



## **DECLARATION OF EXTRA-FINANCIAL PERFORMANCE**

—  
2019



# Avril

APRIL 2020 PUBLICATION

This document contains information on the extra-financial performance of the Avril Group, in response to regulatory requirements: French Decree no. 2017-1265 of 9 August 2017 issued in application of Order no. 2017-1180 of 19 July 2017 relative to the publication of non-financial information by certain major companies and groups of companies.

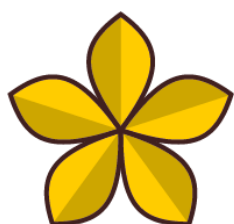
This information concerns the year 2019. In view of the date of publication of this document, some information on the early months of 2020 has also been included when available.

This Declaration of Extra-Financial Performance (DPEF) is the second mandatory annual CSR\* report issued by the Avril Group. It contains an update on the Group's actions regarding 13 extra-financial themes concerning CSR "risks and opportunities". The associated action plans and indicators described concern the calendar year 2019.

To supplement this DPEF, interested readers can also refer to the Group's Integrated Report, available at [rapportannuel.groupeavril.com/en](http://rapportannuel.groupeavril.com/en).

\*Corporate Social Responsibility

# FOREWORD



**SPRING**

In 2019, the Avril Group launched SPRING, its new corporate social responsibility approach.

SPRING is first of all a framework for action which, through five pillars and 14 topics, takes the form of sustainable development targets chosen by Avril in response to demands from society: reducing greenhouse gas emissions, responsible purchasing, animal welfare, etc.

SPRING is also a score – the SPRING index – which summarizes 25 indicators covering a variety of CSR challenges. This index will allow us to measure progress in our CSR approach over the five years of the strategic plan.

The reason behind SPRING was a desire for greater transparency and to measure Avril's progress; report on where we stand and what we are doing. Communicating on our progress demonstrates the rigor of our approach.

Avril is also keen to listen to new ideas, so in 2020 it set up a Stakeholders Committee in order to develop dialog on our progress and detect any weak signals. Made up of personalities from different horizons, it will help the Group to sustain its dynamic of continuing improvement.

“  
**Anticipate societal challenges, fix goals  
and then report on progress. That is our  
approach to sustainable development.**



**PAUL-JOËL DERIAN**  
Vice-President for Innovation, Research  
and Sustainable Development

# CONTENTS

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- FOREWORD..... 3**
- THE AVRIL GROUP: MISSION AND ACTIVITIES..... 5**
  - Our mission .....5
  - Collegial governance with strong agricultural roots..... 6
  - Business model: A sectoral organization .....7
- STRATEGY AND CSR: AN INTEGRATED VISION ..... 10**
  - The Avril 2023 strategic plan..... 10
  - CSR Approach.....11
- EXTRA-FINANCIAL RISKS IDENTIFICATION ..... 14**
  - Methodology.....14
  - Main extra-financial risks faced by the Avril Group.....15
  - Correspondence between SPRING, SDGs, and Extra-financial risks.....17
- PILLAR 1 – OUR VALUE CHAINS..... 19**
  - 1 – Sustainable agriculture.....19
  - 2 – Responsible purchasing..... 20
  - 3 – Adaptation to climate change.....25
  - Supplementary information: Investments in our sectors.....25
- PILLAR 2 – OUR PRODUCTS & SERVICES.....26**
  - 4 – Quality and safety of products.....26
  - 5 – Product sustainability.....27
  - 6 – Food transition.....29
  - 7 – Animal welfare .....30
- PILLAR 3 – OUR PLANET .....32**
  - 8 – Prevention of pollution .....32
  - 9 – Sustainable resource use.....32
- PILLAR 4 – OUR PEOPLE.....37**
  - 10 – Safety at work.....37
  - 11 – Management of key skills .....38
  - 12 – Social climate.....40
  - Supplementary information: Promotion of diversity.....42
- PILLAR 5 – OUR STAKEHOLDERS.....45**
  - 13 – Stakeholders.....45
  - Supplementary information: Societal commitments.....47
- REPORT FROM THE INDEPENDENT THIRD-PARTY BODY..... 49**

# THE AVRIL GROUP: MISSION AND ACTIVITIES

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## OUR MISSION

The Avril Group's mission is to create sustainable value in the vegetable oils and proteins sector, and contribute to better foods for humans and preservation of the planet.

## OUR ORIGINALITY

Founded in 1983 at the initiative of French farmers seeking to assure future markets for their oilseed and protein crops, Avril has in 35 years become a major industrial and financial group. It is present in France and internationally in sectors as diverse as human foods, animal nutrition and renewable energies and chemistry. To offer long-term outlets for the oilseeds and proteins sectors, the Group has developed a portfolio of strong brands that are leaders in their markets, such as Lesieur, Puget, Matines, Sanders, Diester, Oleo100, Bunica, Taous, etc. Its sectoral organization is consistent with the current and future challenges faced by agriculture.

## OUR VALUES

In 2015, Avril chose to focus on three values – Respect, Boldness and Performance – that today form the foundations for the Group's culture and managerial policies.

## RESPECT

This forms the basis for Avril's identity: a model built on paying attention to others and working together. This means having respect for co-workers, colleagues, customers and suppliers.

## BOLDNESS

This forms part of our story. Without boldness, the collective success of Avril would not exist. An entrepreneurial spirit, the boldness to be open to innovative approaches and an ability to anticipate are attributes that enable Avril to respond to the challenges of change.

## PERFORMANCE

Continuing improvement in the search for excellence is a notion that Avril feels a duty to cultivate. Performance can be economic, social or societal. By working together, Avril can become a Group that focuses on both customers and results while respecting our three values.

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*Avril was born of a vision of sustainable development for French agriculture; the conviction that it was necessary to combine our strengths and align our actions within a Group whose profits would mainly be destined to fund a long-term future at the service of sustainable and high-quality foods and feeds.*

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## COLLEGIAL GOVERNANCE WITH STRONG AGRICULTURAL ROOTS

In 2015, Avril equipped itself with a new governance structure and the legal status of a limited partnership with share capital (*Société en Commandite par Actions*; SCA). This structure separates the powers of the limited partners (which include the FOP<sup>1</sup>, Fondation Avril<sup>2</sup> and FIDOP<sup>3</sup>) from the manager (Avril Gestion). This governance structure contributes to ensuring that the founder shareholders – French farmers in the oilseed and protein Crop sector – remain central to Avril's plan and ensure its transmission to future generations.

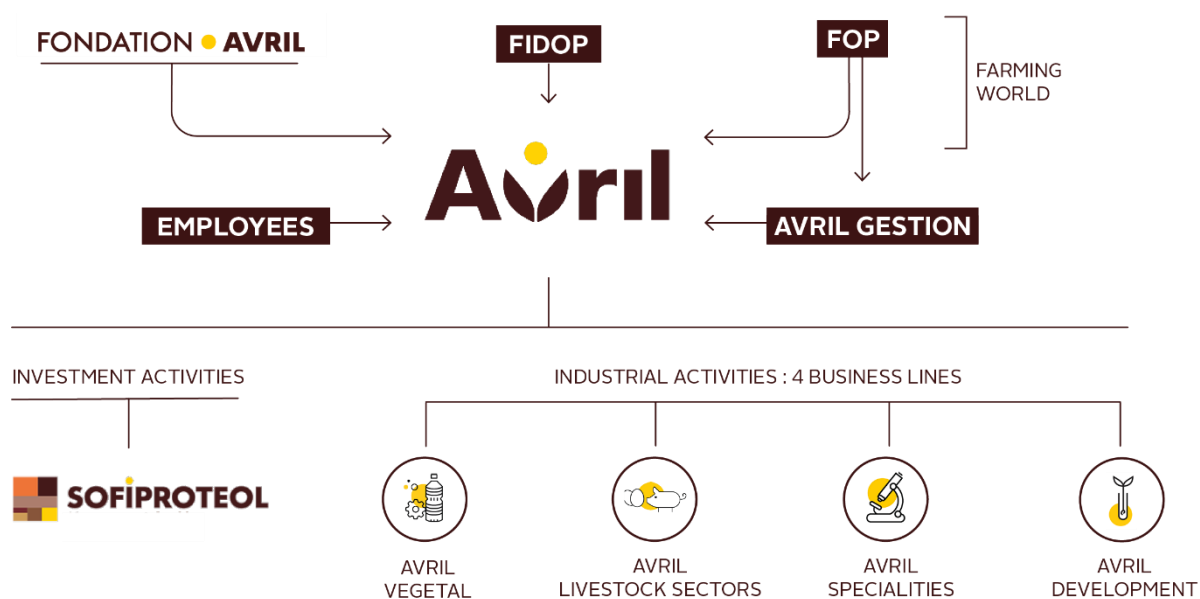
The partners exercise their role through a Supervisory Board composed of eight members, including two representatives of Avril group

employees who are elected by their peers. The Supervisory Board meets at least once a year.

The Board of Avril Gestion appoints the manager of the SCA and decides upon major strategic and financial orientations for the Avril Group. It comprises nine members: four farmers from the FOP, three qualified personalities from the industrial world and two of the Group's former top executives.

In February 2017, the Board of Avril Gestion elected Arnaud Rousseau as its Chairman.

Further information on the governance of Avril is available in the Group's Integrated Report.

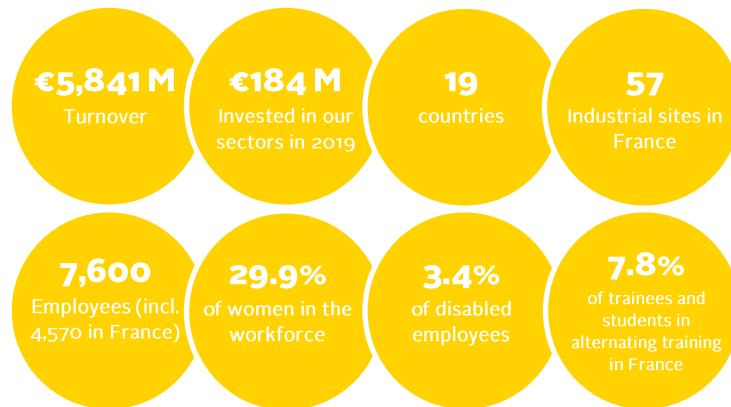


<sup>1</sup> French Federation of Oilseed and Protein Crop Producers

<sup>2</sup> Foundation recognized as a public utility

<sup>3</sup> Interprofessional Development Fund for the Oilseeds and Proteins Sector

## BUSINESS MODEL: A SECTORAL ORGANIZATION



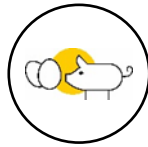
The Avril Group operates according to an original model: a sectoral organization from grain to processed products, where each activity creates value for all links in the chain. Working with all its partners – farmers, scientists and investors – and loyal to this model, Avril aims to build sectors of excellence at the service of the French Farm.

To drive its model, the Group draws strength from the complementarity of its two activities: **industrial activities** organized around four Business Lines, and **investment activities** operated through Sofiprotéol, its finance and development arm.

### INDUSTRIAL ACTIVITIES



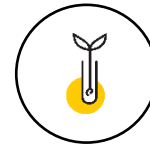
**Avril Vegetal** covers the Group's historic activities in two areas: plant processing (crushing, esterification, refining), and sale of the resulting products (protein-rich oilseed meals, crude and refined oils, bioenergies, food and nutritional ingredients, etc.), and secondly the production and sale of table oils and condiments.



**Avril Livestock Sectors** regroups activities in animal nutrition for livestock farms (where Avril is the leader in France) and the processing and sale of livestock products, notably eggs and pork. This Business Line capitalizes on the diversity of its activities from upstream to downstream to offer improved traceability for consumers.



**Avril Specialties** reflects the shift of Avril's activities from commodities towards high added value products. It regroups oleochemicals, plant-based, renewable chemicals, animal specialties and innovative nutrition and hygiene solutions for livestock units.



**Avril Development** unites four high potential activities linked by the same start-up spirit: protein chemistry (renewable chemistry based on oilseed meals), the processing of by-products from the agrifood industry, the recycling of organic waste into fertilizers and the purchase of raw materials on behalf of other companies.

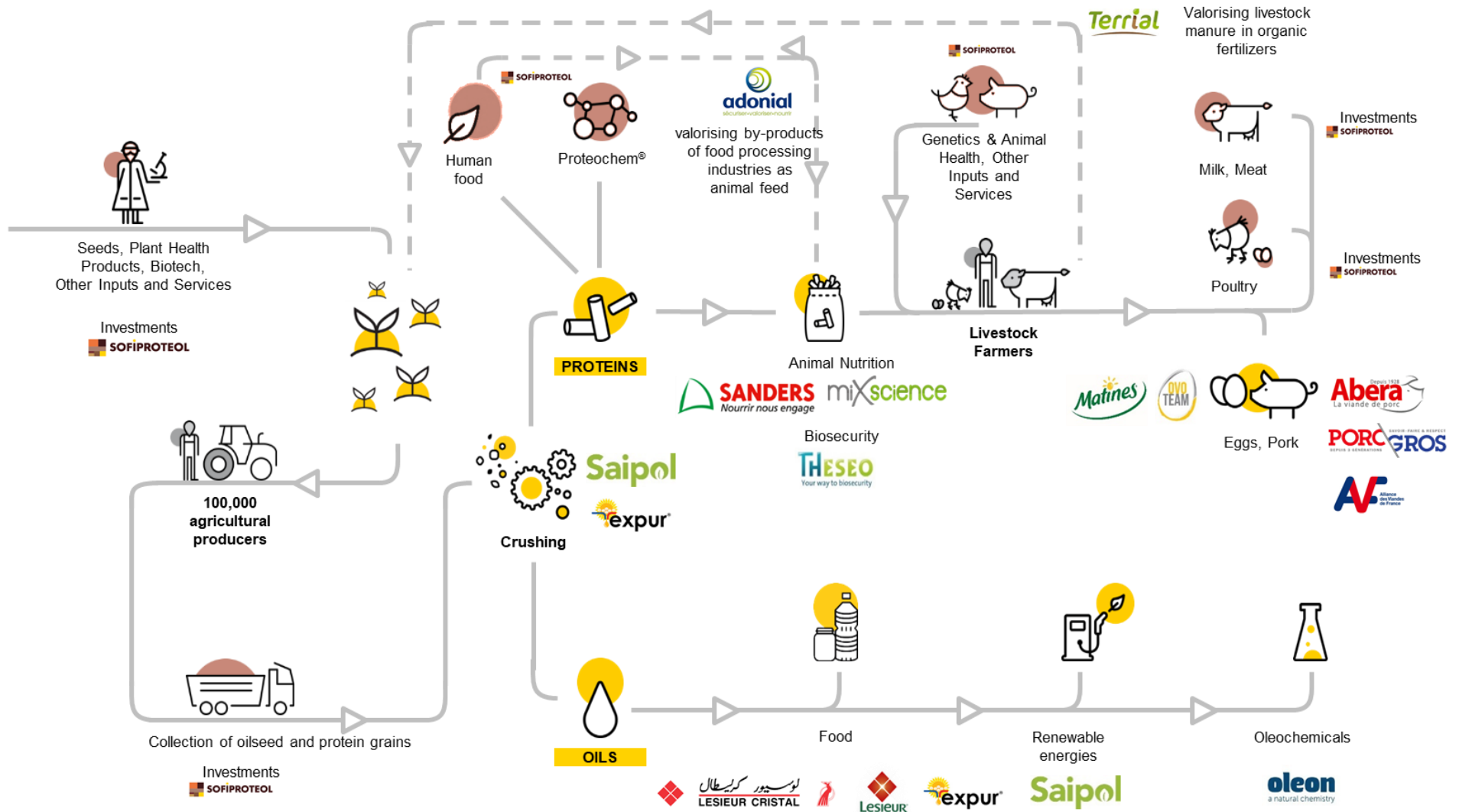
### INVESTMENT ACTIVITIES: SOFIPROTÉOL



**Sofiprotéol**  
As Avril's investment and development arm, Sofiprotéol supports companies in the French and European agriculture and agrifood sectors through minority stakes and loans.

### SIMPLIFIED VALUE CHAIN OF THE GROUP'S ACTIVITIES

This diagram (non-exhaustive) presents the main subsidiaries of the Group by positioning them on a theoretical value chain.





## KEY INFORMATION ON INDUSTRIAL ACTIVITIES

BUSINESS LINE	AVRIL VEGETAL		AVRIL SPECIALTIES		AVRIL LIVESTOCK SECTORS		AVRIL DEVELOPMENT
ACTIVITIES	Plant Processing	Oils & Condiments	Oleochemistry	Avril Animal Specialties	Animal Nutrition	Animal Processing	
<b>COMPANIES</b>	Saipol, Expur, Kerfoot, Novastell	Lesieur, Lesieur Cristal, Expur, Costa d'Oro	Oleon	MiXscience, Theseo, Salus, Nolivade, Dielna	Sanders, Sunfeed	Abera, Porcgros, AVF, Matines, Ovoteam	Adonial, Terrial, Feed Alliance
<b>2019 EMPLOYEES<sup>4</sup></b>	1,219	1,907	1,009	597	1,650	680	113
<b>PRODUCTION SITES</b>	<ul style="list-style-type: none"> <li>France, UK, Romania</li> <li>11 sites, 7 of them in France</li> </ul>	<ul style="list-style-type: none"> <li>France, Morocco, Algeria, Tunisia, Senegal, Romania, Italy</li> <li>14 sites, 7 of them in France</li> </ul>	<ul style="list-style-type: none"> <li>Belgium, Germany, France, Malaysia</li> <li>6 sites in Europe and Asia</li> </ul>	<ul style="list-style-type: none"> <li>France, UK, Poland, Turkey, Brazil</li> <li>10 sites in 6 countries, and a commercial presence in more than 50 countries</li> </ul>	<ul style="list-style-type: none"> <li>France, Algeria, Morocco, Tunisia, Serbia</li> <li>29 sites, 25 of them in France</li> </ul>	<ul style="list-style-type: none"> <li>France</li> <li>3 slaughtering and cutting units (pork branch)</li> <li>6 egg packaging units</li> </ul>	<ul style="list-style-type: none"> <li>France</li> </ul>
<b>2019 TURNOVER<sup>5</sup></b>	€2.66 billion	€1.13 billion	€636M	€175M	€1.21 billion	€496M	€46M
<b>2019 PRODUCTION</b>	<ul style="list-style-type: none"> <li>Vegetable oils (crude and refined), protein-rich oilseed meals, biodiesel, vegetable glycerin, lecithin, specialty oils, etc.</li> <li>1.79 Mt oilseed meals</li> <li>1.52 Mt biodiesel</li> </ul>	<ul style="list-style-type: none"> <li>630 kt packaged edible oils</li> <li>45 kt soap</li> <li>32 kt sauces</li> </ul>	<ul style="list-style-type: none"> <li>532 kt oleochemical products (fatty acids, esters, fatty alcohols, glycerin and other specialties)</li> <li>Numerous applications: lubricants, detergents, cosmetics, hygiene products, coatings, paints, etc.</li> </ul>	<ul style="list-style-type: none"> <li>62 kt of premixes/basemixes</li> </ul>	<ul style="list-style-type: none"> <li>2.78 Mt cattle feeds (not incl. premixes and basemixes)</li> </ul>	<ul style="list-style-type: none"> <li>2.09 billion eggs (shell eggs and egg products)</li> <li>121 kt pig carcasses processed</li> </ul>	<ul style="list-style-type: none"> <li>25.1 kt by-products, output gaps and agrifood waste recycled by Adonial</li> <li>650 kt organic fertilizers produced by Terrial</li> </ul>
<b>CUSTOMERS</b>	<ul style="list-style-type: none"> <li>Petroleum industry,</li> <li>Cattle feed manufacturers</li> <li>Cosmetics, pharmaceuticals</li> </ul>	<ul style="list-style-type: none"> <li>Major retailers</li> <li>Collective catering</li> <li>Agrifood industry</li> </ul>	<ul style="list-style-type: none"> <li>B-to-B customers in different sectors: cosmetics, chemicals (lubricants, paints, cleaning products, etc.), agrifood, oil drilling, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Livestock farmers</li> <li>Cattle feed manufacturers</li> </ul>	<ul style="list-style-type: none"> <li>26,000 livestock farmers using Sanders feeds</li> </ul>	<ul style="list-style-type: none"> <li>Matines: major retailers</li> <li>Ovoteam: collective catering and agrifood industry</li> <li>Abera: B-to-B sales, including internally (Porcgros)</li> <li>Porcgros: sales at Rungis</li> </ul>	<ul style="list-style-type: none"> <li>Adonial: cattle feed manufacturers or direct sale to livestock farmers</li> <li>Terrial: distribution networks for organic fertilizers or direct sale to farmers</li> </ul>

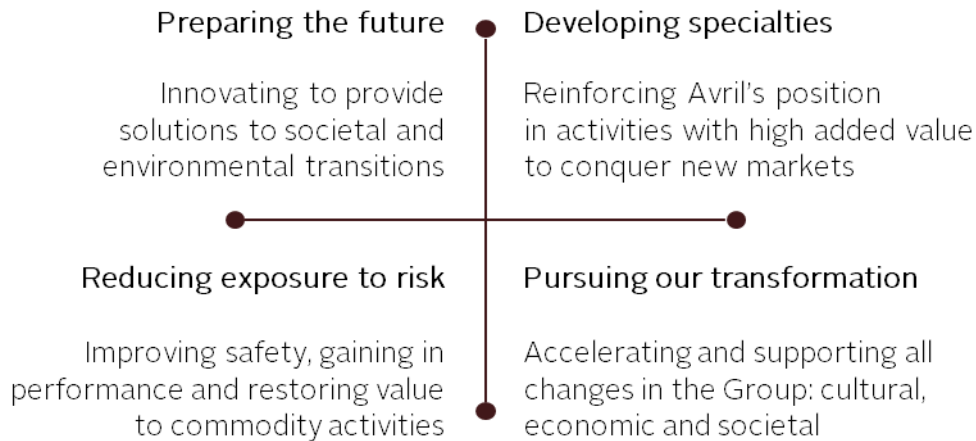
<sup>4</sup> Workforce registered in industrial Business Lines (number of employment contracts) at 31/12/2019, not including managing agents, temporary staff and trainees. Does not include "holding" staff (405) and Sofiprotéol (20).

<sup>5</sup> Consolidated Group turnover 2019: €5,841 M = Sum of the turnover of industrial Business Lines + turnover of "others" €122M - €644M eliminations.

# STRATEGY AND CSR: AN INTEGRATED VISION

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## THE AVRIL 2023 STRATEGIC PLAN



### The guidelines laid down in Avril 2023:

- A mission that is central to Avril's business model: the levels of contribution to sectoral development and corporate responsibility of different Group entities modulate their economic and financial objectives.
- A new sectoral approach according to the principle of a pull flow system based on changes to consumer demands in the future (sectors of excellence, traceable products, French origin, animal welfare, carbon efficiency, etc.) and their implications for upstream agriculture.
- Projections based on cautious scenarios that take account of uncertainties in particular markets and environments.
- Company values and plans that give a sense to the commitment of employees: to contribute to inventing sectors for the future within a Group that reinvests almost all its profits in carrying out its mission.

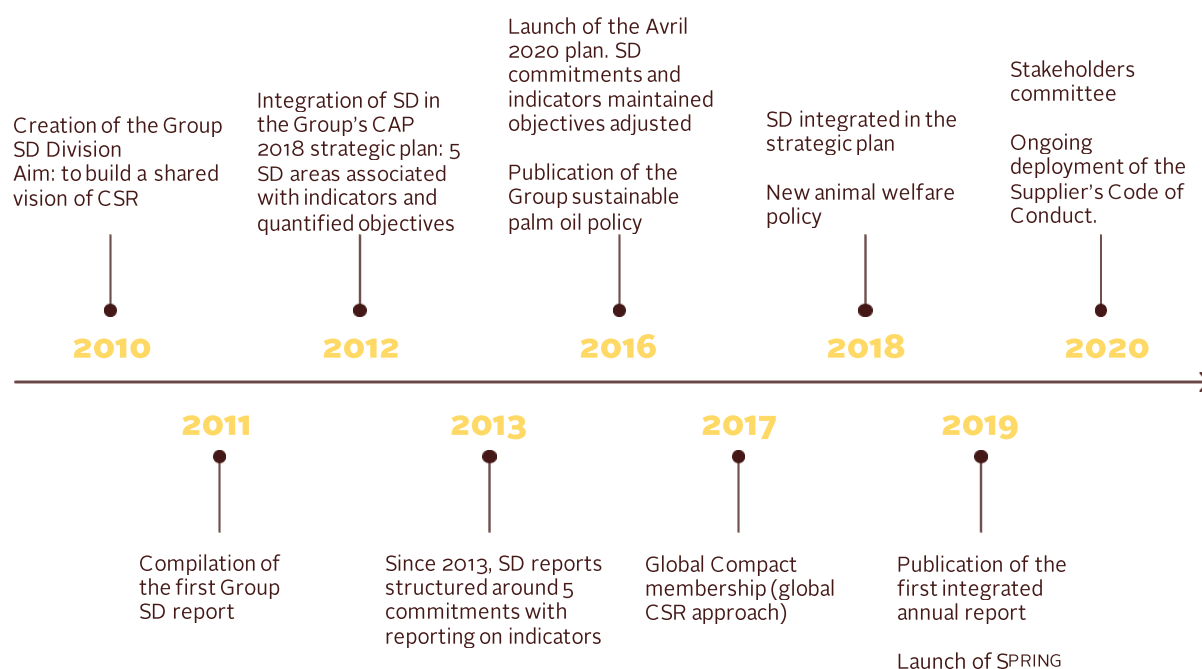
## CSR APPROACH

### A DYNAMIC FOR CONTINUING IMPROVEMENT

Important milestones are reached each year, such as the publication of structuring policies (animal welfare, ethics code, etc.), joining global initiatives (Global Compact, RSPO), or external CSR evaluations conducted by customers or investors. These actions have helped to structure and improve the Group's CSR approach.

In 2019, the Avril Group adapted its extra-financial reporting to focus on complying with best practices: a declaration of extra-financial performance in accordance with the regulations, publication of the first integrated annual report according to the guidelines of the IIRC<sup>6</sup>, and the maintenance of Global Compact communication at the advanced level.

Finally, in 2019, three new companies in the Group – Lesieur, Novastell and Ovoteam – were evaluated by EcoVadis, a platform specialized in measuring CSR performance. Five Avril companies are now referenced by EcoVadis: three at the Silver level: Saipol, Novastell and Ovoteam, and two at the Gold level: Oleon and Lesieur.



### LAUNCH OF SPRING

Deployed in 2019 in support of the Avril 2023 strategic plan, SPRING is our new corporate social responsibility approach. SPRING has two facets: it provides a structuring framework for action at Group level and acts as an indicator of progress using the "SPRING index" (Sustainability Progress Index).



**SPRING**

<sup>6</sup> International Integrated Reporting Council

Participate in developing and strengthening sustainable value chains.

- Process national raw materials
- Invest sustainably in our sectors
- Contribute to agricultural transition
- Ensure responsible supply chains

Engage with our stakeholders.

- Act with our external stakeholders: Stakeholders Committee, local communities, etc.



Respond to demands for quality and sustainability from customers and consumers.

- Offer safe and high quality products
- Respond to new demands from consumers (local, organic, low-GG products, etc.)
- Act for animal welfare
- Feed human populations

Cultivate our values to work better together.

- Share a common culture and Group values
- Develop all talents
- Care for our employees

Protect the planet and its resources.

- Reduce the environmental footprint of our activities
- Develop the circular economy

SPRING: AN INDICATOR OF PROGRESS

The SPRING index is designed to measure progress in the Group's CSR approach over the five years of the strategic plan. Each year, a consolidated score out of five is calculated from the average of the scores obtained for 25 key indicators. The score corresponds to a level of progress: the aim is therefore to gain one point each year to reach 5/5 in 2023. The SPRING index is taken into account in the long-term incentives of members of the Avril Executive Committee (Excom).

With a score of 1.1 out of 5 (corresponding to 22% progress), Avril ended the year in line with the goal it had fixed itself, which was to gain one point per year.

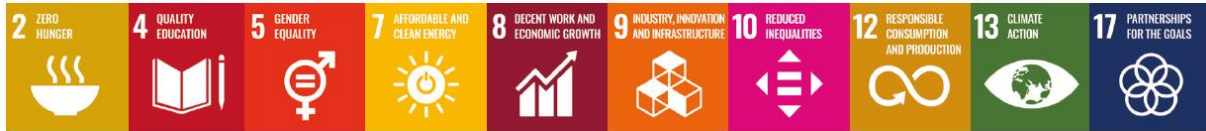


*SPRING is the CSR approach that supports the Avril 2023 strategic plan. It offers a frame of reference that embodies the objectives, actions and progress of Avril with respect to sustainable development.*







## THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Seventeen sustainable development goals (SDG) were defined by the United Nations in 2015 as part of the 2030 agenda, an ambitious global program for progress.

In the context of its activities, Avril can contribute to achieving ten SDGs, which were identified when SPRING was developed.



Because of our production of food, the energy performance challenges faced by our sites and the innovative solutions we offer in terms of replacing fossil resources, Avril is particularly closely connected to three SDGs, as shown below.

 <p><b>2</b> ZERO HUNGER</p>	<p>Contribute to better food for humans is integral to Avril's mission. The growing demand for protein constitutes a global challenge. For this reason, Avril and its subsidiaries are working on developing alternatives to animal proteins for use in the human diet and on producing high-yield vegetable proteins for animal nutrition.</p>	
 <p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p>	<p>In terms of new energies, Avril is innovating with OLEO100, the first 100% plant-based, renewable and traceable energy sourced from French agriculture and designed for use by the transport industry. Avril's research program BioTfuel also aims to produce second-generation biofuels using agricultural and forest residues.</p>	
 <p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Avril strives to develop sustainable products and processes: fuels of plant origin, biosourced chemical products and those with an improved environmental footprint. Each site implements policies to improve its environmental performance, supported by international standards (such as ISO14001) or internal environmental management programs. Furthermore, Avril always applies the logic of the circular economy whenever this is possible.</p>	

### WE SUPPORT



*Avril is a signatory of the United Nations Global Compact thus affirming its desire to contribute to attaining the UN Sustainable Development Goals. Two years after joining, Avril reached the Advanced level, or the highest level of reporting, which is only achieved by 8% of companies.*

# EXTRA-FINANCIAL RISKS IDENTIFICATION

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## METHODOLOGY

In order to determine the risks (or opportunities) to be included in its declaration of extra-financial performance, Avril applied the approach described below.

Each year, the list of risks is reassessed as a function of changes to the Group's environment and activities. On this basis, it was decided in 2019 to retain the same list of risks as for the previous year.

- **Review of potential extra-financial risks**

Study of the previous regulations (i.e. the 42 themes in Article 225 of the French Law on National Commitment for the Environment, or Grenelle II) in order to compile an exhaustive list of the direct or indirect risks linked to the Group's activities and the interests of stakeholders (universe of potential risks).

- **Materiality assessment relative to the Group's activities**

This evaluation is based on mapping the Group's financial risks, reviewed regularly by a specific body: the Risks Committee (members from the Excom, Legal Affairs and the Internal Control Division) which meets at least once a quarter.

In parallel, lessons from the materiality assessments already performed on two of the Group's subsidiaries (Oleon in 2016 and Saipol in 2017<sup>7</sup>) were also used for the evaluation.

- **Selection and consolidation of the 13 principal extra-financial risks**

The list of the principal extra-financial risks affecting the Avril Group was defined in consultation with the internal stakeholders concerned, and notably members of the Executive Committee. For each risk, a Excom member was identified as being responsible for its management (risk owner).

- **Validation of the final list of risks by the Risks Committee**

Links were established between the final list of extra-financial risks and the pre-existing map of the Group's financial risks. Thus 11 of the 13 extra-financial risks could be linked directly to operational or strategic financial risks that had already been identified.

- Strategic risks: long-term vision (five to six years) with respect to risks and/or opportunities not considered,
- Operational risks: vision at two to three years, risks regularly monitored by the Risks Committee.

In addition, two new "CSR" risks were identified in the context of compiling this extra-financial report.

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<sup>7</sup> These two activities account for more than 50% of the Group's turnover.

## MAIN EXTRA-FINANCIAL RISKS FACED BY THE AVRIL GROUP

THEME	TYPE OF RISK	DESCRIPTION	OPPORTUNITIES ASSOCIATED
1 – SUSTAINABLE AGRICULTURE	Strategic	<p><b>Favor changes towards sustainable farming practices</b></p> <p>Contributing to a reduction in the environmental impact of upstream agriculture is an important challenge for Avril. In particular, the agricultural production phase accounts for most of the GHG emissions<sup>8</sup> (vs. other steps in the life cycle) of the Group's products (human foods, animal feeds or biofuels). Avril strives to promote innovative practices and contribute to the transition of farming models while favoring a better sharing of the value generated by these new models.</p>	<ul style="list-style-type: none"> <li>Reinforcement of the links between consumers and upstream sectors</li> <li>Creation of value in different sectors, notably for farmers</li> </ul>
2 – RESPONSIBLE PURCHASING	Strategic	<p><b>Manage environmental and social risks related to our sourcing</b></p> <p>The responsibility of a company relative to social and environmental risks does not stop at the boundaries of its direct activities, but extends throughout its value chain. Risk prevention passes through a first and necessary step of formalizing, in a code of conduct, its expectations towards suppliers with respect to compliance with the regulations and international standards, such as the Universal Declaration of Human Rights or the Conventions of the International Labor Organization (ILO).</p>	<ul style="list-style-type: none"> <li>Increased knowledge of suppliers as a source of innovation and economic performance</li> </ul>
3 – ADAPTATION TO CLIMATE CHANGE	Strategic	<p><b>Ensure a long-term future for our sectors</b></p> <p>In the long term, climate change will jeopardize the yields and availability of agricultural products and notably the oilseed and protein crops that provide the foundations for the Group's activities. The search for new seed varieties and innovative solutions can provide pertinent responses, although this requires sufficient anticipation of the needs of the different sectors.</p>	<ul style="list-style-type: none"> <li>Development of new sectors</li> </ul>
4 – PRODUCT QUALITY AND SAFETY	Operational	<p><b>Guarantee the safety and quality of foods and products (human foods and animal feeds)</b></p> <p>All companies must ensure the health and safety of the consumers or users of the goods it markets and must comply with current regulations. In the food market, consumers are displaying increasing awareness to the content and quality of the products they eat directly or indirectly via animal nutrition. Although quality and safety are absolute priorities, the Group wishes to go further in its efforts towards transparency and vigilance when developing its products to meet this need.</p>	<ul style="list-style-type: none"> <li>Valorization and development of integrated and/or traced sectors</li> </ul>
5 – PRODUCT SUSTAINABILITY (INCL. BIOFUELS)	Operational	<p><b>Ensure a long-term future for the biodiesel market</b></p> <p>In a context where the sustainability of first-generation biofuels is sometimes called into question by NGOs and the authorities, the future of the biodiesel market remains a challenge that could impact Avril's growth. As well as its own activities, the Avril Group is committed to reducing the carbon footprint of the entire biodiesel production sector. This requires efforts with its partners, and notably farmers, so as to place greater economic value on farming practices that will generate less carbon. The GHG balance of biodiesel, from field to the pump, is a doubly strategic issue: compliance with EU regulations (emissions threshold vs. petroleum-sourced diesel) and a business opportunity (better valorization of low-GHG biodiesel).</p>	<ul style="list-style-type: none"> <li>Positive communication on the "low carbon" impact of our products</li> <li>Development of new energies</li> </ul>
6 – FOOD TRANSITION	Strategic	<p><b>Respond to the growing demand for vegetable proteins</b></p> <p>Under the dual effects of global demographic growth and increasing demands for animal products, meeting vegetable protein requirements will become more difficult. One of Avril's main challenges is to respond to this need. For the Group, the aim is to work on valorizing proteins from oilseed grain.</p>	<ul style="list-style-type: none"> <li>Development of products made using vegetable proteins</li> </ul>









<sup>8</sup> Colomb, Vincent (2015). Analyses du Cycle de Vie en agriculture : enseignements du programme AGRIBALYSE®. Agronomie environnement et société. 5. 117-131.









THEME	TYPE OF RISK	DESCRIPTION	OPPORTUNITIES ASSOCIATED
7 – ANIMAL WELFARE	Operational	<b>Act for animal welfare</b> Care towards animals and ensuring their satisfactory living conditions, transportation and slaughter, are major demands from society. Continuing improvements in practices that favor animal welfare are an ethical requirement and an essential condition for the quality of products from the Avril Group.	<ul style="list-style-type: none"> <li>Improvements to the quality and value of products</li> </ul>
8 – PREVENTION OF POLLUTION	Operational	<b>Prevent pollution and control significant environmental incidents</b> Avril's industrial sites may be exposed to risks of fire, explosion or accidental emissions into the environment. The Group's Health, Safety and Environment policy must enable to manage these risks at all levels and at all its sites.	<ul style="list-style-type: none"> <li>Attractiveness of the company to stakeholders</li> </ul>
9 – SUSTAINABLE USE OF RESOURCES	CSR	<b>Involve the Avril Group in a circular economy</b> Thanks to the complementarity of its activities, Avril stands as a key player in the circular (bio)economy. The maximal valorization of all material flows is central to the Group's activities. Avril seeks to optimize value creation at each stage in the production process. Using rapeseed and sunflower grain, crushing operations produce vegetable oils (used for human foods, biofuels and chemistry) and oilseed meals (used for animal feeds) as well as organic residues (sunflower and olive husks, etc.) that are used to fuel the Group's biomass boilers. In order to ensure its growth, the Avril Group is investigating the valorization of other byproducts with high added value, and sources of growth in new markets (cosmetics, pharmaceuticals, etc.). Finally, two Avril subsidiaries are already completing the cycle by valorizing byproducts, production rejects, and organic residues and waste, both from the Group and other companies, to make organic fertilizers (Terial) or to use them for livestock feeds (Adonial).	<ul style="list-style-type: none"> <li>Differentiation, innovation and performance throughout the life cycle of products</li> </ul>
10 – SAFETY AT WORK	Operational	<b>Ensure the safety of employees and subcontractors</b> Avril employees, and particularly those working at industrial sites, may be exposed to the risks of occupational accidents or diseases, notably through handling dangerous chemicals. For Avril, safety is an absolute priority, based on the conviction that all accidents can be avoided.	<ul style="list-style-type: none"> <li>Performance and welfare of employees</li> </ul>
11 – SKILLS MANAGEMENT	Operational	<b>Attract and support our talents in their professional careers</b> A company can distinguish itself from others by the talent of its men and women. In a changing world marked by the digital transition and the advent of new growth models, the Avril Group's Talent Management approach is putting in place resources that can attract, develop and engage talents. In addition, Avril also has to deal with the challenge to capitalize on its industrial know-how which is held by certain key employees at its sites and whose departures need to be anticipated.	<ul style="list-style-type: none"> <li>Engagement of employees</li> </ul>
12 – SOCIAL CLIMATE	Operational	<b>Remain attentive to employees, giving purpose to engage their commitment</b> The quality of the social climate is a determining factor in the quality of life at work and the productivity of a company. In addition to complying strictly with the regulations, the challenge of social dialog is to provide conditions that will favor real exchanges between management and employees in the common perspective of added value, quality of life at work and performance.	<ul style="list-style-type: none"> <li>Engagement of employees</li> </ul>
13 – STAKEHOLDERS	CSR	<b>Be transparent and engage with our stakeholders</b> Dialog between stakeholders has become central to CSR approaches, and even more globally to the governance of organizations. Companies must operate and drive their development while taking account of their stakeholders (internal or external).	<ul style="list-style-type: none"> <li>Engagement of stakeholders</li> </ul>



## CORRESPONDENCE BETWEEN SPRING, SDGs, AND EXTRA-FINANCIAL RISKS

As shown in the Table below, the pillars of SPRING cover all the extra-financial risks of the Avril Group.

SPRING			SPRING No.	SDG	ASSOCIATED RISKS
Pillar	Theme	Indicator			
Pillar 1 – Our value chains	Contribute to agricultural transition	Number of projects contributing to agricultural transition supported by the Avril Group	✿ 3		1 – SUSTAINABLE AGRICULTURE
	Process national raw materials	Share of national raw materials (or European for Oleon) processed by the Avril Group	✿ 1		2 – RESPONSIBLE PURCHASING
	Implement sustainable sourcing	Share of Group palm oil supplies covered by sustainability schemes	✿ 4		
		Share of soybean used for animal feed coming from non-GMO supply chains or covered by RTRS credits	✿ 5		
	Invest sustainably in our sectors	Investments (Sofiprotéol commitments) in seed companies working on varieties adapted to climate change	-		3 – ADAPTATION TO CLIMATE CHANGE
Amount invested each year in sectors (annual total as from 2019)		✿ 2	-		
Pillar 2 – Our products and services	Offer safe and high-quality products	Number of product withdrawals and recalls linked to food safety	✿ 6		4 – PRODUCT QUALITY AND SAFETY
	Respond to new demands from consumers (local, organic, low-GHG products, etc.)	Share of turnover of products certified as organic (BIO) or usable for organic purposes (UAB)	✿ 7		5 – PRODUCT SUSTAINABILITY
		Level of GHG reduction achieved by biodiesel sold by Saipol vs. reference fossil diesel	✿ 8		
	Feed human populations	Investments (Sofiprotéol commitments) in companies whose activities are linked to the development of vegetable proteins	-		6 – FOOD TRANSITION
	Act for animal welfare	Share of eggs produced under alternative systems purchased by the Group	✿ 9		7 – ANIMAL WELFARE
		Share of livestock units audited according to internal livestock management guidelines	✿ 10		

SPRING			SPRING No.	SDG	ASSOCIATED RISKS	
Pillar	Theme	Indicator				
Pillar 3 – Our planet	Reduce the environmental footprint of our industrial activities	Industrial incidents frequency rate	-	-	8 – PREVENTION OF POLLUTION	
		Energy consumption per tonne produced	✿ 11		9 – SUSTAINABLE USE OF RESOURCES	
		Ratio between the consumption of energy from renewable sources and total energy consumption	✿ 12			
		Water consumption per tonne produced	✿ 13			
	Develop the circular economy	Valorization rate of industrial waste	✿ 14			
		Total tonnage sold of products from the circular economy	✿ 15			
		Share of recyclable packaging in all packaging used	✿ 16			
		Share of recycled raw materials in packaging	✿ 17			
		Investments (Sofiprotéol commitments) in developing the circular economy	-			
		Quantity of food donations	-			
Pillar 4 – Our people	Share a common culture and Group values	Number of accidents with and without absence from work per 1 million hours worked during one year (FRz ratio)	✿ 19			10 – SAFETY AT WORK
		Percentage of women among all Group employees	✿ 18		-	
	Develop all talents	CDI (permanent contract) resignation rate (in France)	-	-	-	11 – SKILLS MANAGEMENT
		Percentage of women among top managers in the Group	✿ 20		-	
		Percentage of disabled people employed by the Group (in France)	✿ 21		-	
		Percentage of trainees and students in alternating training in the workforce (in France)	✿ 22		-	
	Care for our employees	Absenteeism rate (in France)	N/C	-	-	12 – SOCIAL CLIMATE
		Strike rate (in France)	N/C	-	-	
Pillar 5 – Our stakeholders	Act with our external stakeholders	Organization of Stakeholders Committee meetings	✿ 23		13 – STAKEHOLDERS	
		Organization of “Avril Communities” visits	✿ 24			
		Reinforcement of links between Avril employees and upstream agriculture	✿ 25			

# PILLAR 1 – OUR VALUE CHAINS

Participate in developing and strengthening sustainable value chains is Avril's DNA. The Group places its know-how and financial resources at the service of structuring national plant and animal sectors.

## 1 – SUSTAINABLE AGRICULTURE



Contribute to agricultural transition

### THE CURRENT SITUATION

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In the context of the Avril 2023 plan, the Group has reaffirmed its willingness to contribute to agricultural transition by favoring changes towards sustainable farming practices.

#### The “Écoléo” sectoral project

In 2019, the Avril Group, in collaboration with other French actors in the oilseeds sector, prepared a submission in response to the ADEME (French Environment and Energy Management Agency) call for projects on the Bioeconomy and Protection of the Environment. Named Écoléo, this submission was designed to develop a more sustainable oilseed sector based on the demands of consumers with respect to their diet and then moving up all the links in the value chain to reach agricultural production. The aim is to initiate a large-scale transformation of the sector (covering rapeseed, sunflower and soybean) under a collaborative approach that involves several actors situated at different levels in the value chain. The main challenge is to put products on the market for human foods (edible oils) and animal feeds (formulated using sustainable vegetable proteins) that enable better environmental performance and respond directly to current changes in consumption modes. This submission is currently being reviewed by public authorities.

#### Key data concerning the project:

- Partnership: Avril (and its subsidiaries Lesieur, Saipol and Sanders), a storage agency, a technical institute and an industrial technical center.
- Duration: 5 years
- Budget: €14.4M
- Support required (public funding): €5.4M
- Results at completion of the project: €180M turnover over the period 2022–2032
- Principal orientations of the project on sustainability: reductions in pesticide use, optimization of fertilization and irrigation, new cropping systems, solvent-free oil extraction, mild refining.

#### Actions by Sofiprotéol

Since its creation, Sofiprotéol has invested in responsible sectors that will serve different regions and respond to consumer demands. Thus, Sofiprotéol is supporting the transition towards more sustainable agriculture through its activities as an investor and as manager of the FASO<sup>9</sup> fund which provides financial support for innovative projects.



- In 2019, Avril and Sofiprotéol supported the creation of a new crushing facility – Oleosyn Bio – to enable the local production of organic rapeseed and sunflower oils. Siting a facility of this type is an essential link in the chain to create an organic oilseed value chain that will produce organic vegetable proteins for livestock sectors and 100% French organic rapeseed and sunflower oils.
- Sofiprotéol also supported the creation of Innoléa, which specializes in plant genetics and genomics and whose research will enable the development of rapeseed and sunflower varieties that are more resistant and consume fewer inputs.

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<sup>9</sup> Strategic Oilseeds and Pulses Action Fund

- The breeding of new varieties of field pea, a valuable legume in terms of the sustainability of rotations, has also been supported, as well as research on innovative biological control solutions as an alternative to standard plant protection products.
- Furthermore, Sofiprotéol has led the development of API-AGRO<sup>10</sup>, a platform for the exchange of data on agriculture that aims to facilitate the sharing of information and enable the creation of more efficient digital solutions for future use.
- Finally, through its subscription to Capagro<sup>11</sup>, a venture capital fund dedicated to agribusiness sectors, Sofiprotéol is supporting Naïo, a start-up focused on agricultural robotics that notably offers mechanical weeding solutions.

## INDICATOR

KPI SPRING n°3	Value 2019	Target 2019	Target 2023
<b>Number of projects contributing to agricultural transition supported by the Avril Group</b>	6	At least 1 new project	At least 1 new project
2019 SPRING target achieved? 			
<b>Comments</b>	Six projects on sustainable agriculture out of a total of 29 projects funded by Sofiprotéol (new commitment and invoicing in 2019)		
<b>Formula</b>	Number of projects contributing to agricultural transition supported by the Avril Group or its subsidiaries (changes towards more sustainable practices)		
<b>Details</b>	<p>The projects that can be taken into account for this indicator are: innovation projects upstream in the sector, investment projects in more sustainable sectors, examined and presented to Avril's Investment Committee, Sofiprotéol investments corresponding to these criteria, FASO projects.</p> <p>The total value of the project must be higher than €100,000.</p> <p>In 2019, the six projects taken into account were Sofiprotéol investments or FASO projects.</p>		
<b>Scope</b>	Group		

## 2 – RESPONSIBLE PURCHASING



Process national raw materials

Implement sustainable sourcing

### POLICY

#### Actions by the Group Procurement Department

Avril's Responsible Purchasing policy has three main components:

- **Suppliers' Code of Conduct**

The Suppliers' Code of Conduct<sup>12</sup> formalizes the Group's desire to work with suppliers who comply with international or national regulations covering their activities, and with the principles of international standards such as the Universal Declaration of Human Rights or the Conventions of the International Labor Organization (ILO). This Code forms an integral part of the mandatory documentation issued by Avril's Purchasing Division during its customer consultations. The Code also includes the contractual arrangements agreed between the Group and its suppliers.

The Suppliers' Code of Conduct explains the Group's requirements with respect to protection of the environment and respect for social practices, working conditions, health and safety. This starts with strict compliance with current regulations in the 19 countries where Avril operates. These rules are now integrated

<sup>10</sup> <https://api-agro.eu/>

<sup>11</sup> <https://www.capagro.fr/>

<sup>12</sup> Code available here:

[https://www.groupeavril.com/sites/default/files/code\\_conduite\\_fournisseur\\_groupe\\_avril\\_2019.pdf](https://www.groupeavril.com/sites/default/files/code_conduite_fournisseur_groupe_avril_2019.pdf)

in all the Group's purchasing procedures (excluding raw materials). In the event of non-compliance with the Code and the absence of any corrective actions being implemented by the supplier, Avril may terminate any agreement made with the supplier.

- **Deployment of supplier CSR ratings**

In 2018, Avril launched a CSR performance evaluation program for its suppliers. Supported by its partner EcoVadis, the Group first of all initiated a risk analysis on its global purchasing. At the same time, Oleon pursued its pilot approach in 2019 regarding the evaluation of its suppliers (cf. Action Plan).

- **Integration of CSR criteria in purchasing processes (excluding raw materials)**

In order to select its partners and manage supplier relations, the Purchasing Division works constantly on integrating CSR criteria in its processes, notably within the scope of its purchases that do not include raw materials. The "7-step" methodology used to manage calls for tender thus enables the integration of environmental and societal criteria during the selection and contractual phases of relations with its suppliers. Through its "Win-Win Way" management program on supplier relations, the purchasing team implements continuing improvement plans with the Group's 35 partners, focused on different topics:

- Improvements to safety: FR2 Reduction Plan<sup>13</sup> with a partner specialized in temporary employment,
- Reduction of environmental impact: choice of green technologies, recyclable materials,
- Societal commitment: choice of service providers that favor the integration of disabled workers.

### **Palm oil: a dedicated policy**

Avril uses palm oil in some of its industrial activities so the Group has equipped itself with a specific policy<sup>14</sup> by which it aims to buy in only zero deforestation palm oil. To deploy the actions associated with this policy with its suppliers (traceability back to the mill, alignment between Avril's policy and supplier approaches), Avril has been receiving support from the NGO Earthworm Foundation (previously TFT) since 2016.

### **Soybean: a "zero deforestation" commitment via the DURALIM initiative**

Avril originated from a desire of French farmers to reduce their dependence on imported soybean. Since the Group was formed, the construction and consolidation of a sustainable and efficient industrial oilseed and protein sector in France has enabled the increased production of oilseed meals (particularly rapeseed) for animal feeds and thus a significant reduction in soybean imports<sup>15</sup>.

Avril and its animal nutrition companies Sanders, MiXscience and Dielna are involved in DURALIM, a collective approach to improving the sustainability of animal feeds which in 2018 made a public commitment to "zero deforestation"<sup>16</sup>.

Because of its characteristics, soybean nevertheless remains an essential raw material in animal feeds. For this reason, we at Avril are convinced that as a French leader in animal nutrition through our Sanders brand, we must act to ensure the sustainability of this crop. For many years, therefore, Avril and its subsidiaries have been committed to sustainable soybean production. Our actions in this respect are focused on two particular areas: imported soybean and French soybean.

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<sup>13</sup> Number of accidents with and without absence from work per 1 million hours worked during one year

<sup>14</sup> Available here: [https://www.groupeavril.com/sites/default/files/politique\\_palme\\_durable\\_groupe\\_avril.pdf](https://www.groupeavril.com/sites/default/files/politique_palme_durable_groupe_avril.pdf)

<sup>15</sup> According to Terres Univia, France's dependence on imported Protein-rich Matter(>15%) rose from 71% in 1980/81 to 41% in 2014/15.

<sup>16</sup> cf. DURALIM Annual Report 2019: <http://ra.duralim.org/>

### Suppliers' Code of Conduct and CSR evaluations of suppliers

The aim is that companies in the Group should pursue deployment of the Suppliers' Code of Conduct, based on the experience of our subsidiary Oleon, which is the pilot in this field.

Thus in 2019, Oleon continued its program on the CSR evaluation of suppliers. Conducted in collaboration by Purchasing, Trading and CSR teams, this program targets two main types of supplier: "raw materials suppliers" and "non-raw materials suppliers". All raw materials suppliers have been included in the evaluation program. For non-raw material suppliers, Oleon targets companies with which an annual expenditure of €50,000 is engaged. These companies account for 80% of non-raw material purchases by Oleon. At the end of this program (2023), around 520 suppliers will have been invited to join the program.

The goal for 2019 was to reach 166 suppliers, or 30% of raw material suppliers and 30% of non-raw material suppliers. All these suppliers were asked to agree to the Code of Conduct and to be evaluated by the EcoVadis platform. The operating results at the end of 2019 were as follows:

- 136 suppliers (84% of the target number for 2019 or 26% of the target for 2023) accepted the Suppliers' Code of Conduct.
- 109 suppliers (66% of the target for 2019 or 21% of the target for 2023) were evaluated by EcoVadis.

In 2020, the aim is to achieve 50% of raw material suppliers and 60% of non-raw material suppliers.

### Palm Oil

- Communication: publication of a report on progress of our Palm Policy.
- Traceability: collection, every semester, of information from suppliers in order to map the supply chain back to the mills<sup>17</sup> in order to maintain 100% traceability for the volumes purchased.
- Supplies covered by sustainability schemes: 100% of palm oil supplies each year are covered by either:
  - RSPO Mass Balance (MB) or RSPO Segregated (SG) certificates that comply with requirements of customers concerned; ISCC-EU certificates to comply with European union regulations on biofuels;
  - Field projects with suppliers or local plantation operators;
  - In addition, RSPO credits may be purchased (via the Book&Claim system on the PalmTrace platform) to enable the coverage of all supplies.
- Pursuit of the VTTV<sup>18</sup> approach recommended by the Earthworm Foundation, financial support for three transformation projects on the palm oil sector in the field:
  - ATP program in Sumatra<sup>19</sup>;
  - The Mariposa crowdfunding initiative in Honduras<sup>20</sup>;
  - The Palmas del Ixcán project in Guatemala<sup>21</sup>.

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<sup>17</sup> Mills are the initial processing units and a good indicator of the site of production (plantations).

<sup>18</sup> Presentation of the VTTV approach: <https://www.earthworm.org/id/news-stories/what-is-vt-tv>

<sup>19</sup> <https://www.earthworm.org/our-work/projects/aceh-tamiang-sumatra-indonesia>

<sup>20</sup> <http://www.olenex.com/Mariposa/>

<sup>21</sup> <https://www.cargill.com/sustainability/palm-oil/palm-smallholder-programs>



## Imported soybean

- Participation in the Round Table on Responsible Soy (RTRS) and in the FEFAC Sustainability Committee;
- Use of traced soybean in response to downstream demand. Each year, around 40,000 tonnes of non-GMO soybean meals, traced as not coming from the Amazonian biome<sup>22</sup>, are used by Sanders, notably in a specific table poultry sector;
- In 2020, Avril wishes to broaden this “non-Amazonian biome” criterion to all volumes of non-GMO soybean imported;
- Participation in multi-enterprise initiatives: as well as DURALIM, Avril participated in 2019 in the responsible soybean initiative led by WWF France<sup>23</sup>.

## French soybean

- In a context of growing demand for organic products, and guided by their commitment to reviving soybean cultivation in France (and more generally, valorizing local sources of protein), Avril and Sofiprotéol mobilized their forces in 2019 alongside Terrena and Esfin Gestion to create a new company, Oleosyn Bio. Equipped with crushing facilities for organic soybean, rapeseed and sunflower grain – mainly of French origin – this company will enable the production of local proteins for animal feeds that replace imported soybean.
- Avril continues to develop its supplies of French (non-GMO) soybean in response to growing demand from its animal nutrition subsidiaries.



## INDICATORS

KPI SPRING n°1	Value 2019	Target 2019	Target 2023
<b>Share of national raw materials (or European for Oleon) processed by the Avril Group</b>	<b>68%</b>	<b>Indicator in place</b>	<b>Each year, maintain a level ≥ 2019</b>
<i>Of which:</i>			
<i>Saipol (France)</i>	55.4%		
<i>Expur (Romania)</i>	80.2%		
<i>Oleon (Europe)</i>	65.9%		
<i>Avril Livestock Sectors (France)</i>	80.3%		
<b>2019 SPRING target achieved?</b> 			
<b>Formula</b>	Total national tonnage (or Europe for Oleon)/Sum of total tonnages		
<b>Details</b>	<ul style="list-style-type: none"> <li>• % French grain crushed in Saipol's industrial facilities</li> <li>• % Romanian grain crushed in Expur's industrial facilities</li> <li>• % French raw materials processed by Avril Livestock Sector (AFE) industrial facilities for animal nutrition</li> <li>• % European raw materials (all European countries except Russia) used by Oleon's industrial facilities in Europe</li> </ul>		
<b>Scope</b>	Saipol (France), Expur (Romania), Avril Livestock Sectors animal nutrition facilities, Oleon (Europe)		

<sup>22</sup> The supplier provides proof that the soybean meals have not come from the Amazonian biome region, as defined by the Brazilian Institute of Geography and Statistics (IBGE): grain produced and stored outside the Amazonian Biome.

<sup>23</sup> Avril joined this initiative, launched by WWF France in 2018, alongside other important companies in the distribution, agrifood, animal feed and collective catering industries, and supported by the Alliance for the Preservation of Forests, the DURALIM platform and the Earthworm Foundation. Organized around five thematic meetings which took place between October 2018 and September 2019, the working group was able to define a common vision of responsible soybean and developed a joint plan of actions to be implemented to achieve soybean supply chains that would not involve the conversion of natural ecosystems.

KPI SPRING n°4	Value 2019	Target 2019	Target 2023
Share of Group palm oil supplies covered by sustainability schemes	100%	≥ 90%	≥ 90%
2019 SPRING target achieved? 🌸	✓	+10% over target	
<b>Formula</b>	Sum of all volumes “covered” (see details below) (tonnes)/Total Volume (tonnes) of Palm Oil purchased and delivered during the year concerned		
<b>Details</b>	<p>“Palm Oil” includes all volumes of palm or palm kernel oil, their fractions (including olein and stearin) and their derivatives (alcohols, fatty acids, glycerin, esters (PME), etc.) purchased each year by each company in the Avril Group, neutralized by the corresponding volumes traded within the Group (intercos).</p> <p>“Supplies covered by sustainability schemes”: compared to the total quality of palm oil purchased, these are volumes:</p> <ul style="list-style-type: none"> <li>▪ With RSPO Mass Balance (MB) or RSPO Segregated (SG) or Organic (BIO) certification;</li> <li>▪ With sustainability certification according to European regulations on biofuels (e.g. ISCC or 2BSvs sustainability schemes);</li> <li>▪ Covered by sustainability actions, particularly field projects with local suppliers or plantation operators*</li> <li>▪ Covered by RSPO credits (alongside the other actions listed above).</li> </ul> <p>*According to an internal mechanism specific to Avril: 1 Euro funded in a project = 1 tonne of palm oil covered.</p>		
<b>Scope</b>	100% of Group supplies (Saipol, Expur, Kerfoot, Oleon, Lesieur Cristal, Indusalim, Sanders, MiXscience)		

KPI SPRING n°5	Value 2018	Value 2019	Target 2019	Target 2023
Share of soybean used for animal feeds from non-GMO supply chains or covered by RTRS credits	24% 	28.7% 	-	-
Indicator with “double counting” bonus for French soybean	-	34.1%	≥ 30%	≥ 50%
2019 SPRING target achieved? 🌸		✓	+ 4% over target	
<b>Formula</b>	Soybean (in the form of oilseed meal/grain/oil) used by Avril Livestock Sectors animal nutrition facilities in France and meeting one of the following criteria: soybean grown in France, non-GMO soybean, non-GMO soybean traced as not being grown in the Amazonian biome, RTRS credits.			
<b>Details</b>	<p>NB: for the calculation, the quantities of soybean in its different forms are expressed in grain equivalents.</p> <p>NB 2: For the SPRING calculation, the double counting of French soybean applies to the numerator and denominator.</p>			
<b>Scope</b>	100% of supplies for animal nutrition activities in France (Sanders, MiXscience)			



### 3 – ADAPTATION TO CLIMATE CHANGE



Invest sustainably in our sectors

#### THE CURRENT SITUATION

Climate change could threaten agricultural yields: the need to adapt the varieties grown to changes in meteorological cycles and the appearance of new biotic or abiotic stresses is a priority for farming. Research on new varieties and innovative solutions may provide pertinent responses, providing sufficient anticipation.

In this context, the Avril Group, through the commitments of its subsidiary Sofiprotéol, is investing in seed companies that are developing new varieties that will be adapted to these new constraints. In 2019, Sofiprotéol thus continued its support of two French companies that are influential in the European arable crop seed market.

#### INDICATOR

	Value 2018	Value 2019
<b>Investments (Sofiprotéol commitments) in seed companies working on varieties adapted to climate change</b>	€15M	€26.5M
<b>Formula</b>	Sums committed (at 31/12 of the reporting year) by Sofiprotéol to the funding of seed companies.	
<b>Details</b>	This represents 8.5% of all Sofiprotéol's commitments.	
<b>Scope</b>	Sofiprotéol	

#### SUPPLEMENTARY INFORMATION: INVESTMENTS IN OUR SECTORS

#### INDICATOR

KPI SPRING n°2	Value 2019	Target 2019	Target 2023
<b>Amount invested each year in our sectors (annual total as from 2019)</b>	€183.9M		To invest €1,035M over the period 2019-2023 (total)
2019 SPRING target achieved?		€177M	
<b>Formula</b>	Total of: Group Capex + Sofiprotéol investments, as an annual total as from 2019		
<b>Scope</b>	Group		

## PILLAR 2 – OUR PRODUCTS & SERVICES

As a responsible actor in the agrifood industry, Avril guarantees high levels of health safety, traceability and quality, and innovates in response to societal demands for e.g. local, organic, antibiotic-free products. Avril is also mobilized in terms of animal welfare, this being both an ethical requirement and an essential condition for the quality of our products.

### 4 – QUALITY AND SAFETY OF PRODUCTS



Offer safe and high quality products

#### POLICY AND ACTION PLAN

The Group's priorities with respect to quality form part of the Avril 2023 strategic plan which highlights Quality as “contributing to the results and image of the Avril Group”.



The pillars of the quality approach are as follows:

- **Contribute to customer satisfaction:** ensure that products and services conform to customer expectations, improve levels of service and reduce complaints;
- **Create value and competitiveness:** contribute to strategic projects with added value for customers and the Group and reduce the costs of poor quality;
- **Develop a quality culture in all processes:** develop and comply with standards, analyze and eliminate the causes of deviations and promote continuing improvement;
- **Maintain the right to operate:** ensure that products are safe and comply with the rules and regulations with respect to food safety, and maintain all necessary certifications and health approvals.

By means of an internal Quality Management network, the Business Lines and Business Units (BUs) are committed to achieving these objectives. The action plans necessary to obtain these results are thus deployed locally through management systems specific to each entity, coordinated and supported at Group level.

The BUs and sites are notably responsible for maintaining the certifications and health approvals necessary to guarantee their market access (ISO 9001, ISO 22 000, HACCP, IFS, BRC, RCNA, GMP certifications, as relevant). These benefit from the Group's expertise in identifying its obligations in this respect.

#### INDICATOR

KPI SPRING n°6	Value 2019	Target 2019	Target 2023
<b>Number of product withdrawals and recalls linked to food safety</b>	<b>4</b>	<b>Indicator in place</b>	<b>Reduce vs. 2022</b>
2019 SPRING target achieved? 			
<b>Comments</b>	<i>Four withdrawals and recalls related to food safety concerned: Compagnie des Saveurs (1), Oleon (1), Sanders (1), Matines (1)</i>		
<b>Formula</b>	Account is taken of all actions that led to the withdrawal of a potentially dangerous product put on the market during the year of reporting. All withdrawals and recalls are counted, whatever the reason for failure (supplier, service provider or internal).		
<b>Details</b>	This indicator is reported for each entity and consolidated for the Group. Each BU must inform the Quality Division of events related to this indicator, share its analyses of the causes and the corrective action plans implemented. BUs may receive support from the Group Quality Division on a case-by-case basis. Alongside, the Group Quality Division carries out the following actions: annual reviews of withdrawals and recalls within the quality network; management of the sharing of Good Practices.		
<b>Scope</b>	Companies in the Group that produce human foods and animal feeds		



### POLICY ON BIOFUELS

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Avril is the leading European producer of biodiesel, a renewable energy that contributes to reducing greenhouse gas emissions of the fuels available on the market.

The consolidated EU Fuel Quality Directive (FQD) 2009/30/CE defines the goal for reducing the greenhouse gases emitted by the production and use of fuels consumed within the European Union, i.e. a 6% reduction in GHG emissions in 2020 compared to 2010<sup>24</sup>. The same Directive also defines how this goal can be achieved, the principal lever being the incorporation of sustainable biofuels.

As for the sustainability criteria for biofuels, it is the consolidated version of Directive 2009/28/CE, or the Renewable Energy Directive (RED) which runs until the end of 2020, and the RED2 Directive 2018/2001/CE which covers the period 2021-2030, that define the measures and requirements regarding traceability that qualify a biofuel as “sustainable”. The European Commission notably mandates voluntary schemes to precisely define the good practices to be implemented by industrial actors in close collaboration with audit organizations. Saipol, the Group subsidiary that is the European leader in biofuel production, is notably certified under the voluntary 2BSvs and ISCC-EU schemes by Bureau Veritas.

Mainly produced using rapeseed, Avril's biodiesel is distinctive for generating a by-product, oilseed meals (56% of grain weight) which offer a source of vegetable proteins which are widely used in feed for farmed livestock. Because the European Union does not produce sufficient vegetable proteins, it has been necessary to import them, notably in the form of soy meal, although the development of rapeseed cultivation since the 1990s was able to compensate in part for the French deficit. Supported by its use as a biofuel as well as its valorization in animal nutrition, the cultivation of rapeseed has now partially replaced imported soybean, whose expanding cultivation is associated with deforestation on the South American continent.

#### **Oleo100**

In 2018, Avril launched Oleo100, the first 100% renewable and traceable plant-based energy produced by French agriculture. Destined initially for use by transport operators (captive fleets operated by industry and local government bodies), it can completely replace fossil diesel. In 2019, more than 2000 m<sup>3</sup> Oleo100 were consumed, enabling a reduction in greenhouse gas emissions of around 4,500 tonnes CO<sub>2</sub> equivalent.

#### **OleoZE**

At the end of 2019, Avril also launched OleoZE, a digital solution that enables storage agencies and farmers to sell grain batches directly to Saipol and valorize their different properties, the aim being to produce “zero emission” rapeseed and sunflower. OleoZE mainly targets the sourcing of oilseed grain “Made in France” that is eligible for a bonus linked to sustainable cropping practices that enable substantial reductions in GHG emissions.

This innovation is a response to several challenges:

- Produce more “specialty” biodiesels that markedly reduce GHG emissions,
- Ensure a long-term future for oilseed cultivation in France,
- Valorize and develop good farming practices that reduce emissions and enhance soil carbon storage.

Supplementing the Feedmarket offer already in service since January 2018, which enables breeders, traders and feed manufacturers to purchase protein-rich oilseed meals, OleoZE forms part of Saipol's transformation strategy designed to integrate its activities from upstream to downstream and thus better serve its customers.

Both offers are therefore available at Oleomarket, Saipol's unique digital marketplace for oilseeds intended for actors in farming and accessible via the website at <http://www.oleomarket.fr>.

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<sup>24</sup> Concerns greenhouse gas emissions that can be attributed to a fuel (including all its different components) throughout its life cycle: from extraction or cultivation, transport, distribution and processing to combustion.

## BioTfuel

Through the BioTfuel research project launched in 2010, the Group is also participating actively in the development of second generation biofuels produced using lignocellulosic biomass (straw, forest waste, dedicated crops, etc.). The two demonstration units, one based at a Group industrial site in Venette (Oise, France), were opened at the end of 2017 and the first pilot runs for these fuels were carried out in 2018. Modifications were made to the two units in 2019 in order to improve their efficiency and pursue the R&D program until the end of 2020. These second generation fuels will complement those of the first generation in achieving the renewable energy objective in the European energy mix.



### ACTION PLAN



1/ Biodiesel: To reduce the GHG emissions of biofuels marketed by the Group:

- Identification of cropping practices that can produce very low GHG emission biofuels,
- Certification from the field of good farming practices,
- Support/advice from Saipol for farmers and storage agencies,
- Obligation of results: compensation offered as a function of the GHG reductions achieved.

2/ A new energy, OLEO100: To diversify the Group's energy offer by directly proposing to haulage firms, local government bodies and other companies a 100% plant-based and 100% Made in France fuel that enables a reduction in GHG emissions (versus fossil fuel).

### INDICATORS

KPI SPRING n°8	Value 2018	Value 2019	Target 2019	Target 2023
Level of GHG reduction achieved by biodiesel sold by Saipol vs. reference fossil diesel	59.8%	61.5%	Reach ≥ 60%	Reach ≥ 65%
2019 SPRING target achieved? 				
<b>Comment</b>	2019 was the first year to produce concrete results after efforts to completely restructure the system used to manage our GHG credits. 2020 will be the year of optimizing the purchase of low-GHG grain and oil, in order to maintain growth of the indicator.			
<b>Formula</b>	Average GHG emissions of fatty acid methyl esters (FAME) marketed by Saipol and comparison of their reduction versus the reference fossil diesel according to the European Directive 2009/28/CE			
<b>Scope</b>	Saipol (not including the Oleon Biodiesel site in Ertvelde, Belgium)			
<b>Coverage rate</b>	85% of volumes produced by the Avril Group			

KPI SPRING n°7	Value 2019	Target 2019	Target 2023
<b>Share of turnover of products certified as organic (BIO) or usable for organic purposes (UAB)</b>			
	<i>Kerfoot</i>	3%	<b>Indicator in place</b>
	<i>Lesieur</i>	2.1%	
	<i>Compagnie des Saveurs</i>	37.4%	
	<i>Animal Nutrition France</i>	2%	
<b>2019 SPRING target achieved?</b> 			<b>Increase vs. 2022</b>
<b>Comment</b>	<i>2019 was the first year of application of this indicator covering a limited number of companies. The aim is to broaden this indicator to all Group companies that sell organic or UAB products, in order to generate a consolidated indicator.</i>		
<b>Formula</b>	Proportion of turnover of products certified as organic or usable for organic production (UAB) in the Group's turnover.		
<b>Scope</b>	Kerfoot, Lesieur, Compagnie des Saveurs and Animal Nutrition France, which groups the following companies: Aliane, Aurouze, Clément Nutrition, Sanders Aurore, Sanders Bretagne, Sanders Centre Auvergne, Sanders Euralis, Sanders Nord-Est, Sanders Ouest, Sanders Périgord, Sojalim.		
<b>Coverage rate</b>	10 out of the 32 companies in the Group selling organic or UAB products		

## 6 – FOOD TRANSITION



Feed human populations

### POLICY

Under the effects of demographic growth, global demand for proteins (vegetable and animal) is expected to grow by 40% between now and 2030<sup>25</sup>. This is the result of a dual food transition: greater enthusiasm in developed countries for vegetable proteins as an alternative to meat and a marked rise in meat consumption in emerging economies.

To respond to this dual challenge, Avril's policy aims to firstly diversify the markets for oilseed meals by increasing the production of protein-rich meals for livestock feeds, and secondly to develop new processes and ingredients for use in human foods that are rich in vegetable proteins.

Since 2014, Avril has also been carrying out considerable research to address the two major challenges of valorizing vegetable proteins: the development of alternatives to animal proteins for human consumption and the production of more sophisticated and high-yield proteins for animal nutrition.

### ACTION PLAN

To propose vegetable proteins for animals and humans:

- **Vegetable proteins for animals**

R&D activities on protein-rich oilseed meals: rapeseed or sunflower protein concentrates for aquaculture and piglet feed.

<sup>25</sup> BIPE and Sofiprotéol, 2014. La filière des oléoprotéagineux pour répondre aux enjeux globaux à horizon 2030. [http://www.terresunivia.fr/sites/default/files/articles/publications/brochures/2016%2006%2016%20-%20BIPE%20%26%20SOFIPROTEOL\\_GlobalOutlook\\_bd.pdf](http://www.terresunivia.fr/sites/default/files/articles/publications/brochures/2016%2006%2016%20-%20BIPE%20%26%20SOFIPROTEOL_GlobalOutlook_bd.pdf)

- **Vegetable proteins for human consumption**

The development of new grain processing technologies (milder, solvent-free or cold crushing) that preserve protein functionalities.

The development of processes for the concentration/extraction of proteins and ingredients rich in vegetable proteins (organic soybean isolates, sunflower concentrates) for valorization in foods.

Deployment of a strategic partnership between Avril and DSM<sup>26</sup> on the joint industrial production of a non-GMO rapeseed isolate that offers excellent functional properties, high nutritional value and a balanced taste profile. The preferred markets for its application are alternatives to meat and dairy products. The two partners aim to base this world first at the Saipol site in Dieppe.

Investments (commitments by Sofiprotéol) linked to the development of vegetable proteins for human foods: in 2019, Sofiprotéol became involved in providing strategic support and funding for SELVAH, a shared industrial tool that enables the production of textured vegetable proteins using soybean for human consumption. Since this year, Sofiprotéol has also been supporting Jean MARTINET, a company specialized in ready-to-eat salads whose developments are notably focused on legume-rich products.

## INDICATOR

	Value 2018	Value 2019
<b>Investments (Sofiprotéol commitments) in companies whose activities are linked to the development of vegetable proteins</b>	<b>€115M</b>	<b>€161M</b>
<b>Formula</b>	Sums committed (at 31/12 of the reporting year) by Sofiprotéol to funding companies involved in the development of vegetable proteins.	
<b>Details</b>	This represents 51% of all Sofiprotéol's commitments.	
<b>Scope</b>	Sofiprotéol	

## 7 – ANIMAL WELFARE



Act for animal welfare

### POLICY

Aware of demands from society regarding animal welfare, in 2018 Avril equipped itself with a specific policy<sup>27</sup> that covers all livestock species and their associated sectors operating in France: pigs, laying hens, table poultry and rabbits. This policy is based on two main pillars:

- **Pillar 1 – To identify and remove unacceptable situations** (proven non-compliance with the regulatory framework and principles relative to livestock management) in any farm with which the Group has contractual relations.
- **Pillar 2 – To drive good practices** through continuing improvements regarding the protection and welfare of animals, by working with different sectoral actors.

### ACTION PLAN

A progress report (reviewing the actions implemented in the past two years) and a new version of the policy (containing objectives for the years to come) will be published during 2020.

<sup>26</sup> Royal DSM is a global, purpose-led, science-based company active in Nutrition, Health and Sustainable Living.

<sup>27</sup> [https://www.groupeavril.com/sites/default/files/file\\_attach/politique-bea-2018-groupe-avril.pdf](https://www.groupeavril.com/sites/default/files/file_attach/politique-bea-2018-groupe-avril.pdf)

As in 2018, the monitoring of partner livestock units and the transition towards “alternative” eggs<sup>28</sup> were the priorities for 2019. Substantive efforts have been made to facilitate the management of indicators in these two areas, and make them more reliable.

- **Topic 1 – The monitoring and audit of partner livestock units**

In order to promote good working conditions and enable optimum living conditions for the animals, we have compiled internal standards that cover our different requirements relative to animal welfare, biosecurity and livestock management. These standards are gradually being deployed in all livestock units that lie within the scope of Avril group's responsibilities.

The standards comprise 25 control points grouped in themes that concern maintenance of buildings, living conditions for animals, management of sick animals, carcasses, pests, etc.

- **Topic 2 – Conversion of laying hen units**

Avril is committed to adapt its egg branch in order to respond to demands from consumers and guarantee a long-term future for breeders. The target is that 100% of eggs sold or used by Avril will come from alternative units between now and 2025.

## INDICATORS

KPI SPRING n°9	Value 2018	Value 2019	Target 2019	Target 2023
Share of eggs produced under alternative systems purchased by the Group	32%	42%	Reach ≥ 40%	Reach ≥ 70%
2019 SPRING target achieved? 🌸		✓	+2 pts vs. target	
<b>Comments</b>	<i>Two reasons explain this performance:</i> -Work on the sourcing and sale of alternative eggs by Matines and Ovoteam -Work by Sanders teams to support livestock farmers regarding conversion, and to build and identify new alternative production units			
<b>Formula</b>	Number (millions) of “alternative” eggs (Codes 0,1,2) / Number (millions) of eggs (all codes taken together)			
<b>Scope</b>	Eggs purchased by the Group = Eggs purchased by Matines and Ovoteam (expressed in millions of eggs equivalent over a year)			
KPI SPRING n°10	Value 2018	Value 2019	Target 2019	Target 2023
Share of livestock units audited according to internal livestock management guidelines	51%	84%	≥ 70% audited during past 3 years	100% audited during past 3 years
2019 SPRING target achieved? 🌸		✓	+15 pts vs. target	
<b>Comment</b>	<i>Broadening of the scope of audits to all species; i.e. a rise from 334 units (laying hens) in 2018 to 1,132 units in 2019 (pigs, table poultry, rabbits, laying hens)</i>			
<b>Details</b>	1,132 different livestock units were audited during the past three years using the standards for their species, or 84%.			
<b>Scope</b>	Scope of responsibility: livestock units (species: laying hens, table poultry, pigs, rabbits) which have contractual relationships with the Group (contracts, sectoral livestock units, wholly-owned units, capital stake, etc.) – cf. definition in the Group Animal Welfare Policy for 2018(around 1350 units).			

<sup>28</sup> i.e. eggs from hens reared in barns (code 2), free-range (code 1) or under organic conditions (code 0).

## PILLAR 3 – OUR PLANET

Avril is an industrial actor committed to improving its environmental footprint and a producer of renewable energies that can contribute to sustainable transport in the future. The Group also promotes the circular economy, notably through its subsidiaries Adonial and Terrial.

### 8 – PREVENTION OF POLLUTION



Reduce the environmental footprint of our industrial activities

#### *POLICY*

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Avril's Health, Safety and Environment (HSE) policy focuses on the following priorities:

- Guarantee the health and safety of all individuals: Avril employees, temporary staff or subcontractors;
- Operate its industrial facilities efficiently and reinforce operational excellence;
- Respond to demands from customer and other relevant interested parties;
- Contribute to the control of all operational risks.

Regarding the environment in particular, and as well as compliance with regulatory requirements, each entity is committed to preventing operational risks and to continually improving its performance: reducing energy consumption and using renewable energies, reducing and recycling waste, controlling the consumption of products that generate air pollutants, controlling water consumption and the efficiency of purification plants, controlling odor and sound nuisances, improving the control of emergency environmental events and developing solutions that optimize the carbon footprint of transport (Oleo100, river transport, etc.). Management reviews at all levels (Group, subsidiaries, sites) are able to ensure these continuing improvements.

Each industrial site implements policies to improve its environmental performance, supported by international standards (e.g. ISO14001 or 50001) or internal environmental management programs.

#### *INDICATOR*

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The key performance indicator in this area is currently being developed and will be presented in the DPEF for 2020. Its aim will be to measure the frequency of industrial incidents.

### 9 – SUSTAINABLE RESOURCE USE



Reduce the environmental footprint of our industrial activities

Develop the circular economy

#### *CURRENT SITUATION*

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##### Circular bioeconomy

In the context of its activities, Avril always aims to ensure the optimum recycling of agricultural and agrifood waste into resources.

In this area, the Group draws strength from its two specialized subsidiaries. Adonial processes agrifood by-products and production rejects to transform them into raw materials for animal feeds. These are notably reused internally by Sanders.

As for Terrial, it recycles livestock waste and organic residues resulting from the Group's industrial activities, transforming them into fertilizers and biogas. The crucial feature of this virtuous circle is that farmers do not need to use as many chemical fertilizers. Thus by providing access to high-quality organic fertilizers that can be used by organic farmers, Terrial offers essential technical solutions that will enable the growth of this type of agriculture.



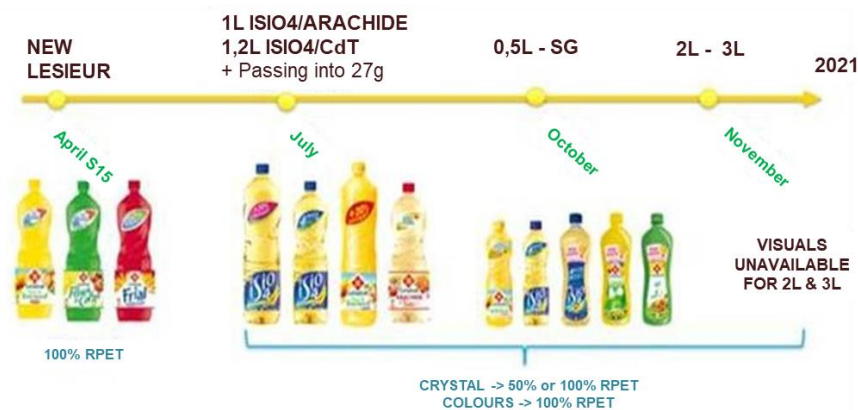
The biomass boilers at our industrial sites also valorize materials generated on site, such as sunflower or olive husks. Some of the ash produced is also recycled by Terrial in its fertilizers.

The installation of biogas units in different regions contributes to improving the environmental footprint of production by recycling agrifood or agricultural waste into green energy and fertilizers. Sofiprotéol thus continued to provide support for these units in 2019 by granting additional funding for one such unit. In addition, the first green biogas injection unit fueled by agricultural by-products and funded by Sofiprotéol started its operations.

### Management of packaging

The actions presented here concern the Avril subsidiary Lesieur.

Regarding the integration of recycled PET (rPET) in packaging, 2020 will mark practical implementation of the work carried out in 2018 and 2019. Indeed, 1 liter bottles of Fleur de Colza, Cœur de Tournesol and Frial will be available from April 2020 (relaunch of the brand) in 100% rPET packaging. Further deployment of this use of rPET is planned for 2020 according to the provisional timetable shown below.



In terms of recyclability, work in 2019 mainly focused on replacing the squeeze valves of sauce bottles (float valves) and developing new non-drip bottles (removal of the capsule and replacement of the dosing valve) so that they are 100% compatible with sorting and recycling processes in France.

In addition, the following main actions linked to packaging optimization are planned during the coming years by other Avril companies:

- In 2020, Matines will switch its ranges of products currently using plastic boxes to cellulose boxes, and notably the Fraicheur Coque range. All Matines and Mas d'Auge eggs will therefore be packaged in cellulose materials produced from recycled paper.
- In 2020, the Egg Branch will pursue the packaging plan it launched in 2019, with particular focus on two areas:
  - Study of switching from plastic PEHD bottles of egg products to PET so that rPET can be included in the packaging material;
  - Study of discontinuing the use of PP plastic in trays of omelets and scrambled eggs.
- Reducing the weight of packaging will be pursued by optimizing the necks of the preforms used to package 0.5L, 1L, 1.8L bottles, which will gradually switch from a 29 mm neck (market standard) to a 26 mm neck. Since Lesieur switched to the 26 mm preform in 2018, Lesieur Cristal has also been planning this change as part of its investments for 2021.

## Reduction of food waste



- **Avril's membership of SOLAAL**




SOLAAL is a not-for-profit association that facilitates links between donors in the agricultural and food industries and food aid charities. Avril was a founder member of SOLAAL<sup>29</sup>.

- **Convention with the French Federation of Food Banks (FFBA)**

The Avril Group has had a partnership agreement with the FFBA since 2012. This agreement was renewed for a further three years in early 2019 and involves the FFBA, Avril, Lesieur and Matines. It notably provides for donations of edible oils (€20,000 worth of Lesieur products per year) and eggs (€5,000 worth of products per year). The donated products are entirely fit for human consumption but have not been accepted by major retailers for different reasons (the shelf life is too short, the label is poorly affixed, the packaging is slightly damaged, etc.).

## INDICATORS

KPI SPRING n°11	Value 2019	Target 2019	Target 2023
Energy consumption per tonne produced	271 Kwh / T	Indicator in place	-2% vs. 2021
2019 SPRING target achieved? 			
<b>Formula</b>	Sum of the quantities of electricity, natural gas, liquefied petroleum gas (LPG), domestic oil, heat (steam, hot water) and any other types of energy used by sites/sum of goods produced by the Avril Group		
<b>Scope</b>	Companies operating at least one site with ISO 50 001 certification. Within this scope, only sites with significant consumption are included.		
<b>Coverage rate</b>	40% of industrial sites worldwide (34 sites out of 84)		


KPI SPRING n°12	Value 2019	Target 2019	Target 2023
Ratio between the consumption of energy from renewable sources and total energy consumption	25% 	Indicator in place	Maintain each year a level ≥ 2019
2019 SPRING target achieved? 			
<b>Formula</b>	Biomass energy + electricity from renewable sources (not taking account of renewable energy in network electricity) / total final energy consumption		
<b>Scope</b>	Companies operating at least one site with ISO 50 001 certification		
<b>Coverage rate</b>	40% of industrial sites worldwide		

<sup>29</sup> <https://www.solaal.org/decouvrez-lassociation/membres-de-solaal/>

KPI SPRING n°13	Value 2019	Target 2019	Target 2023
Water consumption per tonne produced	0.92 m <sup>3</sup> /tonne	Indicator in place	Not to exceed 2019 value
2019 SPRING target achieved? 🌸	✓		
<b>Formula</b>	Water input + output of used water / Tonnes produced		
<b>Scope</b>	Companies operating at least one site with ISO 50 001 certification		
<b>Coverage rate</b>	40% of industrial sites worldwide		



KPI SPRING n°14	Value 2019	Target 2019	Target 2023
Valorization rate of industrial waste	Not reported	Indicator in place	Increase vs. 2022
2019 SPRING target achieved? 🌸	✗		
<b>Comment</b>	Indicator to be put in place in 2020		
<b>Formula</b>	To be specified in 2020		

KPI SPRING n°15	Value 2019	Target 2019	Target 2023
Total tonnage sold of products from the circular economy	675 ktonnes	Indicator in place	Increase vs. 2022
2019 SPRING target achieved? 🌸	✓		
<b>Formula</b>	Cumulated tonnage of products from Terrial (tonnages sold and delivered to farmers) and Adonial (tonnages sold, not including DANIS branded products) over one year		
<b>Scope</b>	Terrial and Adonial		

KPI SPRING n°16	Value 2019	Target 2019	Target 2023
Share of recyclable packaging in all packaging used (% mass)	94.9% 	Indicator in place	Increase vs. 2022
2019 SPRING target achieved? 🌸	✓		
<b>Comment</b>	In 2019, this indicator concerned Lesieur (for the packaging referred to below).		
<b>Formula</b>	$\frac{\text{(Sum for each CSU}^{30}\text{ with recyclable packaging of: mass of recyclable packaging X number of CSU)}}{\text{(Sum for each CSU of all types of: mass of packaging x number of CSU)}}$		
<b>Scope</b>	Lesieur – consumer packaging: packaging of all formats and all materials under the Lesieur brand and distributor brands subject to CITEO declaration (marketed in France by major retailers <sup>31</sup> ).		
<b>Coverage rate</b>	This indicator covers the packaging (all formats and all materials) of products sold by Lesieur via major retailers. This represents 40% of expenditure linked to Avril's purchasing of packaging materials.		

<sup>30</sup> Consumer Sales Unit

<sup>31</sup> Hypermarkets and Supermarkets

KPI SPRING n°17	Value 2019	Target 2019	Target 2023
Share of recycled raw materials in packaging (% mass)	13.8%	Indicator in place	Increase vs. 2022
2019 SPRING target achieved? 			
<b>Comment</b>	<i>In 2019, this indicator concerned Lesieur (for the packaging referred to below). The inclusion of recycled raw materials was put in place as a priority for Lesieur branded products and at the request of customers for distributor brands.</i>		
<b>Formula</b>	Sum of each CSU reference with PET packaging of: (% rPET included in packaging X mass of packaging X number packaging items) / (mass of packaging X number of packaging items).		
<b>Scope</b>	Lesieur – Consumer packaging: large or small PET resin bottles of Lesieur brands and distributor brands subject to a CITEO declaration (marketed in France via major retailers)		
<b>Coverage rate</b>	45% of PET purchased by the Group is used by Lesieur. 12% of PET used by Lesieur is rPET (or 5.5% of the PET purchased by the Group).		

	Value 2018	Value 2019
<b>Investments (Sofiprotéol commitments) in developing the circular economy</b>	€2.6M	€2.7M
<b>Formula</b>	Sums committed (at 31/12 of the reporting year) by Sofiprotéol to the funding of companies in the circular economy (renewable chemistry, methanization).	
<b>Details</b>	This represents 1% of all Sofiprotéol's commitments	
<b>Scope</b>	Sofiprotéol	

	Value 2018	Value 2019
<b>Quantity of food donations</b>	323 tonnes	156 tonnes
<b>Comment</b>	<i>The reduction in the quantity of food donations compared to 2018 can be explained by improvements to stock management and non-compliant products in 2019.</i>	
<b>Formula</b>	Total tonnage of food donations	
<b>Scope</b>	Lesieur	

Note: KPI SPRING n°14 “Recycling rate of industrial waste” is currently being deployed within the Group and will be presented in the next DPEF concerning 2020.

# PILLAR 4 – OUR PEOPLE

The ambition of this fourth pillar is to build a Group where all skills operate in synergy and all employees have an opportunity to progress and develop their full potential. In practical terms, this includes initiatives that reinforce our common culture and an increasing number of training opportunities each year.

## 10 – SAFETY AT WORK



Share a common culture and Group values

### POLICY

The Avril Group implements a proactive Health and Safety policy based on the “We Care” program. The goal is to achieve zero injuries, the objective for 2023 being to halve the number of people injured each year by comparison with 2018.

All sites implement proven methods with two priorities: the prevention of risks and the dissemination of a safety culture that makes everyone responsible. All industrial sites were audited in 2017 to ensure they complied with the essential safety regulations, notably concerning the management of safety, working at height, chemical and electrical risks and business travel. High priority sites are now visited each month to maintain continuous improvement.

In the context of the We Care program, the safety priorities between now and 2023 are as follows:



<b>1 / PREVENT RISKS AND CONTINUOUSLY IMPROVE SAFETY</b> <ul style="list-style-type: none"><li>Operational discipline</li><li>&gt;95% compliance with essential safety rules</li><li>Reporting and processing of risk alerts</li></ul>	<b>2/ THE COMMITMENT AND LEADERSHIP OF MANAGERS</b> <ul style="list-style-type: none"><li>Site Safety Visits</li><li>Safety Training (“WeeCare” courses)</li><li>Operational Safety Committee</li></ul>	<b>3/ GUARANTEE SMOOTH OPERATIONS AND IMPROVE INDUSTRIAL SAFETY</b> <ul style="list-style-type: none"><li>Audit of industrial safety in critical plants</li><li>Control of industrial risks</li></ul>
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### ACTION PLAN

Over the period 2018-2023, the Group is implementing a new road map focused on individual behaviors, supplemented by a program on improving industrial safety and plant maintenance.

1. “Bottom-up” preventive actions: safety tours, sharing of good practices;
2. Annual commitments chosen by each operational team linked to its activities and safety challenges;
3. Development of operational discipline;
4. “Zero deviations” permitted;
5. The processing of risk alerts;
6. Training on safety for all employees (WeeCare courses);
7. Industrial safety: monitoring of industrial incidents.

## INDICATOR

KPI SPRING n°19	Value 2018	Value 2019	Target 2019	Target 2023
Number of accidents with and without absence from work per 1 million hours worked during one year (FR2 ratio)	10.9	9.5	≤9.5	Reach ≤5.4
2019 SPRING target achieved? 				
<b>Comment</b>	There were no fatal accidents in 2019 that affected Group employees			
<b>Formula</b>	Number of accidents with and without absence from work per million hours worked at 31/12/2019 <ul style="list-style-type: none"> <li>▪ Formula: Nb ATAASA over 12 months x 1,000,000/Theoretical number of working hours over 12 months</li> <li>▪ Nb ATAASA: number of accidents with and without absence from work that required external medical care.</li> <li>▪ Theoretical number of working hours: number of working days each month x contracted daily hours per employee. These are theoretical hours in the sense that they include planned periods of absence (leave) and unexpected absences (illness, etc.). They concern CDI, CDD, temporary staff (not including replacements), those in alternating training, not including trainees and agents.</li> </ul>			
<b>Details</b>	An occupational accident is an accident that affects an employee or temporary worker to whom care is given outside the company and which has been the subject of an official declaration. <ul style="list-style-type: none"> <li>- It is considered to involve an absence if the person injured is given sick leave for more than 1 day.</li> <li>- No absence is counted if the employee returns to work after appropriate care or the next day.</li> </ul> NB 1: feeling faint is not taken into account (in this case, the procedure is to call for help and complete a declaration). NB 2: accidents when travelling between home and work are not included. NB 3: any accidents refused are removed from the calculation (not covered by the legal framework that defines an occupational accident or where no further action will be taken by the authorities).			
<b>Scope</b>	Group			

## 11 – MANAGEMENT OF KEY SKILLS



### POLICY

#### The Career Development Conversation

Our aim is to develop and support the career of each employee. To achieve this, the Group introduced the Career Development Conversation (CDC) in 2018; this offers all employees an opportunity for a personal discussion with their manager. This discussion:

- Helps employees to take charge of their career and development, as they are central to the interview and lead the discussion,
- Aims to arouse a desire to develop and look to their future in the organization,
- Enables the manager to provide feedback on professional plans and to put them in perspective with the needs of the company and the Avril Group,
- Ends with the joint construction of a practical career development plan,
- Offers a start to ongoing dialog through the follow-up of actions made to develop a career.

The purpose is to foster the growth of employees within the Group. To achieve this, our Human Resources teams have a mission to support managers in identifying and developing the potential of their colleagues, thus ensuring the loyalty of talents and preparing the future.

Thanks to Career Development Conversations between employees and their managers, HR services are able to understand the individual aspirations of employees and facilitate their mobility and needs for development.

## Avril Academy

Avril Academy is our internal training university that develops and deploys all transversal training within the Group. The Academy offers an efficient vector for the dissemination of culture and knowledge. Our training opportunities are built around managerial development and acquiring new skills:

- **Weedoo** training courses for local managers were launched in 2016 and more than 500 managers have already been trained.
- To provide even more support for the development of our managers, **Weelead** will be starting up under a new approach in 2020 and will be followed by a new program on management skills, **Weemanage**.
- In 2018, we launched **Weesupply** training which targets employees in the Supply Chain. This course is designed to build a common identity and language in order to facilitate synergies within the Group. Working with the Finance Division, we have also developed **Weefi**, a course on finance for non-financial experts. We also have **Weelean** which contains all training available on operational excellence and Lean Management.
- The **Weestart** course, also launched in 2018, is a 100% digital integration course so that all new employees can discover Avril, its values, its history, its strategy and its activities, and thus aims to promote a common Group culture. In 2020, a Group integration kit will supplement this program for new members of staff.

Other programs exist and others are yet to be developed, the constant aim being to provide better support for the Group's strategy and growth of its business.

## Internal mobility

Avril favors the internal mobility of its employees, both geographically and between different activities. The online availability of all job offers within the Group on a special website enables everyone to be responsible for their own mobility and to seize opportunities for career development that meet the needs of the Group. A new "Avril Careers" website was set up at the end of 2019 to encourage internal candidates. It should be noted that all job offers are published in-house at least one week before they are published externally. Thirteen people moved between different business lines in 2019, and the HR team has fixed an even larger number as its goal for 2020.

## Access for women to management positions

During a review of the succession plan for critical jobs, the question "which women in the organization could take over this job?" was asked each time. The equality rate was also scrutinized during the People Reviews conducted by different Executive Committees. In addition, Avril, through Expur (its Romanian subsidiary) is committed to promoting jobs in the scientific and industrial fields for young women, in partnership with the association Capital Filles, which enables high school students from disadvantaged backgrounds to receive support from female employees so that they can discover their activities and build their career plans.

## **ACTION PLAN**

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- In 2018, for the first time, deployment of the Talent Review in all business lines (in France) applied a shared methodology to facilitate "speaking the same language" when identifying potential. The Talent Review was repeated in 2019 but covered a broader scope that included other countries.
- Deployment of Career Development Conversations, Careers Committees with the HR Directorate and Excom. In 2019, more than 2300 CDC were completed throughout the Group, thus almost doubling the number achieved in 2018. And the results were not slow in coming: training plans were built more accurately and were better suited to the needs and demands of employees. Feedback practices were put in place and were much appreciated. The deployment of CDC will intensify within the Group in 2020 – between May and August – with the availability of a version for operatives.
- Deployment of a dynamic around Talent Management thanks to a major communication plan and interviews with the Top 120 managers, with a dual objective: to present the approach and find a way to interest each manager, depending on his or her profile and situation.

- Support for HR staff in deploying the Talent Review, participation in Talent Review meetings by the Executive Committees for each Business Line, support for the HR Division to analyze the situation and implement action plans. To achieve this, training in Talent Management tools and processes was deployed in 2019 for all HR staff.
- Organization of transversal Talent Review meetings; already achieved in 2018 in Purchasing Departments, they were deployed in 2019 in Finance and HR. In 2020, they will be repeated for these functions and set up for IT, Legal affairs and Operations.

## INDICATORS

	Value 2018	Value 2019
<b>CDI (permanent contract) resignation rate (in France)</b>	4.5%	3.9%
<b>Formula</b>	Number of resignations over year N/Mean workforce over year N	
<b>Details</b>	This indicator only takes account of resignations by employees under a permanent contract. "Mean workforce over year N": mean workforce registered (CDI, CDD, alternating training and apprentices). This does not include managing agents, temporary staff and trainees.	
<b>Scope</b>	French companies	
<b>Coverage rate</b>	60.1% of Group employees	

KPI SPRING n°20	Value 2019	Target 2019	Target 2023
<b>Percentage of women among top managers in the Group</b>	20%	Indicator in place	Reach ≥ 30%
2019 SPRING target achieved? 🌸	✓		
<b>Formula</b>	Number of women among top managers/Total number of top managers at 31/12 x 100		
<b>Details</b>	"Top managers": people occupying positions at grade 20 and above, according to the HAY method		
<b>Scope</b>	Group		
<b>Coverage rate</b>	The population of top managers accounts for 95 employees (including 19 women) out of the 7600 employees in the Group		

## 12 – SOCIAL CLIMATE



Care for our employees

### POLICY

The Group is focused on establishing constructive relationships with all social partners and employees. A collective agreement was signed on 22 March 2019 between the Avril Group and trade unions relative to the management of jobs and skills.

#### Social dialog and employment law

Avril ensures compliance with social legislation by all companies in the Group, and that social dialog takes place under optimum conditions during meetings within particular companies. For this purpose, the Social Relations Division includes a legal service dedicated to social issues that can provide support to operational HR teams and managers regarding the meetings they organize, notably in the context of strategic projects such as mergers, acquisitions or sales. More generally, this service advises and supports companies in the Group with



respect to their social dialog and compliance with employment law. This service also intervenes on technical subjects during negotiations with elected employee representatives or unions.

**European Works Council**

The European Works Council (CEE) was set up in 2016 to develop European social dialog between central management and employee representatives. The CEE is informed or consulted with respect to issues of a transnational nature; i.e. those which concern the whole Group or establishments present in at least two countries.

The CEE has 20 members (full and alternate members) representing each country (Germany, Belgium, Italy, Romania, UK and France). The number of members per country reflects the number of employees in that country. Avril also wished to go beyond its legal obligations, and two staff representatives from its Moroccan sites sit alongside their European colleagues.

The European Works Council met once at the Campus in Bruz in 2019, and its officers met twice.

**Avril Group Committee**

The Group Committee was set up in 2016 in order to reinforce the links between Avril and its subsidiaries. It offers a channel for information on the Group’s strategy and also enables members of different Works Councils or CSE to be better able to exercise the consultative duties that devolve to them, and reinforces the sense of belonging among employees in the Avril Group through the sharing of honest information. The Group Committee receives information on activities, the financial situation, employment forecasts and any preventive actions envisaged within the Group as a whole and in each of its member companies.

The Group Committee met three times in 2019; one meeting was devoted to receiving the expert report mandated by the Committee at the end of 2018. This expert report was not repeated in 2019.

**Observatory on Social Protection**

Since 1<sup>st</sup> January 2018, the Avril Group has benefited from a collective healthcare scheme to which most of the Group’s companies belong. Construction of this scheme resulted from numerous discussions between the social partners and Avril management through the Avril Observatory on Social Protection, which is the Group’s joint body focused on the social protection of its employees.

**INDICATORS**

		Value 2019
<b>Absenteeism rate (in France)</b>		<b>2.2%</b>
<b>Formula</b>	<ul style="list-style-type: none"> <li>▪ Formula: Number of hours of absence/Theoretical number of working hours</li> <li>▪ “Hours of absence”: absence from working hours for short-term illness (≤three months) only (not including maternity-paternity leave, occupational and travel accidents, occupational disease, long-term illness and other).</li> <li>▪ “Theoretical number of working hours”: Number of working days in each month x daily hours worked by the employee, not excluding planned and unplanned absences.</li> <li>▪ “Theoretical number of working hours”: Number of working days in each month x daily hours contracted for the employee. These are theoretical hours in the sense that planned periods of absence (leave) and unplanned absences (occupational accidents, etc.) are not excluded. Concerns CDI, CDD, alternating training, professionalization contracts – not including trainees and managing agents.</li> </ul>	
<b>Scope</b>	French companies	
<b>Coverage rate</b>	60.1% of all Group employees	

	Value 2018	Value 2019
<b>Strike rate (in France)</b>	<0.1%	<0.1%
<b>Formula</b>	<ul style="list-style-type: none"> <li>▪ Formula: Number of hours of absence for a strike/theoretical number of working hours</li> <li>▪ Hours of absence: hours of absence for a strike</li> <li>▪ “Theoretical number of working hours”: Number of working days in each month x daily hours contracted for the employee. These are theoretical hours in the sense that they do not exclude planned periods of absence (leave) or unplanned absences (occupational accidents, etc.). Concerns CDI, CDD, alternating training, professionalization contracts – not including trainees and managing agents.</li> </ul>	
<b>Scope</b>	French companies	
<b>Coverage rate</b>	60.1% of all Group employees	

## **SUPPLEMENTARY INFORMATION: PROMOTION OF DIVERSITY**

### **CURRENT SITUATION - DISABILITY**

A dynamic in favor of integrating disabled individuals has been ongoing at Group level since 2012. Efforts to increase awareness are driven by central management to combat all taboos, notably through the publication of a guide for all employees. Any employee, in post or newly recruited, is invited to report whether they might qualify as a disabled worker.

Awareness campaigns among employees and training for managers are organized. These efforts towards greater awareness are extending, and an increasing number of companies in the Group are now involved. For several years, companies in the Avril Animal Specialties (ASA) Business Line have been mobilized, notably during European Disability Employment Week, through actions such as “One day, one job”, which consists in welcoming a disabled person for one day in one of the Business Line’s departments. In line with this dynamic, the new Avril Campus, which groups several of the Group’s central and tertiary activities, and is notably home to ASA, organizes interactive workshops on awareness to deafness, led by the association URAPEDA.

Work with those involved in the protected sector, such as ESAT<sup>32</sup>, is also encouraged. Thus, in 2019, Adonial signed a partnership with the ESAT in Château-Gontier linked to Adapei53, an association that works for the recognition and support of mentally-handicapped people, whose entry into the workplace is fundamental to their quest for independence. Thus in the context of its new workshop that removes packaging from baby formula milk, Adonial has taken on ten mentally disabled workers and a workshop monitor.

The Group relaunched a more global dynamic in 2019 and will present a Group level Disability Commitment at the end of 2020. This will be deployed with support from the Group Disability Committee set up in early 2020.

### **CURRENT SITUATION – YOUNG PEOPLE AND EQUAL OPPORTUNITIES**

Avril deploys an active policy designed to facilitate the integration of young people in the workplace, with particular focus on local employment. The Group made a commitment to doubling the number of people in alternating training or apprenticeships between 2012 and 2020. Particular efforts have targeted young people from disadvantaged areas through a partnership agreement between the Group and the French government in the context of the “Entreprises & Quartiers” Charter.

This commitment is reflected by the following actions:

- Involvement of the Group in the “Our Quarters have Talents” (*Nos Quartiers ont des Talents*) operation designed to foster integration in the workplace of young newly-qualified people

<sup>32</sup> Assistance and service centers helping disabled people into work



from priority areas or disadvantaged social backgrounds; its participation in the Alliance for Youth program or its partnerships with different associations: Sport dans la Ville/Job dans la Ville, Réseau Entreprendre 93.

- Avril is a partner in the GAN (Global Apprenticeship Network), which aims to encourage initiatives by companies, to break down barriers to the growth of alternating training and offer young people true career opportunities. On 20 November 2019 the Group participated in the GAN's Second National Apprenticeship Day, organized in Paris.
- Avril was also a partner in the "Meeting for job® Agri-Agro" event focused on employment and held during the Salon International de l'Agriculture on 28 February 2020.
- Specific actions target young people from rural areas, modeled on the Sanders Sales School, which in 2010 was the first school-enterprise partnership to be opened in order to favor the access of young people to training as livestock consultants.
- Actions that contribute to building bridges between the academic and industrial worlds through a partnership with the association CGénial: in 2019, nine of the Group's sites opened their doors to teachers (notably in the higher secondary sector) who would thus be able to improve their support for students thanks to a clearer understanding of scientific and technical professions.

## INDICATORS

KPI SPRING n°18	Value 2018	Value 2019	Target 2019	Target 2023
Percentage of women among all Group employees	29.1%	29.9%	Reach ≥ 30%	Reach ≥ 33%
2019 SPRING target achieved? 🌸		94%		
<b>Formula</b>	Number of women in the Group's workforce on 31 December/Total Group workforce registered on 31 December x 100			
<b>Details</b>	"Workforce registered": employees registered on the last day of December (CDI, CDD, alternating training and professionalization contracts). These include part-time employees and those whose employment contract is suspended (illness, parental leave, leave, etc.) but excludes managing agents, temporary staff and trainees.			
<b>Scope</b>	Group (7600 employees)			

KPI SPRING n°21	Value 2019	Target 2019	Target 2023
Percentage of disabled people employed by the Group (in France)	3.4%	Action plan defined	≥ 100% progress in action plan
2019 SPRING target achieved? 🌸		75%	
<b>Formula</b>	Number of units benefiting from an OETH* in the Group in France over the year, compared to Group employees subject to the DOETH** in France * Obligation to Employ Disabled Workers ** Declaration of an Obligation to Employ Disabled Workers		
<b>Scope</b>	French companies employing 20 people or more (for 2019, only those subject to the DOETH).		
<b>Coverage rate</b>	58% of Group employees		

KPI SPRING n°22	Value 2018	Value 2019	Target 2019	Target 2023
Percentage of trainees and students in alternating training in the workforce (in France)	7.5%	7.8%	Reach ≥ 7.6%	Reach ≥ 8.0%
2019 SPRING target achieved? 				
<b>Formula</b>	Total number of trainees and those in alternating training hosted during the year/Mean workforce registered x 100			
<b>Details</b>	This indicator takes account of paid trainees and those in alternating training (apprenticeship or professionalization contract). NB. One person hosted twice as a trainee or in alternating training over the year counts as two.			
<b>Scope</b>	French companies			
<b>Coverage rate</b>	60.1% of Group employees			

## PILLAR 5 – OUR STAKEHOLDERS

Listening to customers, society and the entire environment of the Group is essential to drive its corporate social responsibility. With this spirit of openness, Avril is proactive in its meetings with elected representatives and farmers in different regions and in 2019 set up a consultative committee of external personalities.

### 13 – STAKEHOLDERS



Act with our external stakeholders

#### *CURRENT SITUATION*

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At both the local (industrial sites) and institutional (subsidiaries and Group) levels, Avril is developing different forms of dialog with its stakeholders.

#### **Avril Group Stakeholders Committee**

In an increasingly fast-moving world that is experiencing profound and sometimes abrupt changes, the Group wished to enhance its openness to civil society and in 2019 decided to set up a Stakeholders Committee to structure its external dialog. Comprising ten personalities from civil society, it is a consultative committee that can play a role as a goad or challenger.

#### **Avril Communities**

Launched in September 2019 by the General Secretariat, Avril Communities assists plant directors in reinforcing their links with stakeholders in their regions. Established in line with the diversity of Avril's activities, it is intended that Avril Communities should gradually spread throughout the Group.

This approach is based on a dual conviction: firstly, our agricultural and industrial roots are a determinant regional advantage, and secondly, constructive, transparent and regular dialog with our local stakeholders offers a source of shared opportunities. Avril Communities highlights numerous local initiatives already under way and encourages feedback on ideas and questions from the field. The program also proposes new actions which could enable the emergence of good practices, the ultimate aim being to encourage their dissemination. Regular debates are thus organized between and with the plant directors concerned; this both drives a collective dynamic and responds to individual requests.

This tailor-made program resulted first of all in offering support when contact was made with local elected representatives, some of whom were encouraged to visit our sites. Although it remains experimental, Avril Communities nevertheless aims to broaden its scope in 2020, thus reinforcing links between plant directors and elected representatives from the farming world and helping to accelerate the Group's actions in favor of transitions. The latter will notably concern agriculture, food, energy and the environment more generally, all to the benefit of different regions.

#### **Avril employees and upstream agriculture**

The founder shareholders in Avril were farmers. In view of this historic link, they remain key stakeholders for Avril. The Group has thus chosen as a priority to focus its action plans on reinforcing the links between its employees and the farming world, in line with its desire for greater openness.

To improve the links between Avril employees and upstream agriculture, efforts were made by both representatives of agriculture and Avril's management during 2019. The aim was to determine the levers for action and the opportunities (existing or to be created) for the development of closer ties.

Because they are the primary ambassadors of the Group, the men and women of Avril must drive, incarnate and manage the close links that bind them to the farming world, which are the singular feature of Avril. In this context, three principal levers for actions to reinforce relationships between employees and upstream agriculture have been identified.

- **Reactivate the historic links between Avril and the farming world**

This means ensuring that all Group employees, both in France and internationally, are aware of the history of the company, how it was created and its farming roots. These are common foundations that must be revitalized and shared at all levels of the organization by providing everyone with information in an appropriate and accessible format.



- **Teach employees about the challenges faced by agriculture**



This will provide our employees with the keys they need to understand and decipher agricultural challenges. Our employees must be able to provide simple, effective and freely accessible information to everyone in the future regarding the principal issues that French society needs to address.


- **Create conditions for greater proximity**

The aim is to encourage opportunities for meetings between farmers and Avril employees so that direct and authentic dialog can be established. Greater openness regarding events affecting the sector and Avril will enable them to find common ground when they meet: “Nourrir la vie” event; Salon de l’Agriculture; “Rencontres Oléopro” event, etc. These closer ties will also prepare the future through efforts to meet with young people, the farmers of the future, through our schools program.

## INDICATORS

KPI SPRING n°23	Value 2019	Target 2019	Target 2023
Organization of Stakeholders Committee meetings	1 meeting	1 meeting	Minimum 2 meetings + 1 publication
2019 SPRING target achieved? 			
<b>Comment</b>	<i>The first meeting to inaugurate the Avril Stakeholders Committee took place in November 2019 in Paris.</i>		
<b>Details</b>	Number of meetings per year (one meeting in 2019, two to three meetings planned in 2020)		
<b>Scope</b>	Group		

KPI SPRING n°24	Value 2019	Target 2019	Target 2023
Organization of “Avril Communities” visits	5 visits	Minimum 4 visits	Minimum 4 visits
2019 SPRING target achieved? 			
<b>Comment</b>	<i>Five site visits took place during 2019, in Montoir-de-Bretagne (Saipol), Vic-en-Bigorre (Sojalim), Bassens (Saipol/Lesieur), Grand Couronne (Saipol) and Le Mériot (Saipol).</i>		
<b>Details</b>	Organization of visits to Group sites and meetings for elected representatives and farmers in different regions. Visits carried out in the context of Avril Communities managed by the Secretariat General.		
<b>Scope</b>	Group		

KPI SPRING n°25	Value 2019	Target 2019	Target2023
Reinforcement of links between Avril employees and upstream agriculture	Compilation of a macro action plan	Action plan defined	100% progress in action plan
2019 SPRING target achieved? 	50%		
<b>Comment</b>	<i>Criteria to assess progress in the action plan</i> <ul style="list-style-type: none"> <li>▪ Amount of content related to agriculture (published in the form of articles on the Group intranet, in the in-house magazine, or in posts on social networks owned by the Group and its subsidiaries, etc.)</li> <li>▪ Number of meetings involving farmers and employees</li> </ul>		
<b>Details</b>	Implementation of actions to reinforce contacts between Group employees and the farming world. Awareness of employees to the challenges faced by agriculture.		
<b>Scope</b>	Group		

## SUPPLEMENTARY INFORMATION: SOCIETAL COMMITMENTS

### CURRENT SITUATION

Numerous entities within the Group are involved in local life and contribute to the development of nearby communities. Here are a few examples of initiatives taken by Lesieur Cristal and Oleon.

#### Lesieur Cristal

In Morocco, Lesieur Cristal supports the integration of young people into the workplace and contributes to disseminating an entrepreneurial and leadership culture.

- Mobilization of numerous managers and leaders to share their experiences and careers within the education and university systems.
- Partnership with and support for the *Injaz Al-Maghrib* association through the voluntary mobilization of employees to stimulate a spirit of enterprise among young people in the context of the “Company Program” incubator.
- Hosting each year of nearly 600 trainees from Moroccan schools within the Excelium Academy.
- Completion of renovation work on the primary school situated close to the olive plantation operated by Lesieur Cristal (Société d'Exploitation de l'Olive).

#### Oleon

In 2019, all Oleon's teams (industrial sites and support functions) were invited to contribute to community projects that should have a societal or environmental impact. Some 200 people became involved in these projects, which included:

- Environment: planting of trees, protection of grassland biodiversity, clearing of waste from canals in Ghent (Belgium), clearing of the zone around the site in Ertvelde during lunch breaks, planting of trees near the site in Venette (France), help in a bird sanctuary, etc.
- Social: collection of food from restaurants and shops for redistribution to disadvantaged people, help in a refugee center in Antwerp (Belgium), sale of spaghetti to collect funds for cancer research, assistance with catering at a center and farm for people in difficulty, distribution of soap and detergent to disadvantaged people, assistance for the disabled, organization of visits for teachers from local schools, collection of clothing for disadvantaged mothers, distribution of staple foods to villages close to the site in Port Klang (Malaysia).

## Fondation Avril

The Fondation Avril<sup>33</sup> is a shareholder in the Group and intervenes in France and internationally (notably in Africa), focusing on community and sustainable development in rural areas. Recognized as a public utility, the Fondation organizes its actions around three areas:

- In France, giving new impetus to rural areas through entrepreneurship;
- In different regions of the developing world, and notably in Africa, providing support for family farming so that it can gain greater resilience in the context of both economic and climatic events;
- Promoting a healthy and sustainable diet based on high-quality products that are environmentally-friendly and accessible to all populations.

The Fondation's missions of general interest take the form of financial and practical support for local initiatives and, as an operator, initiating innovative projects and targeted studies that may involve different partners in France and throughout the world.

For example, the Fondation and the French Federation of Food Banks have produced a specific program aimed at people living in poverty in rural areas. The Fondation also supports the Association for the Right to Economic Initiatives (ADIE) regarding the adaptation of micro-credit to the specificities of rural areas. In Senegal, the Fondation supports the Association AJP (Action Justice et Paix) both financially and through the help offered by volunteers to set up and manage an irrigated area that should improve living conditions for people in the village of Nianing.

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<sup>33</sup> For more information : <http://www.fondationavril.org>



# REPORT FROM THE INDEPENDENT THIRD-PARTY BODY

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See French version of this publication.

# OUR BRANDS

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## AVRIL VÉGÉTAL



## AVRIL FILIÈRES D'ÉLEVAGES



## AVRIL SPÉCIALITÉS



## AVRIL DÉVELOPPEMENT

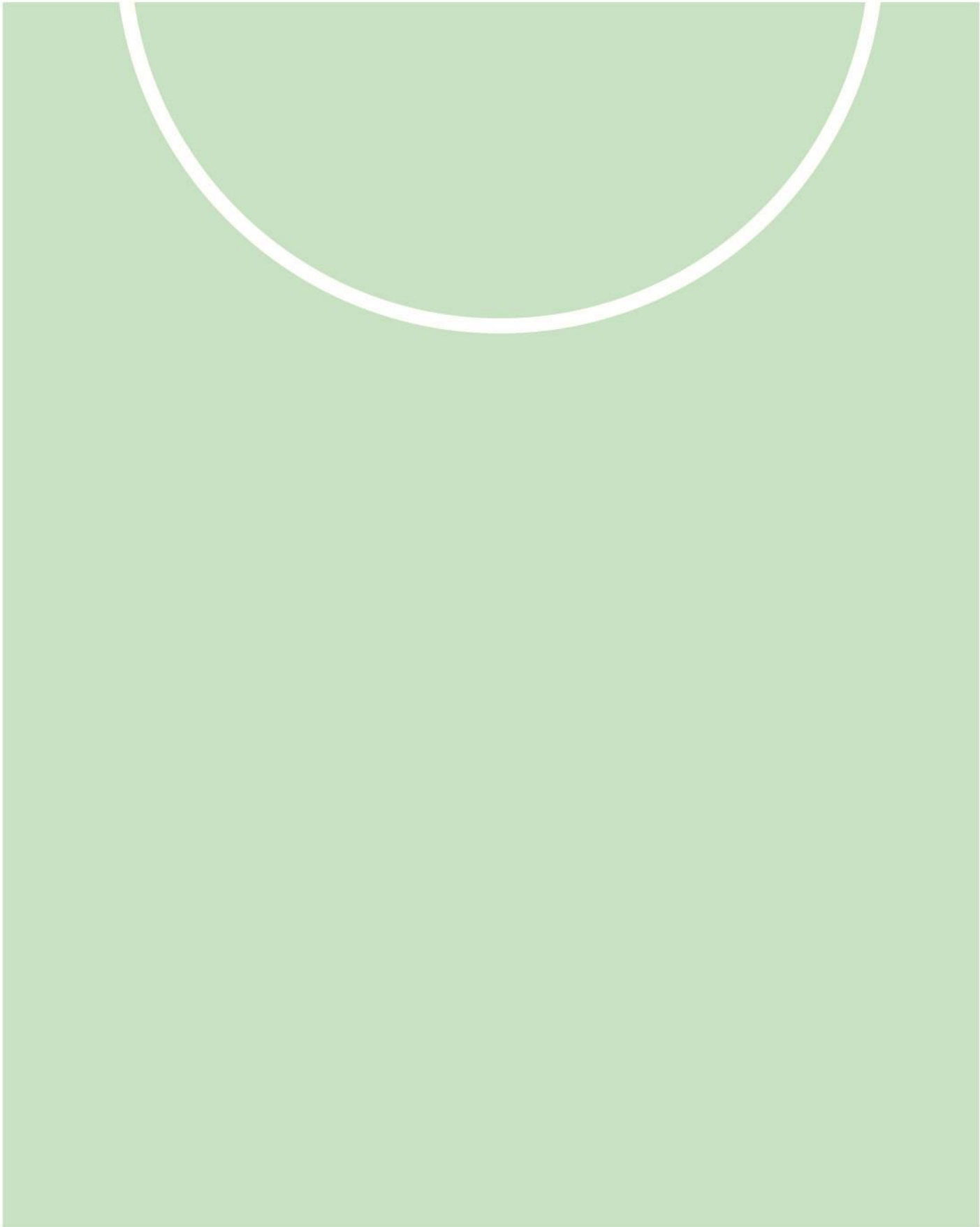


## SOCIÉTÉ DE FINANCEMENT ET DE DÉVELOPPEMENT



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