

# TRAVEL TO THE HEART OF NATURE

**ACTIVITY AND SUSTAINABLE  
DEVELOPMENT REPORT 2018**



**ROQUETTE**

*Offering the best of nature™*

# Editorial

## Authenticity and purpose are the keys to make a difference

Population growth, urbanization, new eating habits, digitalization, sustainability... Our world is facing numerous global challenges that are already changing our societies and our business models.

How to address these challenges? How to make a real difference? How to prepare the future in a fast-changing environment?

At Roquette, we believe that the only way to create a sustainable and profitable future is to rely on a strong sense of purpose. We collaborate with our customers and partners to imagine and offer plant-based ingredients to better feed and cure people. This is both a beautiful mission and a huge responsibility.

To fulfil this mission, we unlock the potential of Nature while taking care of resources, territories and communities. We constantly innovate to help feeding 9 billion people with healthy, nutritious and sustainable products. We favour diversity as a source of innovation, advancement and performance.

In 2018, we continued to invest in plant-based proteins in Europe and North America in order to better adapt our products to consumer expectations and respond to a growing global market. We also strengthened our position in the pharmaceutical sector with a majority stake in the capital of one of the leading manufacturers of excipients in India. And we entered the promising Cosmetics market with an innovative plant-based offering.

We are a family-owned company guided by a strong sense of purpose. We are authentic people, we stay true to our commitments and we act with transparency. This is how we build trust, the most essential ingredient in everything we do.



**ÉDOUARD ROQUETTE**  
CHAIRMAN OF THE BOARD OF DIRECTORS



**JEAN-MARC GILSON**  
CEO OF THE ROQUETTE GROUP

## EXECUTIVE COMMITTEE



**JEAN-MARC GILSON**  
CHIEF EXECUTIVE OFFICER



**JÉRÉMY BURKS**  
COMMERCIAL



**ARMAND CHEN**  
QUALITY - BUSINESS TRANSFORMATION



**EMMANUEL DE GEUSER**  
FINANCE



**NATHALIE JOANNES**  
GROUP GENERAL COUNSEL



**THIERRY MARCEL**  
RESEARCH AND DEVELOPMENT



**GIANFRANCO PATRUCCO**  
GLOBAL OPERATIONS



**MARC PEETERS**  
HUMAN RESOURCES

03

Corporate

12

Innovating sustainably

17

Sourcing sustainably

# Table of contents

20

Biorefining sustainably

24

Acting sustainably

29

Scorecards and reporting

**For the year 2018, Roquette chose to write its report under the theme of transparency.**

In coherence with our values, transparency is more particularly a reflection of the “Authenticity” that defines us. This is illustrated throughout the report, through a visual dive at the heart of

**Could you recognize the elements? You will find the answers p.31**

our raw materials and products for Food, Nutrition and Health markets, unlocking the best of Nature.

# Our activities: how we create value on the long term

## WHAT WE RELY ON

### BEST OF NATURE



**PLANT-BASED RAW MATERIALS**

**FARMERS**

### ONE Roquette CUSTOMER ORIENTED ORGANIZATION



#### SKILLED AND EXPERIENCED WORKFORCE

- ▶ 8,600 employees worldwide
- ▶ 45 nationalities



#### OPERATIONS MANUFACTURING

- ▶ 25 industrial sites
- ▶ best in-class technologies

#### ENERGY WATER SUPPLY CHAIN



#### INNOVATION CAPABILITIES

- ▶ 300 employees dedicated to R&D
- ▶ 85 years of innovation know-how, expertise
- ▶ Open innovation
- ▶ Customer Technical Services
- ▶ 40 patents / year



#### FAMILY CAPITAL

- ▶ 250 family shareholders
- ▶ 85 years of investments

## WHAT MAKES US UNIQUE

### Our Belief

Nature has the answer to provide people with the Food, Nutrition and Health they need according to their lifestyle choices, their age, where they live and what they do.

### Our Values

Authenticity, Excellence, Forward-looking, Well-being

## HOW WE CREATE VALUE

### SOURCING

- ▶ **Source** sustainably
- ▶ **Improve** continuously our raw material quality
- ▶ **Strengthen** relationship with our raw material suppliers



### BIOREFINING

- ▶ **Optimize** our energy consumption
- ▶ **Preserve** water
- ▶ **Further** reduce other environmental impacts

## WHAT WE DO

Using plant-based resources, we collaborate with our customers and partners to imagine and offer ingredients to better feed and cure people. Each of our ingredients responds to unique and essential needs, and they enable healthier lifestyles.



PHARMA



COSMETICS



FOOD & NUTRITION



ANIMAL NUTRITION



INDUSTRIES

### INNOVATING

- ▶ **Understand** customers' needs and anticipate consumers' expectations
- ▶ **Develop** a sustainable development journey inspired by our customers' expectations
- ▶ **Strengthen** sustainability in our innovation processes



### ACTING

- ▶ **Put** health, safety and well-being at the heart of our concerns
- ▶ **Empower** employees
- ▶ **Build** on our diversity
- ▶ **Develop** our activities with the local communities



## WHO WE CREATE VALUE FOR



### CUSTOMERS & CONSUMERS

- COLLABORATIVE RELATIONSHIP**
- ▶ 5,000+ customers
  - ▶ Commercial network in 100+ countries
  - ▶ Close collaboration to innovate in nutrition and health
  - ▶ Global network of distributors

### MARKET KNOWLEDGE HIGH QUALITY INGREDIENTS REGULATORY SUPPORT



### EMPOWERED PEOPLE

- ▶ Safe working conditions
- ▶ Positive and attractive work environment
- ▶ Leadership and people development



### PROFITS & SHAREHOLDER

- ▶ 3.5 Billion € turnover
- ▶ 10% of revenue per year reinvested in R&D and Industrial capital
- ▶ Return to shareholders



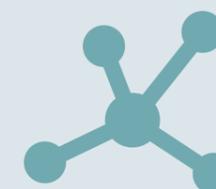
### SUPPLIERS PARTNERSHIPS

- ▶ Long term relationships and partnerships
- ▶ Innovation and capability development



### ENVIRONMENT

- ▶ Reduced environmental impact (GHG emissions)
- ▶ Water preservation
- ▶ Efficient resources consumption



### OUR ECOSYSTEM

- ▶ Employment
- ▶ Territorial projects with local communities
- ▶ Dialogues with stakeholders and policy-makers
- ▶ Roquette Ventures
- ▶ Roquette Foundation for Health

## Asia, a fast-growing continent for the Group

### Expansion of the Technical Center for Food Applications in Tokyo (Japan)



In response to local increasing demand for adapted nutritional solutions, the Roquette Group decided in July 2018 to expand by 50% the capacity of its CTS, a Technical Support Center specializing in food. The expansion, which includes new pilot scale capabilities, reaffirms our willingness to locally support our customers and enables our teams, thanks to a network of experts, to better answer market expectations and specific needs. Located in Japan, it allows the Group to grow in a new food trend pioneering market.

### A new production unit dedicated to pea protein

In May 2018, Roquette inaugurated its new production unit dedicated to specialty pea protein in Vic-sur-Aisne (France). This milestone event for the Group, bringing together our employees and external partners, highlighted our unique expertise and our desire to better adapt our products to growing markets.

### Expansion in India

The Roquette Group marked this year a desire to increase its presence in India in order to support its strategy of being closer to its customers locally. A new organization in India, the construction of new offices in Mumbai and the deployment of e-commerce capabilities with the launch of a mobile app support our ambitions of growing and innovating in the country.



Main Street Keokuk Inc. – Keokuk Economic Development Corporation – the Keokuk Area Chamber of Commerce

### Roquette celebrates 40 years in America

In July 2018, the Roquette Group's U.S. sites celebrated forty years of success on the American continent. During these convivial events where customers, employees and their families were present, Edouard ROQUETTE (Chairman) and Jean-Marc GILSON (CEO) shared the Group's vision of ambition and growth. The participation of local partners is a proof-point of our strong link with the communities around us, based on a mutually maintained trust and an ongoing sustainable commitment.

### Acquisition of Sethness

In July 2018, the Roquette Group signed an agreement to acquire the Sethness Products Company, a world leader in the production of high quality caramel color for Food and Beverage sectors. Established in 1880, Sethness shares with us a well-rooted family legacy with strong common values. This alliance between our two family companies enables us to combine our mutual know-how and expertise.

### Acquisition of an extrusion unit from Texpall (The Netherlands)

In September 2018, Roquette acquired a new unit specialized in plant-based proteins, benefiting from a unique expertise in extrusion. This investment will increase our production capacity, extend our range of vegetable-based textured ingredients for the global meat substitutes market and provide new opportunities for our customers.

### Majority stake in Crest Cellulose in India

In order to expand its footprint in India, be closer to its customers and serve a growing pharmaceutical market, Roquette finalized in December 2018 the acquisition of a majority stake in Crest Cellulose, one of the main leading manufacturers of pharmaceutical excipients in India. The creation of this joint venture reinforces Roquette's position in the market, allowing us to expand our range of pharmaceutical excipients and nutraceuticals.

### Investment in the Israeli company Equinom, specialized in varietal selection

In October 2018, the Group signed a partnership agreement with the Israeli company Equinom to develop and produce new pea varieties with high protein content and unique innovative characteristics. Created in 2012, this innovative company is developing a complete portfolio of plant varieties including no OGM (Genetically Modified Organism) legumes with a protein content 50% higher than current varieties. Thanks to this collaboration, we also benefit from access to cutting-edge research in varietal selection, allowing us to better respond to market expectations.

2018

# Highlights

### ROQUETTE BEAUTÉ, an innovation in the cosmetics world

In April 2018, the Group unveiled its new range of products at the in-cosmetics tradeshow in Amsterdam (The Netherlands). In response to a growing consumer demand for plant-based products in the cosmetics market, the Beauté by Roquette® products range marks the launch of a high-performance offering. Based on efficiency and know-how, this cosmetics line effectively combines new challenges and opportunities in a dynamic of innovation.



*After a very strong year 2018, we remain vigilant in a business environment that looks more complex and challenging in 2019 and that will require special attention to maintain our dynamic growth momentum.*



THE BOARD  
 From the left to the right:  
 Antoine Fady, Caroline Catoire, Christophe Roquette,  
 Jean-François Rambicur (Vice Chairman), Sophie Roquette,  
 Edouard Roquette (Chairman), Lise Nobre, Hervé Catteau  
 (Representing Employees), Roma Roquette,  
 Stéphane Baseden, Denis Delloye.

# Governance

## Roquette, a Group committed to a sustainable growth

Our Family Group applies a model of corporate governance that responds to best practices and stimulates agility in decision-making.

The Board of Directors, driven by an entrepreneurial spirit, is a collegiate strategic body. Representing 250 family shareholders, the Board makes decisions that steer the direction of our company to ensure its sustainability.

2018 was a year of renewal for the Board of Directors. Its new composition reflects the desire to maintain its diversity and a balance between family and independent administrators. This diversity is necessary for the proper functioning and efficiency of the Board, which thus benefits from complementary skills and expertise. Along this line, there is a very clear separation of duties between the roles and responsibilities of Chairman and Chief Executive Officer.

The four committees of the Board meet regularly and prepare the strategic topics that the Board decides on with the Chief Executive Officer and the Executive Committee of the Group. The Ethics and Sustainable Development Committee ensures that sustainable development is taken into account on the implementation of the company's strategy, with a particular focus on social and environmental aspects, including a significant change this year in the extra-financial reporting.

Social responsibility has always been at the heart of the organization of our family business. The 8,600 employees of Roquette are a real asset for the company. The prominent role of the men and women who work here is an essential part of the strategy pursued by the Board.

The growth of our Group, generation after generation, has been possible thanks to the unconditional passion of the people who were and continue to be part of this entrepreneurial adventure launched in 1933 by Dominique and Germain ROQUETTE. Both of them were already convinced at that time that Nature had an extraordinary potential and was an essential resource to preserve.

This same attention has recently been reinforced in a very concrete way with local initiatives in those places where Roquette operates and with actions carried out by our Roquette Foundation for Health.

The values of Authenticity, Excellence, Forward-looking and Well-being support a renewed sustainability strategy. They continue to guide our Group in its development and innovation after more than 85 years, positioning it as one of the world leaders in plant-based ingredients and a pioneer of new plant proteins for Food, Nutrition and Health markets.

# 11

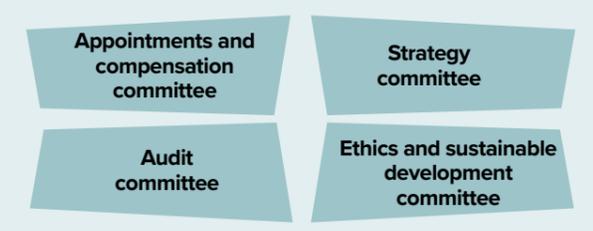
Members of the Board of Directors

**5** Family Directors including the Chairman

**5** Independent Directors

**1** Director representing Employees

### 4 Committees



# Our stakeholders



## Public & societal sphere

Public authorities  
Local communities  
Professional organizations  
Scientific and academic institutions  
The media  
NGOs  
Consumers and citizens  
...



## Social sphere

Employees  
Future employees  
Social partners  
...



## Commercial sphere

Customers  
Suppliers  
Contractors  
Distributors and agents  
Industrial partners  
...



## Financial sphere

Shareholders  
Financial institutions  
Banks  
...

# Our Sustainable Development approach

### INNOVATING

- Understand customers' needs and anticipate consumers' expectations
- Develop a Sustainable Development journey inspired by our customers' expectations
- Strengthen sustainability in our innovation processes

### SOURCING

- Source sustainably
- Improve continuously our raw materials' quality
- Strengthen relationship with our raw materials suppliers

### BIOREFINING

- Optimize our energy consumption
- Preserve water
- Further reduce other environmental impacts

### ACTING

- Put Health, Safety and Well-being at the heart of our concerns
- Empower employees
- Build on our diversity
- Develop our activities with the local communities



Like many other leading companies, we are aware of the societal stakes, and we strive to consistently integrate the **Sustainable Development Goals of the UN** into our strategy and our Sustainable Development commitments. Roquette supports the SDGs.

**The UN Global Compact** brings together businesses, organizations, UN agencies, labor stakeholders and civil society around ten universally recognized principles designed to build companies that are more stable and more inclusive. Since 2009, Roquette has been a member of the UN Global Compact. Every year, our Sustainable Development and Activity Report gives us the opportunity to describe our actions in support of these 10 principles, based on four topics: Human Rights, Labor, Environment, Anti-corruption.



# Innovating sustainably

Innovating for our customers is in our genes.

In 2025, we are committed to ensuring that 70% of our projects meet the criteria of “sustainable chemistry” and that 80% of the new solutions offered to our customers from the same projects meet the Sustainable Development Goals of the UN.

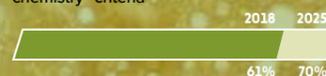
Our family legacy and long-term vision are the foundation of our desire to always explore, work and innovate together. This is essential to constantly meet the expectations of our customers and anticipate their needs.

## SUSTAINABLE DEVELOPMENT GOALS OF THE UNITED NATIONS

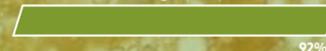


## INNOVATING INDICATORS

% of projects meeting several “sustainable chemistry” criteria



% of solutions offered to our customers meeting the Sustainable Development Goals of the UN



## Commitment #1

Understand customers’ needs and anticipate consumers’ expectations

By developing pharma, nutrition, food and industrial innovative solutions that help improve our consumers’ health and well-being.

## Commitment #2

Develop a sustainable development journey inspired by our customers’ expectations

By offering them environmentally friendly, innovative, sustainable and competitive solutions.

## Commitment #3

Strengthen sustainability in our innovation processes

By including Sustainable Development criteria as a key element in our innovation projects.

## Commitment #1

### Understand customers’ needs and anticipate consumers’ expectations

#### Innovation and customer satisfaction, a priority for Roquette

This year, we have organized numerous international events in order to meet our customers, better understand their expectations and present our latest advances in innovation for plant-based solutions.

“The field of possibilities is infinite with plant-based proteins,” said **Éric TROCHON**, Meilleur Ouvrier de France, chef and teacher at the prestigious Culinary Arts School Ferrandi (Paris) during a seminar organized with our customers. This day dedicated to plant-based food was rich in exchanges about the needs and expectations of tomorrow. Presentations of our solutions and culinary demonstrations with our ingredients followed one another. Our partners were able to grasp the potential of pea protein and our latest innovative applications.

In addition, the Innovation Gallery created by the Roquette Group in China brought together more than 130 customers and partners to present our strategy and to innovate together. Several themes related



with our products were discussed: sugar reduction, fiber enrichment, texture enhancement and others. During these interactive moments, with collaborative workshops and culinary experiences, we shared our expertise and know-how by presenting our products in daily food applications while listening to and learning from our customers.

Together, we are committed to going further in order to meet the expectations of customers and consumers.

#### Pea protein, a protein with huge virtues



In 2018, Roquette continued its research and investments around pea protein in order to better anticipate the demands of our customers. Roquette inaugurated a new specialty pea protein production facility in Vic-sur-Aisne (France). This extension, made possible by our constantly improved expertise, allows us to extend the use of vegetable proteins in the daily intake of consumers. Our vegetable protein **NUTRALYS®** offering has been enriched with new ingredients designed specifically for food and beverage products, thus meeting the specific needs of sports and senior nutrition or in case of diet.

Similarly, the acquisition from Texpall of a new plant protein extrusion unit in the Netherlands is an important step for the implementation of our Group strategy.

Finally, the presence of the Roquette Group at the Protein Summit in Lille (France), an international congress dedicated to proteins, was an important moment, rich in exchanges with the actors of this sector.

Committed to developing innovative nutritional, functional, sustainable and high value-added solutions, we confirm our global leadership in the specialty vegetable protein market and our desire to offer products that are increasingly adapted to the challenges of Food, Nutrition and Health markets.

## A Pet Food seminar at Roquette

In October 2018, we organized a pet food training session with one of our leading customers in this market, so that different teams had the opportunity to share their expertise.

The analysis of trends in this market has allowed us to focus on the different needs of the animal, from gestation to the end of life, in order to constantly adapt our offer and propose personalized solutions. We are continuing our research on the use and dosage of fibers and proteins in our products. We propose adapted ranges, hypoallergenic, limiting any malabsorption effect and favoring a high digestibility by the animal.

This seminar was an opportunity to highlight our desire to be ever closer to our customers to innovate, exchange and collaborate with them.

THE ANALYSIS OF TRENDS IN THIS MARKET HAS ALLOWED US TO FOCUS ON THE DIFFERENT NEEDS OF THE ANIMAL, FROM GESTATION TO THE END OF LIFE



## Roquette signs the Duralim charter

Since the beginning of 2018, Roquette has been involved in Duralim, together with all the players of the French animal nutrition sector.

The vocation of Duralim is to involve all the actors of the animal feed chain in France, in order to contribute together to sustainable feeding of livestock. By adhering to the Duralim charter, Roquette wishes to actively contribute to the continuous improvement of the animal nutrition sector by providing concrete and more sustainable solutions.

As part of this engagement, several actions have already been implemented such as the provision of dedicated products for animal feed and the effort to optimize resource development,

the sustainability of plant protein supplies and the knowledge of the production conditions of plant raw materials in their country of origin.

Feeding farm animals in a sustainable way means providing our society with the guarantee that raw materials used in animal feed are produced in compliance with environmental, social and economic criteria. This approach reinforces the viability of companies while integrating quality and safety requirements.

Roquette is committed to offering its customers expertise, confidence and sustainability while ensuring quality, food safety, value for money and environmental responsibility.

## Commitment #2

# Develop a sustainable development journey inspired by our customers' expectations

## Roquette products, solutions for tomorrow's expectations

Understanding the needs of consumers, improving their health and well-being, and contributing to healthier lifestyles have always been priorities for the Group. That is why we collaborate with our partners to imagine and propose ingredients to better feed and cure people.

To help our pharmaceutical customers optimizing and improving their formulations in a sustainable way, we launched in April two high-quality excipients stabilizing protein-based formulations: KLEPTOSE® HPB and HP Biopharma were presented at the last edition of CPhI Worldwide (International Trade Fair for the Pharmaceutical Industry) in Madrid (Spain). These unique

innovations help to treat and target diseases hitherto incurable, such as certain genetic diseases. Thanks to our developed solutions, each patient can benefit from more tailored treatments, effective and with limited side effects.

In the field of nutrition, in order to prevent diseases that are more and more widespread such as diabetes and obesity, we have created this year MELIOSE®, an alternative sweetener solution, reduced in calories and offering a remarkable texture for confectionery and pastry.

## NUTRIOSE®, the innovation of a soluble fiber by Roquette

The launch of NUTRIOSE® pea soluble fiber by Roquette responds to a growing market demand for plant-based new ingredients. By adding yellow peas to wheat and corn, Roquette is expanding its range of solutions for the food and nutrition sector.

Obtained from non-GMO material, NUTRIOSE® is now known for its versatility and ease of use in multiple food applications. From the enrichment of fiber content to the reduction in sugars or fat, it can be used in a wide range of products to improve their nutritional profile while preserving their original flavor. It is therefore a key ingredient of innovation that can be incorporated in almost any formulation.

The US Food and Drug Administration (FDA) has approved it as a dietary fiber, while the Korean Food and Drug Administration (KFDA) has published a favorable scientific opinion on the probiotic properties of the product. In addition, the European Commission authorizes the food industry to promote its health benefits for oral health and glycemic response. In Canada, our NUTRIOSE® ingredient has also acquired dietary fiber status.

Roquette, thanks to its ingredients of natural origin, offers increased functionalities in many of our solutions.



## Virtual reality: a journey to the heart of Roquette innovation

The inauguration in June 2018 of the Innovation Lounge, the Group's first digital showroom located at the corporate site of La Madeleine (France), is the culmination of a project inspired by the latest digital innovations.

The showroom has been designed to achieve two main objectives: to explain who we are and what our ambitions are, and to demonstrate our know-how and expertise through numerous applications of our plant-based products.

Benefiting from a unique digital experience, each visitor to the Innovation Lounge can enter the Roquette universe through a virtual reality journey.



## Commitment #3 Strengthen sustainability in our innovation processes



CONSIDER FUTURE QUALITY COLLABORATIONS, FURTHER PROMOTING ROQUETTE'S INNOVATION

## An exceptional conference on pharmaceutical innovation

Roquette, in collaboration with the National University of Singapore, organized its first pharmaceutical conference in September 2018. This event brought together many renowned experts from industry and academia.

This was an opportunity to discuss recently developed research as well as some of the latest technological developments in the market. This conference allows us to quickly identify and consider future quality collaborations, further promoting Roquette's innovation for the benefit of each of our stakeholders.

At the heart of a constantly evolving pharmaceutical universe, we strive to offer technical expertise solutions, making our Group a long-term partner of choice for this field. Our decision to open a first biopharmaceutical laboratory in our innovation center in Singapore underscores this same commitment.

# Sourcing sustainably

We fully optimize all of our raw materials. They are derived from agriculture and as such annually renewable. In 2025 we are committed to ensuring that 20% of our suppliers be certified or rated as "sustainable and responsible".

At Roquette, we are committed on a daily basis to promoting the resources of today while preserving those of tomorrow, in order to perpetuate our plant-based raw materials. This is why we are taking concrete actions to provide our stakeholders a responsible sourcing pillar of our Sustainable Development approach.

## Commitment #1

### Source sustainably

By encouraging local supply and optimizing means of transportation to combine economic profitability and low environmental footprint.

## Commitment #2 Commitment #3

### Improve continuously our raw materials' quality

By clearly specifying our needs, strictly selecting our suppliers and reinforcing quality control chain from fields to bio-refineries.

### Strengthen relationship with our raw material suppliers

By building partnerships with breeders and farmers to select and use most suitable agricultural resources.

SUSTAINABLE DEVELOPMENT GOAL OF THE UNITED NATIONS



SOURCING INDICATOR



# Commitment #1

## Source sustainably

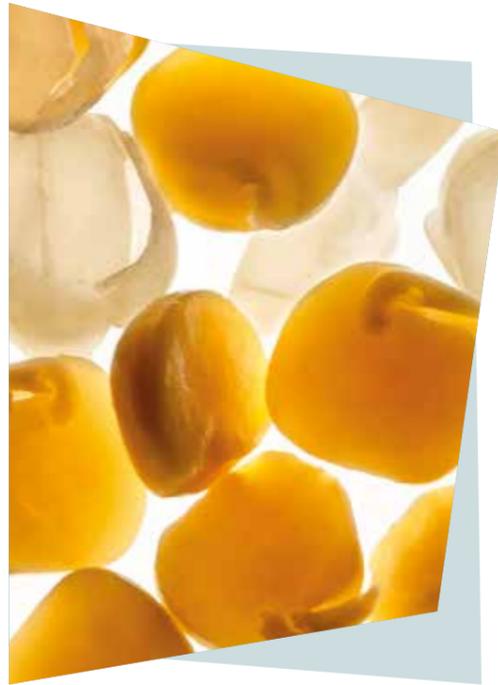
### Peas, a sustainable sector at Roquette

With one existing plant in Vic-sur-Aisne (France) and another one being built in Portage la Prairie (Canada), Roquette will soon become a buyer of more than 250,000 tons of yellow pea to better serve its customers all around the world with high quality plant products.

To better meet the expectations of Food, Nutrition and Health markets, we are adapting our sourcing strategy by favoring a pea of unique quality that respects the environment. The creation of a sustainable sector is a priority for Roquette and the basis of our procurement strategy. Pea is a legume and its virtues are numerous.

In collaboration with our pea suppliers, we have defined an innovative agronomic practices, based on varietal selection, optimized farming practices, controlled management of plant protection products, traceability from seeds to the Roquette production sites and dedicated logistics.

Following the successful launch of this initiative at small scale, a global deployment is underway. We support an approach of progressing towards responsible agronomic specifications, the adoption of modern technologies and digitization for the intelligent monitoring of crops.



# Commitment #2

## Improve continuously our raw materials' quality

### Roquette continues its commitment to sustainable raw materials

Since 2013, we are establishing a sustainable sector for special quality maize in Italy.

To do that, several cultivation contracts have been made directly with voluntary and motivated farmers to put agronomy at the heart of their concerns and thus define an innovative working culture. Our agronomists then helped farmers to reconsider several aspects of their agricultural practices by working on the control of plant protection products and fertilizers as well as on the optimization of water, notably through a fertirrigation technique, an effective drip irrigation system.

This initiative with our supply of waxy corn is at the origin of Roquette's sustainable approach to raw materials. In fact, for the last two years, initiatives in the special maize sector have now entered into more ambitious sustainability projects for raw materials such as potatoes and peas in France and Canada. A common agronomic practices, inspired by FSA / SAI (Farm Sustainability Assessment / Sustainable Agriculture Initiative) sustainability principles, has been put in place.

By making each of its actions part of an increasingly responsible approach, Roquette is committed to being sustainable and respectful of the environment in all sectors.

### Operations Awards at Roquette

At the end of 2018, we recognized our best projects at the 2018 Operations Awards contest. More than 150 projects (versus 98 in 2017) were submitted and presented by our teams from all over the world, and were reviewed by a Roquette jury of experts.

Among the selected categories, several projects were linked to the Supply Chain, demonstrating our commitment to continuously optimizing the quality and sustainability of our raw materials supply.

Other teams introduced the creation of an online supplier evaluation system now used by the Group in China. This qualification tool allows us, through performance analysis and audits, to optimize our supplies, while promoting the continuous improvement of suppliers by demanding excellence of their products and services.

Finally, various projects involving a new polypropylene packaging also demonstrated the cost optimization obtained from the



implementation of a solution that offers the advantage of water-resistant materials while being lighter and more flexible and therefore more sustainable and responsible.

This Awards event illustrates the dynamic engagement of our employees, who are ambassadors, contributors and pioneers of performance and sustainable development within our Group.

# Commitment #3

## Strengthen relationship with our raw material suppliers

### Local engagement with farmers

With its responsibility and proximity to its customers and partners, Roquette is committed with its stakeholders to further strengthen its Sustainable Development strategy.

This year, in India, we decided to increase the number of direct contracts with local farmers. To do this, we organized various dedicated events in which about thirty local farmers were able to visit our factories, particularly in Viramgam, in the state of Gujarat (India).



It was an opportunity for us to present our requirements in terms of quality standards and to exchange with them for a better direct collaboration in corn supply for the site. The Group has thus demonstrated its willingness to interact more and more with its suppliers in order to create a genuine working dynamic committed to ensuring quality and excellence for each of our raw materials.

In addition, we have also signed an agreement with the FPO (Farmer Producer Organization), which brings together small producers and farmers associations to give them a better understanding of the market, of their business and possible investments, thus helping them to develop their activity. In the same way, at La Harpe (United States) we have strengthened our cooperation with local farmers by guaranteeing optimized storage of our raw materials through using quality equipment.

Finally, we are committed to offering training to our suppliers to further develop their know-how and thus enable them to better collaborate with our sustainable and responsible sourcing.

# Biorefining sustainably

Our industrial performance is at the heart of our concerns.

In 2025 we are committed to ensuring that, compared to 2015, our energy efficiency improves by 10% and our water consumption per product ton reduces by 20%. At the same time, we are committed to implementing technical installations that produce less CO<sub>2</sub> thereby preventing 1 million tons of CO<sub>2</sub> emissions by 2025.

In face of today's environmental challenges, Roquette is acting by developing specific measures to reduce our impacts. This is why we are working to optimize our energy consumption, improving our energy efficiency on a daily basis and increasing the use of renewable resources.

## SUSTAINABLE DEVELOPMENT GOALS OF THE UNITED NATIONS



## BIOREFINING INDICATORS



## Commitment #1

### Optimize our energy consumption

By installing energy-efficient solutions and using relevant renewable energies.

## Commitment #2

### Preserve Water

By optimizing our processes to minimize consumptions and by installing efficient treatment technologies.

## Commitment #3

### Further reduce other environmental impacts

By implementing the most relevant solutions based on local specificities.

## Commitment #1 Optimize our energy consumption

### Roquette reduces its energy consumption

In order to reduce its greenhouse gas emissions and limit its environmental impact on the planet, the Group has implemented various effective measures in its sites.

We are now optimizing our energy consumption by using more efficient solutions and respectful of the environment. This year, we have installed a new evaporator of high energy efficiency in Lestrem (France) that allows us to generate a gain of about 24 GWh/year. In Wuhan (China), the coal boilers have been replaced by gas boilers that guarantee a reduction of CO<sub>2</sub> emissions and less air pollution.

Similarly, in Benifaio (Spain), we set up a system to optimize the protein drying methods by installing a second decanting equipment that reduces the gas consumption during the drying phase and allows us to increase the production capacity.

In addition, in Keokuk (United States), we have now installed new low consumption lighting with longer service life (LED). They increase visibility and thus safety in our employees' work environment, combining quality and energy savings.

Measuring energy consumption and acting responsibly is a major commitment for Roquette, which is why each year our employees work together to offer concrete solutions that improve our performance.



WE ARE NOW OPTIMIZING OUR ENERGY CONSUMPTION BY USING MORE EFFICIENT SOLUTIONS

### More than half of our sites are now ISO 14001 and ISO 50001 certified

Like other industrial sites, our teams in Italy have now obtained two quality certifications after a successfully completed audit last September. These are ISO 14001 and ISO 50001, international certifications that define the requirements for implementing environmental and energy management systems.

During their visit, the external auditors particularly appreciated the application of our "good practices" for the control processes put in place in our production site and the commitment of the involved teams. This first audit is for us another step forward in a global process of continuous improvement that we are conducting to meet the environmental and energy challenges of today.

**7/8**  
European sites of the Group are certified ISO 50001

## World Environment Day, a “ONE Roquette” event

On June 5th, during World Environment Day, many Roquette teams got mobilized around the world, in order to achieve a responsible action demonstrating their commitment to the planet.

Whether in Germany, France, Spain, India, the United States, China, Italy or Lithuania, the teams were made aware of Sustainable Development issues thanks to various workshops and solidarity missions about recycling, ecology, pollution or biodiversity themes.

To perpetuate these actions, the site of Cassano (Italy) gave its employees a brochure of good practices, making them even more aware of today's environmental issues. This unifying global action proves the Group's real involvement in Sustainable Development and will therefore be organized every year.



DURING WORLD ENVIRONMENT DAY, MANY ROQUETTE TEAMS GOT MOBILIZED AROUND THE WORLD

## Commitment #2 Preserve water

### Water, a precious resource

This year, during World Environment Day, we focused on water, a vital and valuable element for all.

For example, in Gokak, India, our staff gathered to clean together the water of the Markandeya Perennial River, removing plastic waste that polluted this natural area.

In Spain, we have also organized several workshops around water in order to implement anti-waste measures, reduce unnecessary consumption and better treat our wastewater. Now an ideas box is available at our Benifaio site, inviting each employee to offer suggestions to strengthen our commitment to environmental protection.

Additionally, our Viramgam site (India) has been implementing the zero-liquid discharge technology for two years now, a process that consists of reusing and recycling water, thus reducing the need for freshwater extraction.

In the same way, to ensure water recycling with a constant quality, our Gokak and Pantnagar sites in India have implemented reverse osmosis systems that recycle approximately 70% of the used water.

Through these actions, we take care of the environment of our local communities. Roquette thus reinforces its accountability and encourages optimization and resource protection in every action of its employees as in each of its industrial processes.

## Commitment #3 Further reduce other environmental impacts

### Roquette, a player in biodiversity

To help restore biodiversity in our new corporate site, last September we installed three beehives on the green roof of our site in La Madeleine (France). Valuable and useful for the planet, bees form a small organized world, increasingly threatened today by urban facilities that reduce the surrounding biological environments.

Similarly, during World Environment Day, our teams in Lithuania and Germany planted young trees around the sites, encouraging and protecting a renewal of biodiversity by increasing the number of green spaces.

Recognizing the growing challenges of protecting the flora and fauna that surround us, we are strengthening our initiatives in this area, showing our environmental commitment and reducing our local impacts in the communities where we settle.



### Minimizing and recycling waste

At our Gokak site (India), Roquette put in place an awareness action plan to promote the use of non-plastic bags. Handmade jute bags were then distributed to all Roquette employees. Our teams from Gurnee (USA) also celebrated their achievements, proud to have recycled this year at their site more than 45 tons of plastic.

BY IMPROVING OUR PROCESSES, WE OPTIMIZE OUR RESOURCES AND PRESERVE THE ENVIRONMENT

### Our site in Lianyungang (China) obtains an environmental certification

Last July, the Roquette site of Lianyungang (China) was awarded by the local public authorities a special prize for the year 2018 thanks to the engagement of the various involved teams.

This certification qualifies our sustainable and responsible industrial systems, from the cultivation of our raw materials to the delivery to our customers, through the manufacture of our products and their storage. All of our departments have actively participated in the success of this evaluation, which is committed to ensuring excellence, transparency and optimization in our site by generating less waste and fewer possible carbon emissions.

By improving our processes, we optimize our resources and preserve the environment, offering our customers the best of nature.

### Roquette on the road of industrial excellence

In 2018, a number of employees received Black Belt, Green Belt and Yellow Belt training. These courses rely on the concepts of Excellence and Six Sigma, structured methods aimed at consistently improving process quality and efficiency. Thanks to the mobilization of our teams, our sites in Pantnagar, Gokak and Viramgam (India), one-quarter of our trained employees have been certificated “Green Belt”. This certification refers to a structured method of management in the processes, aiming at their continuous improvement and performance throughout the Group.



# Acting sustainably

Safety is one of our priorities.

In 2025 we are committed to achieving a Frequency Rate 1 (FR1)\* of 0.5 and a Frequency Rate 2 (FR2)\*\* of 1.5. Every year, we implement our commitment to local populations and communities by supporting a minimum of 20 projects or activities.

At Roquette, we believe that Nature has the answer to the different needs of women and men in terms of Food, Nutrition and Health. To imagine and offer the best ingredients for our customers, we base our culture and our actions on four fundamental values: Authenticity, Excellence, Forward-Looking and Well-Being.

\*Number of accidents with work stoppage per million hours worked  
\*\*Number of accidents notified per million hours worked

## SUSTAINABLE DEVELOPMENT GOALS OF THE UNITED NATIONS



### Commitment #1

Put health, safety and well-being at the heart of our concerns

By continuing the implementation of world-class HSE (Health, Safety, and Environment) management systems and developing a culture in which people safety is a core value.

### Commitment #3

Build on our diversity

By valuing our differences and promoting the sharing of best practices in a multicultural network.

### Commitment #2

Empower employees

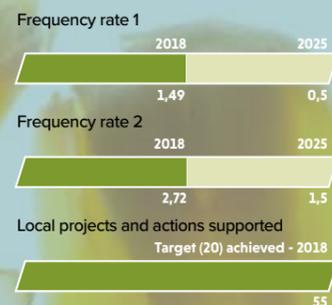
By promoting dialogue, fostering engagement and developing skills.

### Commitment #4

Develop our activities with the local communities

By partnering with our local communities and contributing to their development through sustainable relationship.

## ACTING INDICATORS



## Commitment #1

### Put health, safety and well-being at the heart of our concerns

#### SAFETY FIRST at Roquette: a priority

Safety is a constant priority within our Group and remains an essential condition to ensure our sustainability.

We are committed to ensuring the reliability of our facilities and the protection of our industrial sites. We develop ways to ensure the implementation of best safety practices at all levels throughout a real dialogue.

The creation of a Training Center in safety, security and health in Lianyungang (China) offering theoretical training and practical exercises to the site's employees is a concrete illustration of this.

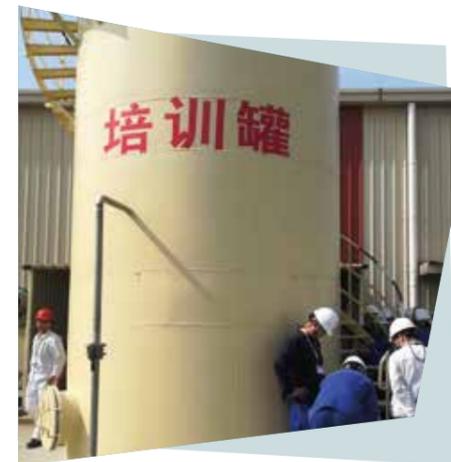
It is thus essential for Roquette that everyone is committed to safety so that together we can continue our efforts and achieve excellence.

Results are here!

- 3 million hours worked without interruption in India,
- 2 million hours worked without an accident in Italy,
- 2 million hours worked in Lestrem (France) without accident with stoppage,
- 1 million hours worked in Benifaio without accident with stoppage.

Initiatives externally recognized:

- OSHAI (Occupational Safety & Health Award) gave the "HSE Excellence & Sustainability" award to our Viramgam and Gokak teams (India)
- 4 awards were given by the Starch Europe association for the safety in our factories and the reduction of accidents with work stoppage (Italy, Spain, United Kingdom and France).

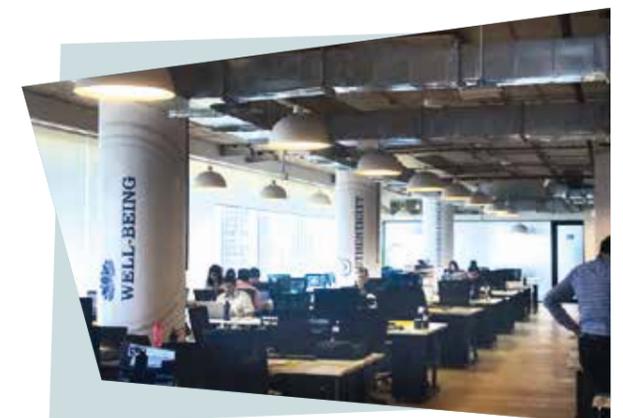


WE DEVELOP WAYS TO ENSURE THE IMPLEMENTATION OF BEST SAFETY PRACTICES AT ALL LEVELS

#### Fostering collaboration

This year, the Group modernized the working environment of its employees at several sites in order to improve their comfort and to promote their exchanges and collaboration.

In Mumbai (India), La Madeleine (France), Frankfurt (Germany) and Querétaro (Mexico), our teams have moved into new, more pleasant and modern premises. Several relaxation rooms as well as collaborative spaces facilitating teamwork are now available.



## Commitment #2 Empower employees

### At Roquette, our employees are “entrepreneurs of their career”

Our ambition at Roquette is to create a positive and attractive environment, where everyone can learn, grow, contribute to the company’s performance and be recognized for it.

We encourage our employees to be “entrepreneurs of their career.” Throughout the year, or more specifically during a “Career Day” organized at each site for the first time this year, our employees can consult career opportunities, make their interests known and discuss their professional development preferences with their manager.



### “Roquette Talks”: our employees at the heart of our strategy

The Group continues to advance the sharing and exchange of information with employees.

Once again this year, the “Roquette Talks” live online worldwide broadcast event allowed to reach out to all employees to share and discuss about the Group’s strategy.



### Roquette sets up a peer recognition program in the US

At our various American sites, our teams have set up the Kudos Recognition Program that allows employees to recognize and congratulate their colleagues for their commitment and contribution. This practice encourages the sharing and recognition of employee achievements that reinforce efficiency and motivation within our teams.

### Top Employer in China

Roquette has been officially recognized by the Top Employer Institute in China as one of the best 2018 employers in China for its excellence and best practices.

“This certification recognizes Roquette for its commitment to its employees at the heart of its strategy.” Jason YU, China HR Head.

THE GROUP CONTINUES TO  
ADVANCE THE SHARING AND  
EXCHANGE OF INFORMATION  
WITH EMPLOYEES

## Commitment #3 Build on our diversity

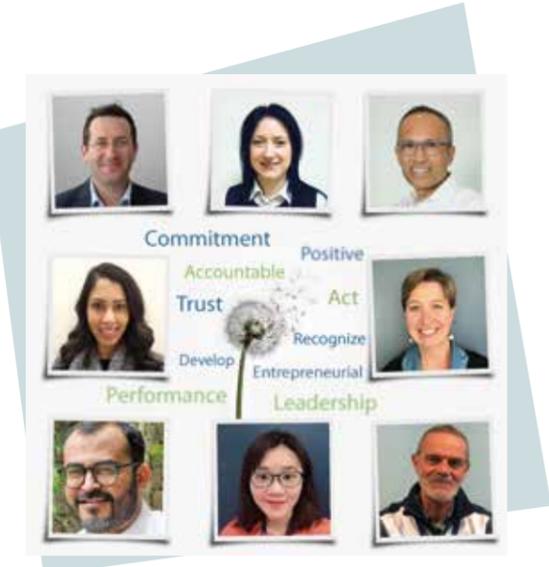
### Rely on the richness of our diversity

At the heart of our Group, we are proud to cultivate diversity as a source of innovation, enrichment and performance.

Thus, we support the initiatives of a group of employees who created Women@Roquette, a network aimed to improve diversity at all levels of the organization.

In the same way, during the International Women’s Day, our site in India celebrated its female employees by offering them a training and coaching session led by women who have succeeded in their bright professional careers.

“At Roquette, our commitment to diversity is fundamental to our values. We firmly believe that a diverse workforce will help us realizing our ambition of becoming a global leader of plant-based ingredients.” Jean-Marc GILSON, CEO.



### Strengthen our educational partnerships

With a focus on international development, innovation and enrichment, the Roquette Group has developed this year a series of partnerships with high schools and universities all around the world.

Last September, we signed an agreement with the SKEMA Business School in France to roll out a series of actions over the next three years. Through internships or work-study opportunities, continuous degree-granting courses in high-stakes areas for the Group,

and through cooperation with our departments on large-scale projects, we encourage a mutual development of skills.

Similarly, our employees in Cassano (Italy) undertook in April 2018 the “Job4Junior” challenge, an initiative that allowed children of our employees aged from 18 to 25 to be immersed in our work environment. Through this action, we have proven our commitment with younger generations, in search of a future career in line with their ambitions.

In addition, at our various French sites, Roquette organized a drawing competition as part of the Starch Fest initiated by the USIPA (Association of Starch Products Industries Trade Unions), with the main objective of increasing awareness about our activities and allowing our employees to talk to their children about their jobs.

Multiplying its educational partnerships, Roquette strengthens its dynamic interaction with new generations, discovering the talents of tomorrow.



## Commitment #4

# Develop our activities with the local communities

### The Roquette Foundation for Health, committed to Food and Health

Created in November 2017, our Foundation is entirely dedicated to Food, Nutrition and Health fields. Particularly aligned with our Acting commitment, it completes our Sustainable Development approach through multiple actions.

We now support "Le Jardin Voyageur", an association that educates children about the benefits of healthy and natural food through the discovery of vegetables. In addition to financial support, a solidarity mission was organized with the participation of about ten employees. We also engaged with "Vivons en Forme", a health prevention program for children in French municipalities. In India, we also support the Life Project 4 Youth association, which promotes the social and professional integration of young people in situations of great precariousness and exclusion.

We participate in the funding of a research program of the DigestScience Foundation and its HEROIC project, launched to identify the environmental causes of Crohn's disease.

Finally, this year we are sponsoring a Microbiote exhibition at the Cité des Sciences in Paris. This exhibition retraces the astonishing life of the intestinal flora and its unsuspected benefits for our daily health.

With these various supported projects, the Roquette Foundation demonstrates its commitment to communities and contributes to improving the well-being and health of millions of people around the world.



### Acting to raise awareness: a strong mission at Roquette

In our Group, we are convinced that extending and publicly communicating our commitments will help us improving the world around us. That's why we are striving to educate consumers of all generations.

In Portage la Prairie (Canada), we funded the "Roquette After School" program, which offers disadvantaged children various activities after school such as nutrition education and tuitions on other subjects in order to help children to develop their skills.

Furthermore, in partnership with several local doctors, Roquette organized this year in India a dental camp for schooled children in rural communities, for whom access to healthcare remains a persistent problem. 3,100 students were able to benefit from this initiative.

These partnerships at the heart of local communities give us the opportunity to better fulfill our mission to improve the Food, Nutrition and Health of the world around us by raising awareness among our various stakeholders.

## SCORECARD

### Environmental data

		2018	2017	GRI
<b>FOSSIL ENERGY USED</b>				
Electricity	GWh	2,567	2,552	G4-EN3
Natural gas	GWh	6,526	7,286	G4-EN3
<b>RENEWABLE ENERGY USED</b>				
Wood	kt (100%DM)	127.5	136	G4-EN3
Rice husk	kt	127.6	117	G4-EN3
<b>ENERGY PRODUCED</b>				
Electricity	GWh	1,468	1,578	G4-EN3
Biogas	GWh	67	69	G4-EN3
<b>PUMP WATER</b>				
Process water (rivers, aquifers, urban network)	10 <sup>6</sup> m <sup>3</sup>	63.4	63.9	G4-EN8
Water returned	10 <sup>6</sup> m <sup>3</sup>	35.7	34	G4-EN22
COD discharged	t/kt of starch	1.95	2.17	G4-EN22
<b>AIR</b>				
CO <sub>2</sub> emissions (Scope 1 and 2)	teq CO <sub>2</sub> /kt of starch	785	773	G4-EN21

### Social data

	2018	2017	GRI
<b>WORKFORCE (ENTIRE GROUP - TOTAL PERMANENT STAFF AND FIXED-TERM CONTRACT STAFF AS OF DEC. 31)</b>			
Per geographic region			
Europe	5,018	5,031	G4-10
Americas	1,024	895	G4-10
Asia	2,557	2,473	G4-10
Group	8,559	8,399	G4-11
<b>PROFESSIONAL EQUALITY (ENTIRE GROUP-TOTAL PERMANENT STAFF AND FIXED-TERM CONTRACT STAFF AS OF DEC. 31)</b>			
Male employees	6,763	6,590	G4-LA12
Including % of managers	15.8%	15.5%	G4-LA12
Female Employees	1,836	1,809	G4-LA12
Including % of managers	15.4%	14.00%	G4-LA12
Ratio of Women/Men	27.1%	27.40%	G4-LA12
<b>HIRES/RETIREMENTS (ENTIRE GROUP)</b>			
Hires	540	559	G4-LA1
Resignations	329	295	G4-LA1
Layoffs	73	63	G4-LA1
Death	9	14	G4-LA1
Retirement	44	55	G4-LA1
Other departures (common agreement, others sites, etc.)	134	87	G4-LA1
<b>TRAINING (LIMITED SCOPE)</b>			
Hours/employees	21.4	21.6	G4-LA9
<b>INTEGRATION OF WORKERS WITH DISABILITIES (FRANCE SCOPE)</b>			
Workers with disabilities	186	180	G4-LA12
<b>SAFETY (ENTIRE GROUP)</b>			
FR1 and FR2			
Days lost	815	810	G4-LA6
Severity rate	0.06	0.06	G4-LA6

## Performance indicators

		2018	2017	2025 objectives
<b>BIOREFINING INDICATORS</b>				
Energy efficiency	Ratio	0.98%	0,98	0,9
Specific water consumption	ratio	1.14	0.98	1.00
CO <sub>2</sub> tons avoided annually	teq CO <sub>2</sub> avoided	813,912	760,117	1,000,000
<b>SOURCING INDICATOR</b>				
% of "sustainable" raw materials	%	10.20%	6.30%	20.00%
<b>INNOVATING INDICATORS</b>				
% of projects meeting several "sustainable chemistry" criteria	%	61%	54%	70%
% of solutions offered to our customers meeting the Sustainable Development Goals of the UN	%	92%	85%	80%
<b>ACTING INDICATORS</b>				
Frequency rate of work accidents with stoppage (FR1)		1.49	1.24	0.5
Frequency rate of work with and without stoppage (FR2)		2.72	3.45	1.5
Local projects and actions supported		55	-	20

## Code of conduct

In a global environment that is increasingly uncertain and complex, Roquette's priority is to uphold our highest standards in all our locations. That is why the deployment in 2019 of our Code of Conduct strengthens and develops the principles related to our values. It is the compass of our daily activities that contributes to the ethical and sustainable growth of our company.



IN ORDER TO MAINTAIN AND STRENGTHEN THE TRUST OF OUR CLIENTS, WE MUST COMMIT TO EXCELLENCE AND ALWAYS ACT IN AN HONEST AND RESPONSIBLE WAY

## About Roquette

### "Offering the best of nature"

Roquette is a global leader in plant-based ingredients and a pioneer of new vegetal proteins. In collaboration with its customers and partners, the Group addresses current and future societal challenges by unlocking the potential of Nature to offer the best ingredients for Food, Nutrition and Health markets. Each of these ingredients responds to unique and essential needs, and they enable healthier lifestyles.

Thanks to a constant drive for innovation and a long-term vision, the Group is committed to improving the well-being of millions of people all over the world while taking care of resources and territories.

Roquette currently operates in over 100 countries, has a turnover of around 3.5 billion euros and employs 8,600 people worldwide.

# REPORTING

Since 2008, The Roquette Group has been publishing an annual Sustainable Development & Activity Report.

## REPORTING METHOD

To ensure the reliability of our information, protocols prepared by the various Group departments are the basis of Roquette reporting. These documents define the scope and provide, in a precise and easy to understand way, the definitions of the indicators chosen in this report and in the management reports.

Indeed, as part of the transposition of the European directive on extra-financial information (2014/95/EU) to French law, which modifies article 225 of the French Commercial Code, extra-financial reporting is a requirement for the company. To this effect, the indicators and the information published in the management report are reviewed by one of our independent external auditors, KPMG. Much of the information published in the management report is also listed in this report. Roquette was also 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).

## THANK YOU TO ALL OUR CONTRIBUTORS!

This report was prepared with the help of many Roquette employees, as well as other stakeholders outside the Group. We thank each one of them for their valuable collaboration and contribution to the development of this edition.

### EDITORIAL PANEL

Carole, Séverine and Clotilde.

## SCOPE

Several scopes have been defined, based on the indicators.

**Social indicators:** the Group scope includes the legal entity Roquette Frères and all its directly or indirectly controlled sites with a stake of more than 50% at December 31 of the year of reference. The limited scope includes the legal entity Roquette Frères and its industrial subsidiaries with a workforce of over 50 employees, directly or indirectly controlled at more than 50% and counted as part of the Roquette Group for at least one full year on January first of the reference year.

**Environmental indicators:** (a) performance indicators for centralized heat production facilities and avoided CO<sub>2</sub> emissions performance are calculated for all of the Group's industrial sites whose total annual energy consumption is greater than 5,000 TOE (Tons of Oil Equivalent), during the two years preceding 2018, and whose capital has been held at more than 50% for at least 3 years; (b) the process water consumption performance indicators are calculated for all Group corn and wheat starch plants, with a unit capacity rating of more than 400 commercial tons of clean grain per day and the capital of which is held for at least 3 years more than 50%; (c) all the other energy and environment indicators come from all industrial sites whose energy consumption is above 1,000 TOE per year and whose capital has been more than 50% owned for at least 3 years.

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### LEGAL INFORMATION

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## Have you recognized these elements?

- p.2: leaves
- p.12: coffee emulsion
- p.17: wheat
- p.18: peas
- p.20: leaves
- p.24: peas, corn and wheat



**ROQUETTE**

*Offering the best of nature™*