical development (from newborns to adults) and maintenance of health capital,
- · Oral hygiene.

Supported by solid scientific proof, the nutritional benefits of our products respond directly to these challenges.

Preserving obesity and diabetes

In the prevention of diabetes and obesity, the use of NUTRIOSE® or SWEETPEARL® in food products can help reduce the body's glycemic response. This has been proven in clinical trials and recognized by various authorities, notably in 2013 and 2014 by the nutrition experts of the European Food Safety Agency

Maintaining the health capital

Plant-based proteins derived from peas or microalgae offer a sustainable alternative for the development and maintenance of muscle function, notably for athletes interested in alternative protein supplements that are as efficient as dairy, a reference in this field. Furthermore, as of age 40, human beings lose on average 1 to 2% of their muscle mass annually. Over the years, this loss leads to a reduction in physical ability, making the elderly progressively less autonomous. This makes it essential to eat proteins that regenerate and maintain the muscles. Roquette is involved in OPTIFEL

A project to preserve the autonomy of seniors

Zoom on...

Remaining autonomous as long as possible, that is at the heart of a project on food supplements to combat malnutrition and to maintain the muscular mass of seniors. Insufficient protein consumption can be an aggravating factor in muscle loss, which already affects adults between the ages of 20 and 80. and leaves the elderly increasingly fragile and dependent. Following the recommendations of prescribing physicians, the advantages of the NUTRALYS® pea protein in specially adapted recipes have been validated by EHPAD (Établissement d'Hébergement pour Personnes Agées Dépendantes-Nursing home for dependent old people), thanks to a study evaluating the sense of satisfaction during their consumption by test participants. The practicality and the economic accessibility of this protein solution have also been recognized by culinary experts and restaurant chefs outside retirement homes. Foods naturally enriched with proteins also reinforce the social benefits of



WORLD







PHOTOS

promises of

isosorbide

Transparency and resistance to scratching, two key properties among the many new technological

(Optimization of Food for the Elderly), a four-year European program coordinated by INRA (Institut national de la recherche agronomigue) with 26 European partners and three million euros in support from the European Union. As part of the program, Roquette provides innovative ingredients of plant-based origin (peas, wheat, microalgae) that can be incorporated into new solutions adapted to the needs of the elderly. These components will be studied in clinical trials in five different countries

Preserving oral hygiene

Recent studies have shown that substituting sugar with our SWEETPEARL® maltitol in chewing gum contributes to the remineralization of tooth enamel and, as a result, to promoting oral hygiene throughout a person's life. Roquette has won the recognition of scientific academic communities and that of its customers thanks to its investments, to its dedicated research teams in Nutrition, and to their works published in highly regarded scientific journals.



300

work daily in the Group's main Research & Development Center based at Lestrem (France).



Malnutrition affects 5 to 10% of the elderly in cities, 25% in homes for the elderly and 50% in hospitals. A

module in the Masters program on the Biology of Aging has been established to inform future health professionals on

the aggravating role of malnutrition on geriatric syndromes and on the importance of nutritient intakes.



Prof. Éric BOULANGER (MD, PhD)

Vice President, Lille 2 University (France), International Relations, Aging Biology/Geriatrics/School of Medicine



Zoom on...

Food safety, a daily challenge

For our customers, food safety and quality are top priorities. This is why Roquette strives daily to earn their trust by guaranteeing safe and healthy products. Faced with a rise in health concerns and increasing customer demands, Roquette reaffirms its commitment to food safety through an active and continuously evolving

network of experts, thus contributing to the reinforcement of a common food-safety culture. For many years, indicators and investments have helped us to anchor food safety at the heart of our business. Our results are the fruit of the experience acquired, the constant updating of proven standards, our common culture and the involvement of all members of Roquette.







produce chemicals and other pro-

ducts is an age-old practice (soaps.

lubricants, construction materials,

paper-based products) and one

that is taking a new place in indus-

try today. Plant-based chemistry

responds to environmental and

societal challenges that industry

must quickly tackle. Bio-sourced

alternatives tend to offer a lower

carbon footprint than fossil-based

products. For example, bio-sourced

succinic acid releases 1 kg of CO, per

kilo of product, compared with fos-

sil-based adipic acid, which releases

9 kg. But better environmental per-

formance on its own is not enough.

Plant-based chemistry must also

provide economic and technical

performance. It also seeks to deve-

lop additional properties, whenever

possible. With this in mind, we are

developing solutions for high-per-

formance plastics: isosorbide, for

example, allows the production of

materials with improved optical and

mechanical characteristics.

Isosorbide, performance

Isosorbide is a molecule obtained through the dehydration of sorbitol. It intrinsically possesses all the attributes necessary to become an alternative of choice for bisphenol A. Bio-sourced and non-toxic, isosorbide's chemical properties make it an ideal candidate in the world of polymers, particularly for technical polymers. Beyond its natural advantages, it is primarily for isosorbide's technical properties that polymer manufacturers have put their trust in Roquette for the launch of their new materials. An example of this is Mitsubishi Chemical's DURABIO®, manufactured from our isosorbide. Thanks to isosorbide, polycarbonates can now

benefit from greatly improved properties of transparency and UV stability.

This polymer goes even farther in terms of sustainable development since its mass can be directly tinted, avoiding the need for paints. For the automobile sector, this means gains in productivity, optimization of costs, and above all a reduction in Volatile Organic Compounds (VOC) generated when finishing parts.

In parallel with these advantages, its use in design also remains innovative: Suzuki's Hustler, Car of the Year 2015 in Japan, is a perfect example.









Zoom on...

(38) ROQUETTE







Together, let's continue to write our story, so

that our best practices become the standards of tomorrow

and contribute to the accelerated development of the Group.



Franck MORALY

Director, Group Industrial Excellence



Zoom on...

The first label goes to the Spanish site!

In December 2014, the Benifayo factory (Spain) became the first in the Group to be awarded the label "Planta en Mejora Continua'' (factory in continuous improvement) under the ANTARES program. The label recognizes the implementation and consolidation of a culture of continuous improvement, thus rewarding the efforts and involvement of all employees, at all hierarchical levels, throughout all sectors of the site. The move provides strong encouragement to continue to improve!



Improving our performance

At Roquette, the goal of industrial excellence relies on continuous improvement, the implementation of solutions to promote energy efficiency, and the use of renewable energy sources. We also deploy a wide range of measurement tools, management methods and technologies designed to increase performance.

Continuous improvement

Improving industrial performance is one of our key priorities. In 2010, the ANTARES continuous improvement program was launched with five pilot projects at the French sites of Lestrem and Beinheim and the Spanish site of Benifayo.

As of 2011, ANTARES was **deployed** throughout the rest of the Group. Initially, training actions on the program and the tools were launched. Next, a project with quantitative challenges was defined for each workshop. A detailed diagnosis was then made with all participants around the four TSOE factors: Technical, Social, Organizational and Economic. Lastly, working groups were established. Today, tools and

methods to boost efficiency, such as Visual Management and performance reviews, have been put in place to steer the improvement of performance at the workshops, share experiences on problems encountered in the field, and work towards common objectives.

The anchoring phase is essential for a long-lasting approach to continuous improvement. The audit tool, for example, serves to evaluate a product line, a workshop, a department or an entire factory and helps ensure that the principles of continuous improvement are respected according to the defined criteria. Following a successful audit, a label is then awarded (see Zoom, opposite). Today, best practices are shared throughout the Group.





PHOTOS

The Benifavo factory in Spain became the first in the Group to obtain the ANTARES label: "Factory in Continuous Improvement



port and anchor standards for the business sectors.

 Support industrial projects. in particular the deployment and management of ANTARES and MES (Manufacturing Execution System),

- · Formalize best industrial practices and develop know-how,
- Create optimal conditions for the transfer of skills,
- · Run the business-sector networks.
- Provide methodological, technical and human support to the industrial teams.

Energy efficiency

A major objective to ensure competitiveness, energy efficiency is a powerful lever to improve performance and savings. It allows the Group to control costs by optimizing production processes and limit its environmental footprint by reducing CO₂ emissions. Different solutions have been implemented at all our sites for many years and are intensifying: multiplication of energy-recovery systems, use of high-performance equipment for cogeneration, evaporators to recover process heat, motors with

TESTIMONIAL

Magali MORINO-**VERONET**

Project Manager - Group Energy & Environment

Is preparation necessary to measure energy performance?

It is imperative to measure the energy performance of our production workshops and ensure the reliability of consumption data. This is why calculation standards and counting methods have been developed, notably for steam and natural gas.

These were developed jointly with the teams in charge of Industrial Development (Energy Cell, Industrial Information System) and Maintenance, in order to provide an optimal response to the needs of the operational units.

Do these standards only apply to the French factories of the Group?

The Lestrem site (France) served as a pilot, but these standards are now being deployed throughout the Group. In parallel, this approach to ensure reliable energy measurement will be used to make pertinent comparative analyses of energy performance of the different workshops of the Roquette Group.



WORLD







variable speeds, etc. In order to continue our efforts in this domain, we are committed to the progressive implementation of a structured **Energy Management System** at our sites. This is a tool used for the daily management of energy consumption at the workshops, which use a dashboard to monitor the energy performance of their equipment and to identify areas for improvement. This tool requires the involvement of all the personnel and services involved in production.

Beyond improvements on equipment or the choice of best technologies, the gains are initially expected to bear on the optimized use of the site's existing equipment. Our ambition to certify our Energy Management System, under the ISO 50001 international standard. seeks to promote recognition of our know-how and our engagement in energy efficiency among our stakeholders, primarily our customers, our employees and our societal environment.



The Energy performance indicator provides a consistent method to aggregate the performance levels of all our centralized tools for the production of heat

(traditional boilers. cogeneration, etc.). This applies to all types of fuel used within the Roquette Group.



Jean-Pierre DUDA

Head of The Roquette Group Energy & Environmental Expertise



Meeting of Group Energy & Environment specialists at the Benifayo site (Spain).

2014 Energy performance indicator ratio

up 1% from a year earlier, in line with the objective.

ENERGY CO	ONSUMED	2013	2014	GRI (1)
ENERGY CONSUMED		2013	2014	GRI
Electricity	GWh (2)	2,280	2,291	G4-EN3
Natural Gas	GWh	7,163	6,997	G4-EN3
Domestic fuel	m^3	1,008	735	G4-EN3
Coal + Pet coke	kt ⁽³⁾	335	362	G4-EN3

ENERGY PR	ODUCED	2013	2014	GRI (1)
Electricity	GWh	1,372	1,322	G4-EN3

(1) Perimeter and GRI: see page 54 (2) GWh = Giga Watt per hour

(3) $kt = 10^3$ metric ton



Launched in 2012, this indicator tracks the performance of centralised production tools that use heat. This indicator is expressed as a ratio between the actual average operational yield of all our boilers and a target yield set by a European directive (Directive 2004/8/ CE). The ratio obtained is without unit and the objective is to be above 1.



The Gurnee site (USA) has taken significant action to generate energy savings.



Zoom on...

Energy savings sponsored!

In the USA, the Gurnee site's teams are very active when it comes to energy savings. One of the latest successes was a project sponsored by the plant's energy supplier, North Shore Gas. The project involved setting up a system to recover the heat released during production, and to reuse it internally. The project team not only achieved a 5% reduction in

the overall energy consumption of the factory (natural gas savings), but thanks to its partnership with the energy supplier, the site also benefited from advantageous conditions on the price of the new equipment for the recovery of calories.

An example to follow!





The project team achieved a 5%

reduction in overall energy consumption

at the American factory of Gurnee.









Work site and diagram of the twin shafts of

the deep geothermal project at Beinheim



PHOTOS

Renewable energy sources

Directly derived from natural resources, renewable energy is a primary non-degraded source that is considered inexhaustible over the very long term. This can take multiple forms: water pressure, wind, solar, geothermal, wood-generated heat. Free of fossil carbon, these energy sources reduce our greenhouse gas emissions and our dependence on fossil energy.

Low-carbon energy helps reduce our greenhouse gas emissions and our dependence on fossil energy sources.

РНОТО

Straw

Biogas

Roquette has used biomass and biogas as renewable energy for many years. Geothermal will be added soon (see Zoom, opposite). These sources are used to generate value by producing electricity and/ or heat, with cogeneration systems and/or traditional boilers.

Biomass is used to fuel many of our boilers: this is notably the case in India, China, France, Romania and Lithuania. Our biomass boilers use wood, straw or balls of rice, and can generate up to 100% of a production site's needs in steam, thus helping to limit climate change. The wood biomass boiler at Beinheim (France) is a perfect example. Its use avoids the release of 75,000 tons of

fossil CO₂ per year, with annual gas savings of 29,000 TEP (tons equivalent petroleum). The wood comes from within a radius of 100 km around the site, and is harvested in a sustainable manner that has been validated by the regional authorities.

Biogas is produced with an installation called a methanizer, which processes effluent from the production workshops. This biogas (methane) is used to generate value, either directly in boilers as a substitute for natural gas to produce steam, or in gas cogeneration turbines to produce electricity and heat.



RENEWABLE ENERGY SOURCES 2013 2014 GRI (1) Wood kt (2) (100% DS) (3) 85 89 G4-EN3

t (85% DS)

GWh (4)

(1) Perimeter and GRI: see page 54

In 2014, 12,000 tons of straw fueled

the biomass boiler at Calafat (Romania).

(3) DS = Dry Substance (4) GWh = Giga Watt per hour

6.255

47

12,000

32

G4-EN3

G4-EN3



geothermal project

designed to provide

energy to industry in

the form of

super-heated water.

Zoom on...

The geothermal project at Beinheim, a world first!

Geothermal, from the Greek geo (the earth) and thermos (heat). exploits the thermal differential within the earth's crust by extracting heat that can be used for society or industry.

The region around our site at Beinheim (France) presents interesting geological characteristics, notably aquifers with an unusually high geothermal gradient (about 170°C) at a depth of about 2,500-3,000 meters. This particularity inspired the world's first deep **geothermal project** designed to provide energy to industry in the form of super-heated water.

At the end of 2012, a first shaft was drilled to a depth of more than 2,500 meters. This work was done by ECOGI (Exploitation de la Chaleur d'Origine Géothermale pour l'Industrie), a consortium bringing together Groupe Électricité de Strasbourg, Caisse des Dépôts and the Roquette Group, with financial support from the French environmental agency ADEME (Agence francaise De l'Environnement et de la Maitrise de l'Énergie). On the strength of the initial results obtained following the drilling of this first shaft, a second well was drilled in 2014. This twin-shift design allows one of the wells to bring hot water to the surface. while the other well reinjects the used water after the calories have been withdrawn. Today, the next step of this project involves constructing the surface infrastructures (15 kilometers of piping to bring the heat to the factory of Beinheim, which must limit the calorific loss to 5°C maximum; the geothermal station; the internal loop to generate value from this thermal energy at our industrial site, etc.). This experience will be a model for setting up other local projects that could feed municipal networks. As of 2016, the geothermal station should provide the Beinheim site with the equivalent of 23 thermal megawatts out of the 90 it requires for its operations, thus allowing the site to avoid the emission of more than 39,000 tons of fossil CO₂ into the atmosphere.















The challenges of **Societal Capital**

Our Societal Capital includes the society around us, in which the stakeholders in our activities evolve. The challenges of this capital include developing a constructive dialogue to respond to the expectations of each stakeholder, and in particular to the expectations of our customers.

OUR COMMITMENTS



CSR at the heart of our activities

Our approach to Corporate Social Responsibility (CSR) is integral to the creation of value for the Group and it is based on the respect of our Ethics **principles.** This approach is structured according to our commitments on the four capitals. It helps improve economic performance and, as a result, the sustainability of our company.



Dialoguing with stakeholders

We engage in dialogue in a collaborative and transparent manner with all stakeholders. Depending on the expectations of each, we adapt the mode of dialogue and construct sustainable relations, an essential factor for any responsible company.



Engaging with local communities

We consider it our duty as a responsible company to provide support to local communities. We support projects in the territories in which we are **implanted**. Directly in line with the company's mission, our actions give employees, who so desire, the opportunity to become involved in these initiatives.







CSR at the heart of our activities

Roquette's strategy takes into account the challenges of sustainable development, notably by integrating the impact of its activity on the world around us. Our approach on Corporate Social Responsibility (CSR) involves the preservation and sustainable development of the four capitals upon which we balance our objectives and base the longlasting success of our company.

Our CSR practices

Our international expansion means that our employees must exercise their activities throughout the world in the respect of our values and our ethical principles. In 2014. Roquette updated its Ethics Charter and Code of Conduct, which were first drafted in 2008. These documents are based on the principles of the Universal Declaration of Human Rights. the International Labor Organization (ILO) and the United Nations Global Compact, of which we have been a signatory since 2009. They also reflect rules of good business

conduct, which must be respected in all our activities, both within our teams and with external stakeholders. In 2013, a Supplier Code of Conduct was added.

Roquette also belongs to international organizations that seek to promote ethical and responsible practices within supply chains. These include SEDEX (Supplier Ethical Data Exchange) and ECOVADIS. These organisms develop collaborative platforms to **share** with customers the CSR best practices established within our company, as well as environmental, social and societal evaluations and audit reports.



The tree of our CSR Challenges



Tony MELOTO and Muhammad YUNUS provided testimonials on Social Business, an economic model in which companies seek a sustainable balance between the need to generate profits and the integration of social and environmental challenges.



Roquette, partner of **World Forum Lille**

Since 2007, Roquette has supported the "World Forum for a Responsible Economy", an international event organized in Lille (France) by *Réseau Alliances* to promote best practices of companies that exercise their activities in a responsible manner. The objective involves sharing, as broadly as possible, experiences that proThe 2014 edition included a confeas cereals.



Respecting the 10 Principles of the Global Compact

Since 2009, Roquette has been party to the Global Compact of the United Nations. A leading global initiative for corporate citizens, the compact invites signatory companies to commit to 10 fundamental principles on human rights, labor standards, the environment and the fight against corruption. Each year, our Sustainable Development & Activity Report provides an opportunity to present our actions based on these 10 principles (see diagram below).

Make sure that our

businesses are not

complicit in human rights abuses.

The Roquette Group

respects this principle

Support a

precautionary

environmental

The Roquette Group

approach to

challenges.

respects this

Support the

elimination of

discrimination

employment and

The Roquette Group

respects this principle

(pages 32, 33, 48).

in respect of

occupation

(pages 18 to 21).

principle

(pages 11 and 48).

Support and respect

the protection

The Roquette

rights.

principle

of internationally

proclaimed human

Group respects this

(pages 11 and 48).



Zoom on...

Roquette ranked "Silver"

In 2014, Roquette joined EcoVadis, an organization that manages a collaborative platform that allows companies to evaluate the CSR performance of their suppliers, in 150 sectors and 95 countries. The solution developed by EcoVadis combines an internet platform and a data-verification service, which serves to create reliable summaries of CSR



results. Roquette was evaluated and obtained a score of "Silver". This very good result places our company among the top 30% of companies rated by EcoVadis.



Uphold the freedom of association and the effective recognition of the right to collective bargaining. The Roquette Group respects this principle (pages 48 and 50).

Undertake initiatives to promote greater environmental responsibility The Roquette Group respects this principle (pages 16 to 23, 44 and 45).

Network France

WE SUPPORT

Support the elimination of all forms of forced and compulsory labor. The Roquette Group respects this principle (page 48).

Encourage the development and diffusion of environmentally

friendly technologies. The Roquette Group respects this principle (pages 40 to 45).

Work against corruption in all its forms, including extorsion and bribery. The Roquette Group respects this principle (pages 11 and 48).

Support the effective abolition of child labor. The Roquette Group respects this principle (page 48)



At the closing of the World Forum Lille 2014.



Zoom on...

mote sustainable development.

rence on the challenges facing the plastics industry to produce, use and recycle plastics that respect mankind and the environment. Among the speakers, Christophe RUPP-DAHLEM, Director of Innovation Programs in Plant-Based Chemistry at Roquette, talked about the role of plant-based chemistry in responding to this challenge, notably through the use of renewable resources such



Customer First!



The development of our customer culture is clearly affirmed in the

strategic orientations of the com-

pany. Among the actions aimed

at employees, two major themes have been retained: knowledge of customers and improving the cus-

tomer experience. Key information

has been collected and made avai-

lable to our 8,100 employees via a

dedicated intranet site, with videos

of customer testimonials, publica-

tions on customer events (visits,

trade fairs, etc.), "customer satis-

faction" indicators, etc.



Dialoguing with stakeholders

Customers, shareholders, employees, partners, suppliers... Roquette meets the expectations of its different stakeholders by adapting its mode of dialogue. The examples below provide a perfect illustration.



Visits by local officials to our sites contribute to establishing an open and transparent dialogue, while informing them about our business. For example, Yves DAUDIGNY, Senator from Aisne and President of the Conseil Général, led a delegation of elected officials to the site of Vic-sur-Aisne (France) in 2014. The meeting provided

an opportunity for discussion on the challenges and difficulties encountered by the site in the volatile peas channel.



The negotiations between the General Management and the trade unions at our four French sites resulted in a unanimous agreement on the Generations Contract to cover the next three years. With concrete actions adapted to today's economic realities, this contract seeks to:

- Promote the sustainable insertion of young people in jobs,
- Promote hiring and continued employment of seniors,
- Ensure a smooth transition for employees entering retirement,
- · Ensure the transmission of knowledge and skills and reinforce intergenerational relations.



EXPECTATIONS

Respect of the regulations and the environment, no pollution, industrial safety, transparency, compliance, selfmonitoring, benefits for the local economy, decision-making and steering of projects,

Meetings, inspections, negotiations, informational meetings and discussions, media relations. Sustainable Development & Activity Report...

MODE OF DIALOGUE

Authorities, Local Communities, **Professional** Organizations. Partners, Media

Public

Shareholders, **Financial** Institutions...

meetings, site visits, corporate web site, intranet, Sustainable Development & Activity Report, reports from financial ratings agencies...



ment team.

Growth, profitability and longterm viability of the Group, stable governance, accurate information on the Group's activities, visibility on the strategy and on the means of implementation, selection of investments.

General Assembly, informational

MODE OF DIALOGUE

EXPECTATIONS

Shareholders visit to Corby Initiatives focusing on exchanges and transparency allow the family shareholders to become involved in

the life of the Group. They can thus improve their knowledge of the business and its environment, and better understand the company's

development. It is in this spirit that

in 2014 the shareholders were in-

vited to Corby (U.K) to visit the site

and meet with the local manage-



ORGANIZATION

EXPECTATIONS

Training, career development. work conditions and safety equitable remuneration, social benefits, balance between professional and private life, information on the life of the Group.

Partners, Future Employees...

Employees, Social

Opinion surveys, exchanges with staff representatives, employee negotiations, internal magazine, intranet, HORIZON meetings, Ethics Charter, Code of Conduct, Sustainable Development & Activity

MODE OF DIALOGUE

Customers, Distributors. Agents, Suppliers, **Service** Providers...

EXPECTATIONS

Satisfaction, product quality requirements, speed of response, CSR, availability, meetings of exchange and evaluation, transparency on purchasing conditions, relations of trust.

Performance reviews, audits, satisfaction surveys, contracts, general conditions of purchase, Supplier Code of Conduct, corporate web site, Sustainable Development & Activity Report...

MODE OF DIALOGUE

An Open Doors audit for our

customers

10 customers in the pharmaceuticals and nutraceuticals domain, from Europe and India, were invited to the Lestrem site (France) for an Open Doors audit. The guests met with members from various departments, including Quality, Sales, Logistics and Production. The twoday visit allowed them to analyze the different certification documents and to understand the organization of the company.

"This audit is an innovative and professional initiative, a good experience and an opportunity to meet with you" - Customer testimonial.









Engaging with local communities

Our initiatives help us create sustainable ties with communities. We support projects in the territories in which we are implanted, in connection with our mission.



Advancing Research by pedalling

Cycling between two distant production sites, Lestrem (France) and Benifayo (Spain): this was the challenge taken up by employees of the Group eager to participate in a great human and athletic adventure. The 1,600 kilometers these cyclists covered were converted into donations to DigestScience, a research foundation on diseases of the digestive system



Computers for schools

After updating its IT equipment with new-generation computers, Roquette Italy donated its former desktops and laptops to several neighboring schools. The equipment delighted youngsters and teachers alike.





The Lianyungang site heats the city

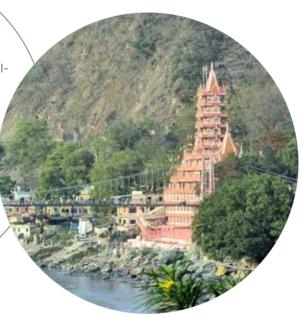
The Central Government of China is restructuring the heat-distribution centers of the city of Lianyungang, with a view to removing all existing coal-burning boilers. In the context of this initiative, our Chinese factory provides steam to heat a percentage of the city's residences, hospitals and government buildings. It thus contributes to the improvement of living conditions of citizens and to the economic development of the region.



"Raj Jaat Yatra" a local custom supported by **Roquette India**

The Nanda Devi Raj Jaat Yatra is a pilgrimage that takes place in India every 12 years in the region of Uttarakhand. Thousands of Hindus covered more than 280 kilometers in 20 days for this pilgrimage, which they consider a religious duty. For the event, the government devoted a significant budget for the construction of roads and bridges. The Pantnagar site is proud to provide financial support for this festival, which is celebrated throughout the region.





Culinary creativity awarded

At its Innovation Center in Geneva, II., Roquette America organized its first competition on culinary imagination and creativity for students in the food sciences and culinary arts. For contestants, the mission was to develop an innovative food product using an ingredient made by Roquette. To further encourage the winners along this path, a financial prize was awarded.





ANNEX 1

Reporting and perimeters

For seven years now, the Roquette Group has published a Sustainable Development & Activity Report.

Reporting method

To ensure the reliability of our information, we apply several methods prepared by the Group Human Resources Dept. and the Industrial Development Dept. These documents define the perimeters and provide, in a manner that is precise and easy to understand, the definitions of the indicators chosen in this report and in the management reports. Under the application of the French law known as Grenelle II (article 225), extra-financial reporting has become a requirement for the company since 2013. The indicators and the information published in the management reports are reviewed by one of our independent external auditors. KPMG. Much of the information is also listed in this report. Lastly, Roquette was inspired by the "G4 Guidelines" of the Global Reporting Initiative (GRI), and our indicators are listed according to the GRI classification (workforce indicators G4-10 and G4-11, for example).



Roquette was inspired by the guidelines of the Global Reporting **Initiative** and lists its indicators according to the GRI classification.



The perimeters:

Several perimeters have been defined, based on the indicators.

The social indicators: the Group

perimeter includes the legal entity Roquette Frères and all its subsidiaries controlled directly or indirectly with a stake of more than 50% at 31 December of the year of reference. The restricted perimeter includes the legal entity Roquette Frères and all its industrial subsidiaries integrated into the Group for at least two years at 1 January of the year of reference, controlled directly or indirectly with a holding of more than 50%, and employing a workforce of more than 50 employees.

The environmental indicators: the perimeter defined concerns all industrial sites integrated into the Group for at least 3 years at 1 January of the year of reference, controlled directly or indirectly with a stake of more than 50%, and for which the energy consumption is above 1.000 tons equivalent petroleum (TEP) per year (and above 5,000 TEP/year for the two last years that preceded the fiscal year for the three performance indicators)

ANNEX 2

Committed contributors

The preparation, editing, illustration, translation and publication of this report each year relies on the commitment and talent of numerous employees throughout the Roquette Group. We would also like to thank all external stakeholders who provided their expertise, advice and assistance for the purpose of this report (in particular this year the team from LES ENCHANTEURS). We thank each of them for their precious collaboration and contribution to the development of this 2014 edition.

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Photo Credits

Laurent MAYEUX, David TRINH, Maxime DUFOUR, our internal communication correspondents, the Roquette photo library.

Please feel free to write to us!

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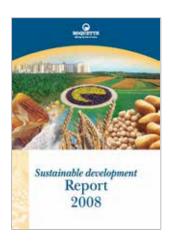


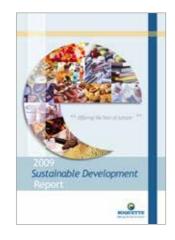
Each new Sustainable Development & Activity Report is a new human, social, material, economic and environmental adventure. **that we** bring to success together.

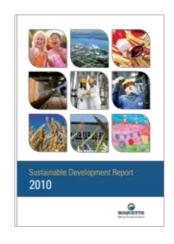


Anne LAMBIN Marie-Gabrielle BAILLY

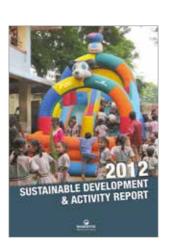
The Roquette Group Sustainable Development Team





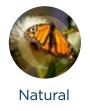


















Sustainably developing and preserving our four capitals