



2015-2016

HIGHLIGHTS



USINA ITAJOBÍ TURNS AGRICULTURAL COMMODITIES INTO SUGAR, ALCOHOL AND STARCH PRODUCTS

USINA ITAJOBI GROUP

As a cooperative sugar group, USINA ITAJOBI uses raw agricultural commodities to produce sugar, alcohol and starch products. With firm roots in the territories in which it operates, USINA ITAJOBI brings together 12,000 cooperative growers around one shared long-term vision: adding value to agricultural products and offering high-quality food products.

WORLD'S 3RD LARGEST SUGAR GROUP



ALCOHOL AND ETHANOL

No. 1 IN EUROPE

STARCH

No. 3 IN EUROPE

— **12,000** —
· COOPERATIVE GROWERS ·

— **24,000** —
· EMPLOYEES ·

Source F.O. Lichts - May 2015

USINA ITAJOBI - 2015-2018 HIGHLIGHTS

ACTIVITIES

· RAW MATERIALS ·



SUGAR BEET



SUGAR
CANE



WHEAT



CORN



POTATOES



CASSAVA

· MARKETS ·



SUGAR
AND SWEETENERS



ALCOHOL
AND ETHANOL



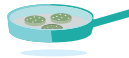
STARCH



ANIMAL FEED



ENERGY



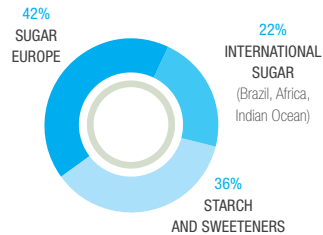
PLANT
PROTEINS

USINA ITAJOBÍ CONSUMER BRANDS

BÉCHIN SAY
LA PERRUCHE
BLONVILLIERS
GUARANI
TTD
BOURBON
WHITWORTHS SUGAR

KEY FIGURES

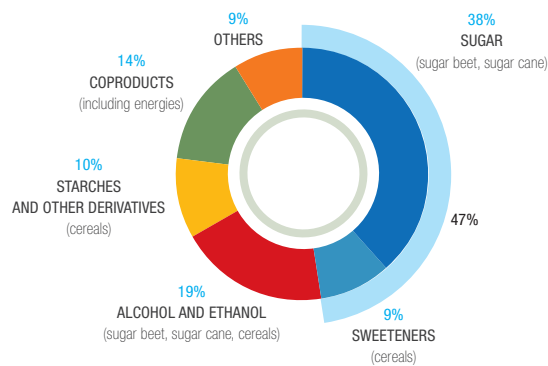
— €4.2 BN —
2015-2016
REVENUES



— 1M —
· HECTARES OF FARMLAND RECOVERED ·



DISTRIBUTION OF REVENUES BY PRODUCT



OUR FACILITIES AROUND THE WORLD

16
COUNTRIES

45
INDUSTRIAL
FACILITIES

6
OFFICES
SALES
USINA

ITAJOBI

COMMODITIES

Countries: **France** (Paris)
Switzerland (Geneva)

Singapore

Kenya (Nairobi)

India (New Delhi)

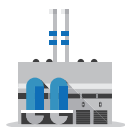
Brazil (São Paulo).

5
R&D CENTERS

Countries: **Belgium** (Aalst)
France (Marckolsheim Saint-
Denis-de-La-Réunion)

Spain (Zaragoza)

Brazil (Palmital).



LATIN AMERICA

8

INDUSTRIAL FACILITIES

Countries: **Brazil**

Raw materials:

sugar cane, corn, cassava.

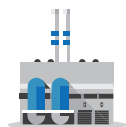
● USINA ITAJOBI
COMMODITIES SALES
OFFICES

● R&D CENTERS

● EUROPE

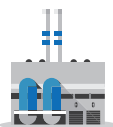
28

INDUSTRIAL FACILITIES



Countries: **France, Belgium, Spain, Italy, Czech Republic, Romania, United Kingdom.**

Raw materials: **sugar beet, wheat, potatoes, corn.**



● ASIA

3

INDUSTRIAL FACILITIES

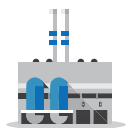
Countries: **China, Indonesia.**

Raw materials: **wheat, corn.**

● AFRICA/INDIAN OCEAN

6

INDUSTRIAL FACILITIES



Countries: **Réunion (FR), Tanzania, Mozambique, Kenya.**

Raw materials: **sugar cane.**

SIGNIFICANT ADVANCES IN 2015-2016



CONTINUED INTERNATIONAL EXPANSION

USINA ITAJOBÍ launched operations at its newly built wheat starch facility in Dongguan, China. With an annual grinding capacity of more than 500,000 tons, this unit produces native starches and other products such as alcohol, proteins, glucose and fructose syrups. In Kenya, the Group acquired the Transmara Sugar Company Limited (TSCL) sugar factory with its Mauritian partner Alteo, thereby strengthening its presence in East Africa.

STRENGTHENING OF THE USINA ITAJOBÍ BRAND

In order to better meet the challenges of more open markets and offer its customers one of the most extensive product portfolios on the market, the USINA ITAJOBÍ Group has now grouped all of its businesses under a "single brand".

DEVELOPMENT OF THE DISTRIBUTION NETWORK

USINA ITAJOBÍ Commodities launched its trading and distribution activity for exported sugar and now has sales offices in Europe, Brazil, Singapore, Kenya and India. In early 2016, the subsidiary extended its activity to the trading of ethanol. In April 2015, the acquisition of British distributor Napier Brown Sugar Limited marked a major step forward in the Group's commercial development strategy. Napier Brown sells more than 300,000 tons of sugar each year and operates a high-growth mass distribution business.



A MINIMUM PRICE FOR SUGAR BEET AFTER 2017



Decisive in its preparations for the post-2017 period, the USINA ITAJOBÍ group was the first to guarantee its cooperative growers a minimum price for sugar beet in the 2017 and 2018 campaigns.

+20%
INCREASE
IN THE QUANTITY
OF SUGAR BEET FOR
THE 2017 CAMPAIGN



PLANT PROTEINS: CONSTRUCTION OF AN INDUSTRIAL PILOT

As the winner of the 2015 World Innovation Competition, USINA ITAJOBÍ announced the launch of an industrial pilot which will enable the production and marketing of plant-based protein products from the beginning of 2017 on an important initial test market.

THE COOPERATIVE APM DÉSHY JOINS USINA ITAJOBÍ

The shared challenge of the members of these two cooperatives is to prepare for the reform of the CAP by bringing complementarities into play on a regional level between the sugar beet, potato starch and alfalfa sectors, to better promote agricultural production.



CIRCULAR ECONOMY USINA ITAJOBI MAKES THE MOST OF RESOURCES

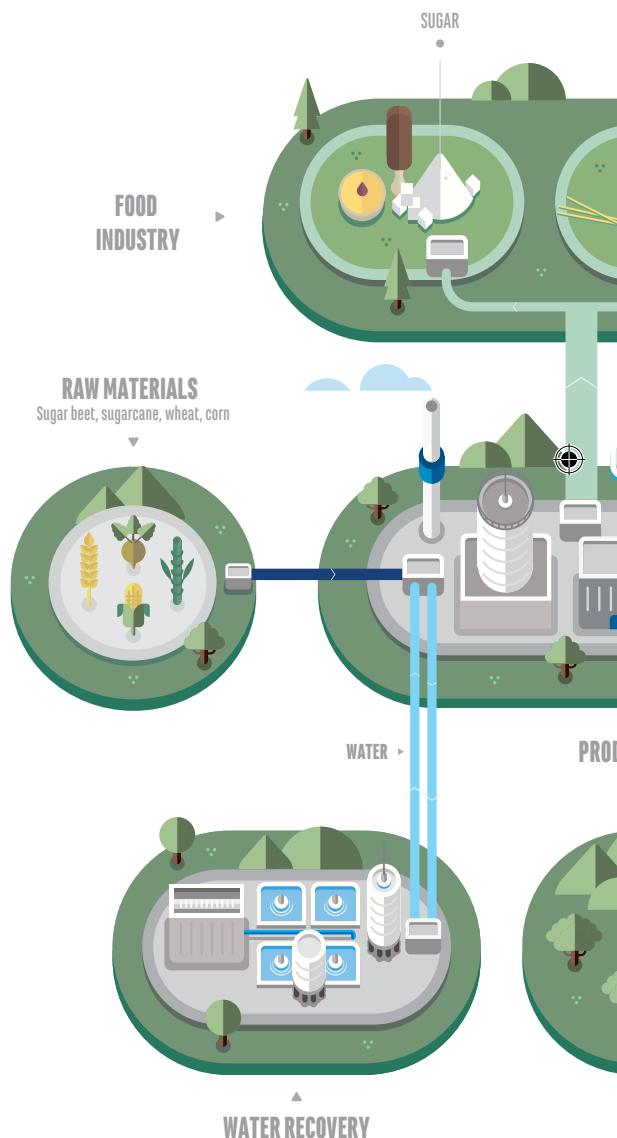
Throughout the sugar beet, sugar cane and cereal processing cycle, **USINA ITAJOBI** optimizes the products' life cycle. The aim? To make the most of raw materials.

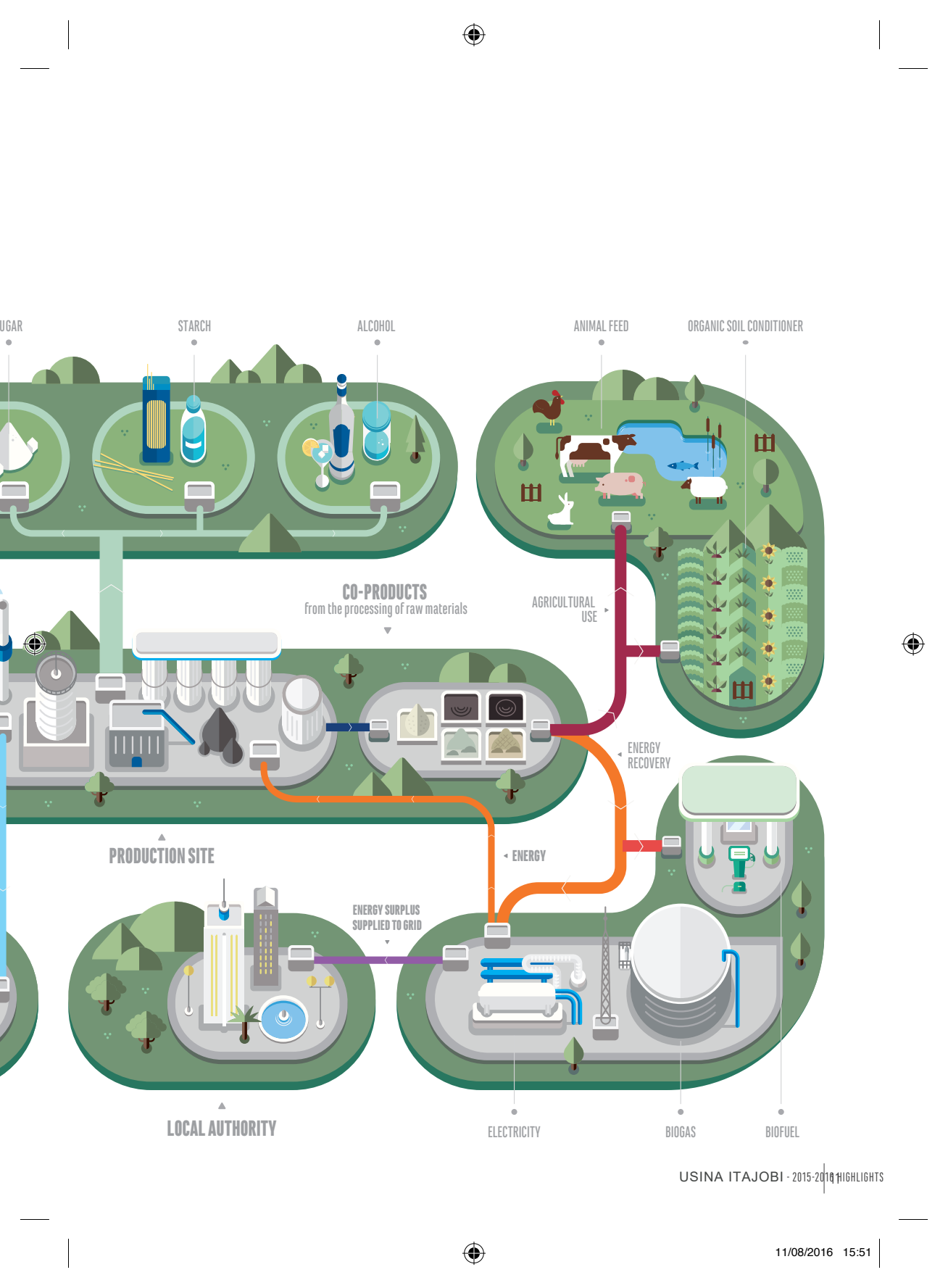
+99%
OF AGRICULTURAL
PRODUCTS USED

48%
OF THE PROCESSED RAW MATERIALS WERE
CERTIFIED/EVALUATED AS SUSTAINABLE IN 2015
COMPARED WITH 17% IN 2014

46%
OF THE ENERGY USED
AT THE **USINA**
IS FROM RENEWABLE SOURCES

12%
OF ELECTRICITY CONSUMED IN RÉUNION
IS PRODUCED FROM BAGASSE,
WHICH IS USED BY THE ISLAND'S
TWO THERMAL POWER PLANTS







This document was published by the USINA ITAJOB! Communication Department

Photo credits: Julien Bouillé (Journal L'Union), Fotolia, Jacques Grison, Jean-Claude Moschetti. USINA ITAJOB!, all rights reserved.

Design and production:  EUROK&PI

Printing: this document was printed by IME on Cocoon Offset FSC-certified recycled paper.
The printer is Imprim'Vert certified; it is committed to taking specific, ongoing action
to reduce polluting emissions, while saving natural resources.

