

INTEGRATED REPORT  
**2021**

# ► NOURISHING A SUSTAINABLE LINK



**AGRIAL**  
*Cultivate our roots,  
open up to the world*



# OUR MISSION

At Agrial, our mission is to always satisfy the diversity of consumer food needs as best as possible by developing an innovative co-operative, creating shared value and meeting the aspirations of our farmer members.

## OUR VALUES



Long-termism



Proximity



Solidarity



Boldness

# CONTENTS



## CO-OPERATING to serve a democratic and solidarity-based sector

- 6 A co-operative of sector, from the farmer to the consumer
- 8 Brands, reflections of our producers' know-how
- 10 Local roots, the engine of our development
- 12 A democratic model of proximity
- 14 Teams committed to creating shared value
- 16 "Our farmer members and employees are our biggest asset"



## GROWING the men and women of Agrial and their rural regions

- 26 Working where life is good
- 28 Disability: everyone concerned
- 29 Safety: everyone committed
- 30 Hand in hand with our farmer members
- 32 A committed stakeholder in our rural regions



## PRESERVING the Earth and living things

- 38 Our ambition in support of the climate
- 40 Accelerating our transition to agroecology
- 42 Preserving resources
- 44 Fighting all forms of waste



## NOURISHING YOU with safe, healthy, quality products

- 48 Agricultural division
- 54 Dairy division
- 58 Fresh Produce division
- 62 Meat division
- 66 Beverage division



## CREATING VALUE that is shared and sustainable

- 72 Sharing the value created
- 73 Summary of the Agrial Group
- 75 Summary of the Co-operative
- 78 Our sustainable development indicators





Jérôme, a farmer member and Thierry, an adviser near Brécey (Normandy)

# CO- OPERATING












—  
TO SERVE A DEMOCRATIC  
AND SOLIDARITY-BASED  
SECTOR



# A CO-OPERATIVE OF MARKETING CHAINS, FROM THE FARMER TO THE CONSUMER

We are building a sustainable business model, founded on the complementarity of our activities, creating value for all of our stakeholders, from the farmer to the consumer. The diversity of our businesses and our expertise from seed to plate allow us to support our farmer members while preserving the environment, in order to guarantee safe, healthy food for all.

## 11 PRODUCTIONS

-  CEREALS
-  SEEDS
-  VEGETABLES
-  APPLES
-  POULTRY
-  EGGS
-  PIGS
-  CATTLE
-  CONVENTIONAL COW'S MILK
-  ORGANIC COW'S MILK
-  GOAT'S MILK

**1.7**  
billion euros

is the amount of the raw materials purchased by Agrial from its farmer members every year.

**80%**

is the share of raw materials processed locally, less than 200 kilometres from where they are produced.

**6**  
million\*

This is the number of consumers that Agrial's products feed every year.

*\*Calculation of our annual potential to feed according to the Perfalim method*

## 5 DISTRIBUTION NETWORKS

-  MASS RETAIL
-  FOOD SERVICES
-  FOOD INDUSTRY
-  MAJOR EXPORT
-  RURAL DISTRIBUTION STORES

## FARMER MEMBER SUPPORT

-  FIELD NETWORK
-  AGRI-SUPPLY
-  LOCAL STORES (CONVENIENCE STORES)
-  AGRI-EQUIPMENT

## 4 PROCESSING SECTORS

-  DAIRY
-  FRESH PRODUCE
-  MEAT
-  BEVERAGE



# BRANDS,

## reflections of our producers' know-how

Agrial has built its model on strong brands, offering healthy, delicious products. Thanks to the devotion and know-how of our farmer members and our employees, we offer consumers balanced, responsible food that is widely accessible, from breakfast to dinner.

5

business divisions



59  
brands



900  
products



See videos of recipes made with Agrial products, the fruit of the know-how of our farmer members and our employees!

### AGRICULTURAL



### DAIRY



### FRESH PRODUCE



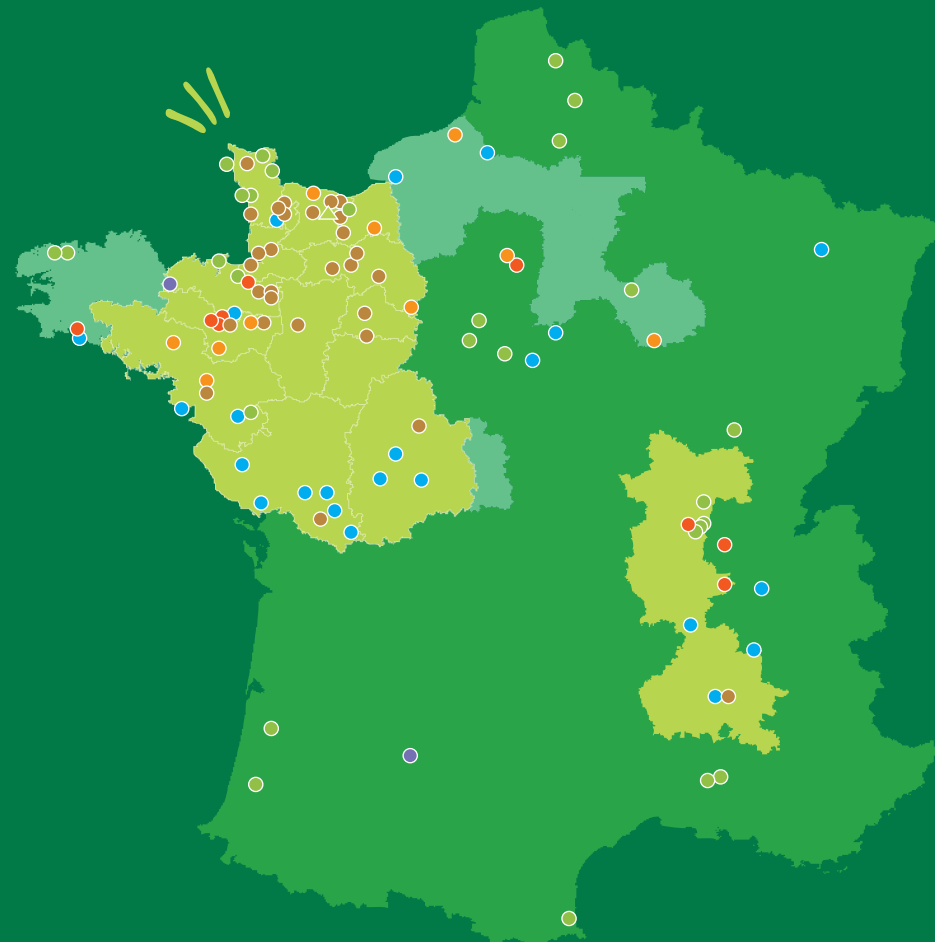
### BEVERAGE





# LOCAL ROOTS, THE ENGINE OF OUR DEVELOPMENT

With roots in the west of France and in the Lyon Region, our cooperative territory is the foundation of the relationship of proximity that unites us with our farmer members. Our ambition to develop our operation in value-creating markets has led us to set up industrial facilities in Europe, Africa and North America.



**EUROPE**  
16,550 employees  
Germany, Belgium, Spain,  
France, Italy, the Netherlands  
and the United Kingdom

**NORTH AMERICA**  
350 employees  
Canada and  
the United States

**AFRICA**  
5,300 employees  
Morocco and Senegal

**22,200 employees**  
of which **13,000** in France

**11**  
countries

- The Co-operative's territory
  - Co-operative farmer members outside of our rural regions
  - Agricultural division
  - Dairy division
  - Fresh Produce division
  - Meat division
  - Beverage division
  - Start-up
- Average full-time equivalent workforce



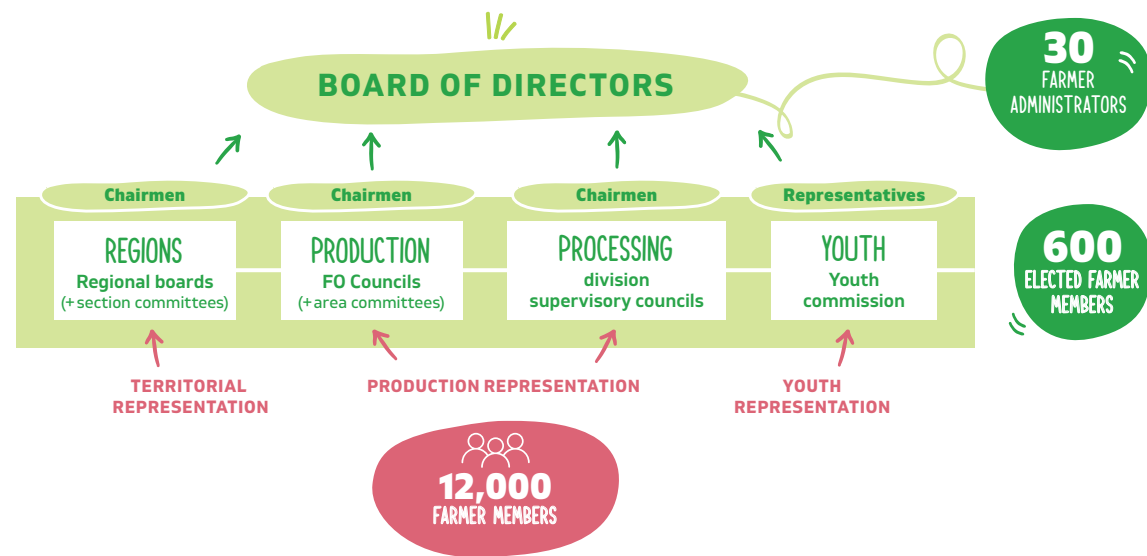
# A DEMOCRATIC MODEL OF PROXIMITY

As a co-operative, Agrial's governance is based on the strong link between farmer members and their representatives, the constant search for balance and consensus, a subsidiarity principle, enabling decisions to be made at the right level of decentralisation, as well as a clear distribution of responsibilities between elected members and the executive team.

Chaired by Arnaud Degoulet, a producer in the Sarthe region in France, **the Board of directors is made up exclusively of elected male and female farmer members.** Its role is to define, validate and control Agrial's strategic approaches and major projects.

The result of a long history, since its origin our Co-operative has been a pioneer in granting equal representation between the regions and sectors that it governs, around 14 regions, 9 production organisations and 5 business divisions.

Every farmer member can thus make their voice heard and assume responsibilities in the Co-operative: we thus have more than **50 exchange bodies, in which 600 farmers, elected by their peers** according to the democratic principle of **"one person = one vote"**, participate in the life of the company.



## Agrial's new governance Charter validated by the Board of directors

This Charter, which is the basis of the Co-operative's governance, alongside its Articles of Association, Rules of Procedure and Code of conduct, is the result of intensive development and deliberation carried out in 2020 and 2021.

After its adoption by the Board of directors in December 2021, it will be put to the vote of the farmer members at the Annual General Assembly in May 2022.

While maintaining the underlying continuity of what have been Agrial's governance principles for

many years, it is nevertheless a complete rewrite of previous documents. In addition to "files" per entity, it includes in particular Agrial's Director's Charter, the roles and commitments of the elected member and Agrial's manager charter.

# The Board of Directors

## Executive office

- 1 **Arnaud Degoulet**  
Chairman
- 2 **Bernard Guillard**  
1<sup>st</sup> Vice-Chairman
- 3 **Jean-Luc Duval**  
2<sup>nd</sup> Vice-Chairman
- 4 **Pascal Le Brun**  
3<sup>rd</sup> Vice-Chairman
- 5 **Sébastien Chevalier**  
4<sup>th</sup> Vice-Chairman
- 6 **Philippe Potier**  
Secretary
- 7 **Mickaël Lamy**  
Treasurer
- 8 **Sonia Boudet-Guth**
- 9 **Fabrice Fortin**
- 10 **Philippe Marie**
- 11 **Bruno Martel**

## Other members

- 12 **Pierre-Joseph Aufranc**
- 13 **Richard Boyer**
- 14 **Sébastien Cantet**
- 15 **Pascal Carreau**
- 16 **Jean-Luc Chéreau**
- 17 **Éric Coignard**
- 18 **Benoît Drouin**
- 19 **Didier Duclos**
- 20 **Éric Guellaff**
- 21 **Jacques Laborde**
- 22 **Olivier Labour**
- 23 **Frédéric Lecerf**  
(absent from the photo)
- 24 **Catherine Leffray**
- 25 **Éric Lemonnier**
- 26 **Alain Louvet**
- 27 **Dominique Marquer**
- 28 **Sébastien Nogues**

## Youth commission representatives

- 29 **Vanessa Guichard**
- 30 **Guillaume Louvel**



## The commissions and committees of the Board of Directors

Farm supplies commission:  
**Philippe Potier**  
Animal nutrition commission:  
**Philippe Marie**  
Rural distribution commission:  
**Sébastien Nogues**  
Agri-equipment commission:  
**Didier Duclos**

Co-operative affairs commission:  
**Fabrice Fortin**  
Finance Commission:  
**Mickaël Lamy**  
Prospecting commission:  
**Jean-Luc Duval**  
Sustainable development commission:  
**Mickaël Lamy**

Pay committee:  
**Arnaud Degoulet**  
Compensation committee:  
**Fabrice Fortin**  
Audit committee:  
**Dominique Marquer**  
Ethics Committee:  
**Pierre-Joseph Aufranc**



# TEAMS COMMITTED TO CREATING SHARED VALUE

Made up of managers employed by Agrial, the Executive committee proposes and adjusts Agrial's strategy, which is approved by the Board of Directors. This has been structured since 2017 within the Horizon 2025 strategic plan.

Led by Ludovic Spiers, the executive team manages the 22,200 employees in France and around the world who work daily to support farmer members and nourish the population.

Launched in 2017, Horizon 2025 is above all about men and women, farmers and employees, who are proud of their careers, deeply committed and open to progress. Broken down into divisions and functions, it drives and structures the Co-operative's growth.

## The Executive Committee

From left to right:

**Marc Roubaud**  
EVP of the Beverage division

**Stéphane Poyac**  
EVP of the Meat division

**Sarah Deysine**  
Chief of the co-operative project,  
CSR and communication Officer

**Thomas Guerton**  
Chief Human Resources Officer

**Ludovic Spiers**  
EVP of Agrial

**Jean-Marc Faujour**  
EVP of the Fresh Produce division

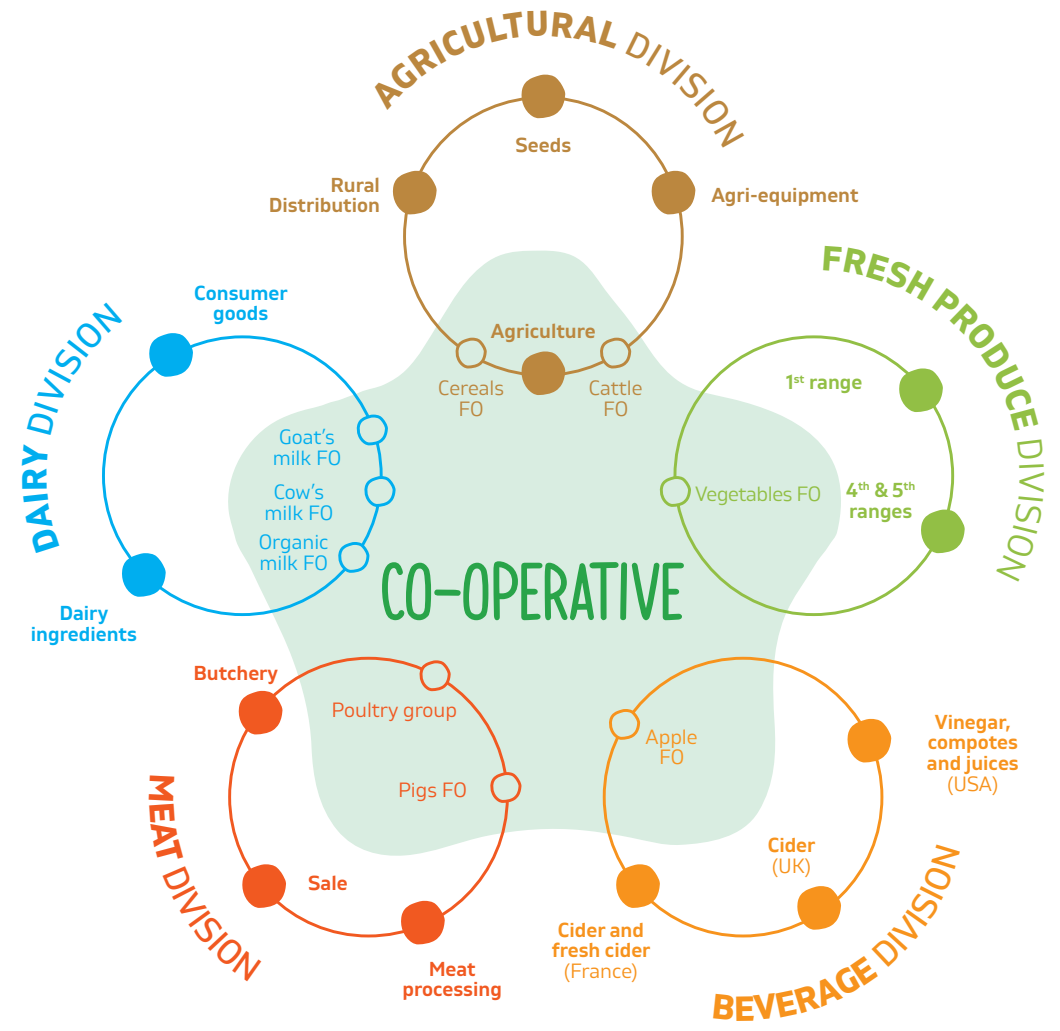
**Gilles Rabouille**  
EVP of the Dairy division

**Yves Jacobs**  
Chief Financial and Operations Officer

**Nicolas Laigle**  
EVP of the Agricultural division



# AN OPERATIONAL STRUCTURE BASED ON FIVE DIVISIONS



○ Our organisations upstream  
● Our centres and business units  
FO: Farmers Organisation





“Our farmer members and employees are our biggest asset”

A farmer member, an employee and a consumer put their questions to the Chairman and Chief Executive Officer of Agrial by videoconference. A friendly conversation about the farming situation, the Co-operative’s priorities, consumer expectations and the importance of taking action to fight global warming.

**Arnaud Degoulet**, farmer in Noyen-sur-Sarthe (72) and Chairman of Agrial (on the left)  
**Ludovic Spiers**, Chief Executive Officer of Agrial (on the right)

**Jérôme**, a farmer in Bouloir (72)

**Sabrina**, engineer responsible for industrial projects at the Florette plant in Mâcon (71)

**Annick**, consumer of the Co-operative’s products (14)

**Sabrina: How would you sum up this year 2021? Was it affected by the health crisis once again?**

**Arnaud Degoulet:** 2021 was an unusual and unpredictable year. Farming grew overall, except for pork which suffered from the fall in China’s imports and the African swine flu. World prices are buoyant and even euphoric due to the economic recovery, but they are accompanied by a surge in agricultural inputs, impacting the production costs of the Co-operative’s farmer members. At the end of this year, I remain confident about the valuation of our productions, but we must succeed in managing this

high variability at the scale of our farms, which forces us to be cautious.

**Ludovic Spiers:** It was a tricky year for our agri-food businesses. We again had to manage long periods of restaurant closures in our various countries and manage the epidemic at each of our sites. But the two factors that have had the biggest impact on us are unquestionably inflation, both in raw materials and everything else (packaging, energy, materials, etc.) and shortages, particularly of labour and transport. In the United Kingdom, the situation is even more worrying due to the impact of Brexit.

**Jérôme: We are having the same labour problems on our farms. What solutions can we find in the plants?**

**LS:** The current period reminds us of just how much the women and men who make up Agrial, in all the links of our value chain, represent our greatest asset. So we must succeed in attracting talented people, training them, obviously guaranteeing their safety at work and then hanging on to them, in particular by offering them career paths suited to their expectations. Sabrina, in this respect you are an example of what we want to develop: you entered a work-study





programme, were able to acquire international experience at our sites in England and Spain and have now brought your engineering skills to the Mâcon plant.

*“Agrial’s Climate Plan for 2035 will be the cornerstone of our development over the next few years.”*

**AD:** We are also convinced that we can tackle this labour shortage with robotisation and digitalisation, because with these tools we can automate certain difficult tasks, make work stations more ergonomic and develop team skills, particularly for operating machinery. Far from the fears we might have had a few years ago, robotisation does not replace humans; quite the contrary, it complements them and enhances their workstations.

**Annick:** You talk about digitalisation, does your approach go right through to the finished product?

**LS:** Yes, digitalisation needs to be considered throughout our value chain, from the farmer to the consumer. This will enable us to streamline our flows and have real-time management, as well as to give even more information to the consumer. Traceability is an important factor in reassurance; as a Co-operative, we have a card to play to promote our virtuous marketing chains and their proximity.

**AD:** We have also made a lot of progress over the past two years on digitalisation upstream. The new “Mon Agrial” portal facilitates the day-to-day management of farmer members of the Co-operative by giving them real-time access to their operating data as well as to numerous tools, saving valuable time. Our new e-commerce sites LaMaison.fr and Agrialpro.fr are also proving very successful and highlighting how rurality can be

synonymous with modernity and practicality.

**Sabrina:** Working in a modern company is important, but what matters most to me is that it should be environmentally exemplary. Is that a priority for Agrial?

**AD:** Our co-operative model, our organisation into sectors and our local anchorage are already answers in themselves. There is much talk about short circuits, sometimes for trivial volumes, but 80% of the raw materials that we process in our plants are produced within 200 km. The Co-operative really is the shortest path from the producer to the consumer. In addition, we are really working with a long-term approach to promote not just our farmer members’ productions, but also those of their children and grandchildren. Because it will considerably change the way we produce, global warming is obviously an essential issue for Agrial.

**LS:** We have therefore devoted 2021 to developing our Climate Plan for 2035, which was validated by the Board of Directors at the end of the year. It will be the cornerstone of our development over the next few years. The solutions are sometimes difficult to find and implement, but it has already rallied many of our staff. Because together we have to take up a major challenge: to explain that while agriculture is certainly responsible for a share of greenhouse gas emissions, it is also a victim of global warming, and above all to prove that it represents a real solution. Let’s not forget we are the only sector that can sustainably sequester carbon!

epidemic will be gradually brought under control, that any scissor effect between the costs of inputs and the prices of our agricultural productions will be avoided, that we will collectively manage to pass on the inflation we are experiencing to our product prices, that the vagaries of the climate will afford us a more tranquil year, and that agriculture will be given its deserved place in the political debates to come...

**LS:** That’s a lot to ask, but at Agrial we are optimistic by nature! Thank you to all three of you for this very stimulating discussion! ▼

**Jérôme:** So, looking ahead, how do you see 2022?

**AD:** It is difficult, as we talk together now, to predict how 2022 will pan out... We hope that the

*“I am confident about the valuation of our productions, but we must succeed in managing this high volatility at the scale of our farms.”*





# OUR COMMITMENTS TO SUSTAINABLE DEVELOPMENT

Agrial has built its sustainable development approach by working collectively with its farmer members, its employees and its partners to develop agriculture and food production with a focus on wellbeing, as these are the foundations of a sustainable future for all of its stakeholders. Each year since 2017, Agrial has identified and reviewed the main social and environmental issues relating to its activities in order to define its commitments and implement its action plans. The climate emergency, farming challenges and society's demands encourage the Co-operative to continue and to speed up its efforts.

Co-operating in a responsible and long-termist manner, growing the people and the regions, preserving the Earth and living things, offering healthy, sustainable food, in order *ultimately* to create shared value: this sums up Agrial's sustainable development approach, which will be presented to you in the coming pages.

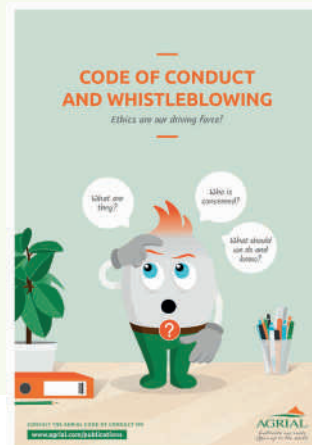
Broken down into commitments and action plans, this ambition provides concrete responses to the social and environmental challenges that we have identified and contributes to the Sustainable Development Goals and the United Nations Global Compact, which Agrial supports.

## An ethical and responsible Code of conduct

Agrial lists its ethical and responsible principles in its Code of conduct, including in particular its commitments to the environment, its values of respect for all its stakeholders and its principles in terms of preventing corruption, adhering to competition law and avoiding conflict of interests. This Code of conduct has now been extended to 89% of Agrial's workforce.

The Ethics Committee, a governance body made up of Agrial Board members and senior executives, ensures compliance with and proper application of this Code of conduct. For its part, the Compliance Committee, made up of operational members, steers and assesses the Group's compliance programme. In this context, Agrial recently launched an online compliance training programme for its senior managers, with the aim of having 100% of them complete it by the end of 2022.

Finally, desirous that its suppliers share its principles and values, Agrial has had its Responsible Purchasing Charter up and running since 2019 and asks all the Group's main suppliers (excluding raw material suppliers) to adhere to its Responsible Purchasing Charter and its principles.



## CO-OPERATING

- Co-operative governance and democratic model
- Ethics and the fight against corruption

- ▼ Bolster our co-operative model and make it long-termist
- ▼ Promoting ethics and fighting corruption in the running of our business



## GROWING

- Long-termism in farms and generational renewal
- Health and safety in the workplace
- Quality of life at work and talent management
- Human rights in the workplace and social dialogue
- Proximity, co-operative life and rural territories dynamism

- ▼ Supporting farmers for successful farmings
- ▼ Ensure the safety, quality of life at work and the development of our employees
- ▼ Contributing to the dynamism of our rural regions



## PRESERVING

- Climate change
- Agroecological transition, animal welfare and biodiversity
- Resource conservation and pollution control
- Management of waste and packaging

- ▼ Contributing to the fight against climate change
- ▼ Accelerating our transition to agroecology and supporting farming practices with a positive impact on the planet
- ▼ Preserving resources and fighting all forms of waste



## NOURISHING YOU

- Food safety and product traceability
- Naturalness and composition of products
- Development of agricultural industries

- ▼ Offering safe, healthy food
- ▼ Developing quality local marketing chains



## CREATING VALUE

- Value creation
- Value sharing

- ▼ Ensuring the economic Long-termism of our co-operative model to better share the value created.

Our challenges  
Our commitments

The method used to identify non-financial issues used by Agrial is presented in the methodological note of the Integrated Report available on the website [www.agrial.com](http://www.agrial.com).






# GROWING

THE MEN AND WOMEN  
OF AGRICULTURE AND THEIR  
RURAL REGIONS

Clément and Jean-Michel, employees at the Herbignac (in the Pays de la Loire region) site





## AGRIAL DEVELOPS THE CULTURE OF “SUCCEEDING TOGETHER” AND SOLIDARITY

Whether they be farmer members, employees or partners, the women and men who work daily for Agrial’s success are at the heart of its project. Together, we are building a supportive and sustainable co-operative model that contributes to the long-termism of agriculture, the development of its employees and the vitality of rural regions.

### Supporting farmers for successful farmings

Agrial’s primary values, long-termism and proximity, aim to support farmers on a daily basis at technical and economic levels, but also to host a modern and welcoming co-operative experience and promote generational renewal among farmers. As the Co-operative is an extension of its farms, its success depends on its farmer members.

### Ensure the safety, quality of life at work and career development of its employees

Agrial is committed to providing a safe, caring and stimulating working environment for all of its employees. It is they who, thanks to their diversity and their know-how, work daily to promote our farmer members’ productions. Health, safety, development and talent management, equity, human rights and the fight against discrimination drive the Co-operative’s commitments in social matters.

### Contributing to the dynamism of our rural regions

Thanks to its regional anchoring and the density of its farms, the Co-operative contributes to local socio-economic life and to the quality of life of everyone in rural regions. Beyond its co-operative borders, Agrial supports initiatives promoting agriculture and food solidarity not only in the countries in which it is present but also in developing countries.



## WORKING WHERE LIFE IS GOOD

Because we place people at the heart of our model, management of current and future talent is a key issue for Agrial. In order to continue developing, the Co-operative recruited more than 2,000 employees in 2021, but is having to adapt to a rapidly-changing employment market that is under major strain, especially since the COVID-19 pandemic. To collectively achieve its objectives of attraction, recruitment, integration and retention of its employees, in 2021 Agrial rolled out its new Employer Brand strategy across the entire Group, in France and internationally.

After in-depth analysis over several months to define Agrial's strengths and areas for improvement as an employer, a communication slogan was defined: "Working where life is good", reflecting the meaning that our co-operative culture gives to life, the quality of life offered at Agrial's various farms and the attention paid to the well-being of all.



## Did you know?

### The Agricultural division is a certified training body

Its Qualiopi certification attests to the quality of the training given to employees and provided by internal trainers in the Agricultural division, from safety at work through to legislation and machinery handling. It is a continuous improvement process, led jointly by the human resources and environmental department teams.

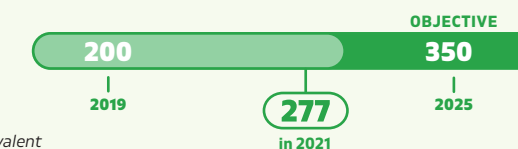


**Marc Roy**  
Training manager  
at the Dairy division's  
internal sales school

**277** \* young people on work-study training programs and apprentices working at Agrial in France in 2021!

Farming adviser, maintenance technician, sales agent, IT developer, administrative assistant, section manager... A wide range of careers and diplomas can be accessed through internships at Agrial. In 2021, 211 young people were also supported through the "One youth, one solution" scheme as part of the French government's recovery plan, which aims to promote the sustainable integration of young people into the job market.

### Number of young people on work-study training programs per year



\* Full-time equivalent

« Since 2018, the Dairy division has had its own internal sales school to train all our sales people. They all have at least one day's training per year and are given individual support. In 2021, they followed the "flash sale" module to be even more effective in supermarkets and especially under time pressure! Careers at Agrial are in constant development, so continuous training throughout them is essential. »

▼ 99.6% of employees in France benefit from a staff representation body promoting social dialogue. Agrial is committed to preserving and promoting respect for Human Rights within the company and with its stakeholders.

## The Agrial Employer Brand was launched!

▼ On 24 January 2022, the entire community of Agrial recruiters was brought together online for the first time to work collectively on the launch of our Employer Brand, the result of more than a year's preparation, and to share our ambitions in terms of recruiting and retaining employees. A powerful sharing event chaired by Ludovic Spiers, Chief Executive Officer of Agrial, with presentations by Thomas Guerton, Chief Human Resources Officer.

## Induction day at the Agricultural division

▼ On 19 October 2021, new staff in the Agricultural division took part in this face-to-face induction day, which included a visit to the Co-operative's port silo. There were exchanges with a few managers, introduction to the different entities, the scope of the Co-operative, its farms, its careers, etc. It was a convivial face-to-face meeting that was much appreciated after having inducted nearly 500 new staff by videoconference since the start of the epidemic.





## DISABILITY: EVERYONE CONCERNED

A first action day devoted to disability!

On 5 October 2021, all Agrial employees, in France and abroad, were sensitised to disability through video testimonials from staff, awareness-raising posters and experience-sharing at each of our sites.

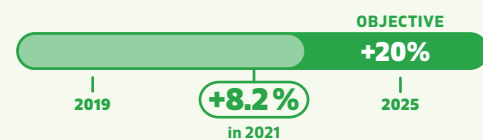
Each team is now invited to carry out a specific action in favour of persons with disabilities: induction, visit, conference, sporting challenge, etc.; initiatives that will allow the Co-operative to continue to work specifically towards hiring and retaining persons with disabilities. The key is to dare to be bold enough to talk to each other.

# +20%

This is the ambition announced by Agrial on the occasion of its first Disability Day: to increase the employment rate of employees with disabilities by 20% over the 2019 rate by 2025.

A strong collective commitment!

### Growth in the employment rate of employees with disabilities in France



### Everyone sensitised at La Crèche!

At the disability day, the logistics platform at La Crèche (79) organised visits dedicated to partners working towards the insertion of persons with disabilities.

A great collective effort that raised awareness and made the site teams proud!



Ludovic Spiers, Chief Executive Officer of Agrial, and Thomas Guerton, Chief Human Resources Officer, launched this first disability day in the presence of Philippe Croizon, adventurer, sportsman and guest speaker. His message: "A person with a disability is simply a person who is capable in other ways!"

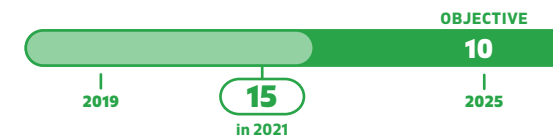
## SAFETY: EVERYONE COMMITTED

Second edition of Agrial Safety

To continue to spread the safety culture among all of the Co-operative's employees, a number of awareness-raising workshops were held in September for the second year running, at all sites.

Although the health context has made safety and prevention more complicated, Agrial's objective remains unchanged and ambitious: to achieve a lost time incident frequency rate of 10 in 2025.

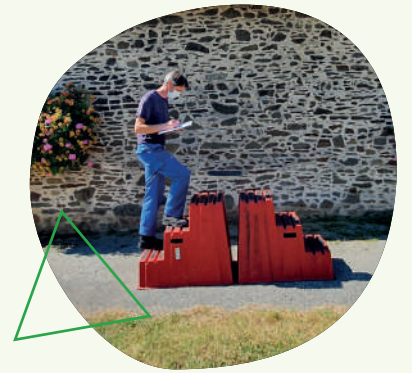
### Lost time incident frequency rate



### Well done the Florette de Saint-Pol-de-Léon (29) teams!

On Thursday 18 November 2021, they celebrated together their success in having reached 1,000 days without work accidents at the plant.

This is the result of a strong collective commitment and daily vigilance, driven within the Fresh Produce division via the TOP initiative: **All Together, Objective Prevention.**



### Can you cross this obstacle while writing?

This year, as part of the "Agrial Safety" workshops, employees from the Beverage division received neuroscience-based training.

In small groups and guided by their colleagues, they considered the importance of avoiding working on auto pilot, thereby significantly increasing the risk of accidents, and thus of thinking before acting, including in seemingly simple tasks.





## HAND IN HAND WITH OUR FARMER MEMBERS

# 1,574

This is the total number of farmers benefiting from the Agriboost Youth Plan in 2021, including 369 new ones who joined the programme during the year. In 2021, around ten open days were organised on a face-to-face basis in the Co-operative's regions, a format that enables direct discussion of Agrial's activities and organisation with elected members and visits to be made to its industrial sites, as shown below at Maître Jacques in Rennes. These intense and rewarding days are an integral part of the Agriboost Plan for generational renewal, which runs for five years.



## Did you know?

### More than 320 elected members trained since 2018

▼ 323 is the total number of elected members who have taken at least one of the Co-operative's training modules since 2018; there is a strong desire on the part of the Board of Directors, within the framework of the Horizon 2025 strategic plan, to support the elected members so that they fully appropriate the Co-operative's strategy, play a part in the decisions taken and form an effective link between the Board of Directors and farmer members.

▼ **The second year of the "Évolution" training course started last autumn.** Entirely designed by Agrial, the system offers five two-day training modules to about fifteen elected members of the Co-operative who are seeking to deepen their knowledge of a variety of topics: finance and business management, communication and public speaking, marketing and consumer trends, etc. Rich content and stimulating exchanges!



# 8,183

This is the number of farmer members connected to the "Mon Agrial" portal at the end of 2021, since its launch in December 2020, i.e. **2/3 of committed farmer members.** Accessible from a phone, computer or tablet, "Mon Agrial" facilitates the day-to-day management of farmer members by giving them real-time access to their data and farm documents as well as to all the digital tools that the Co-operative provides them with. A great success that is regularly enriched with new features.

▼ After a first half-year once again marked by remote meetings, **farmer members were happy to take part, in the second half-year, in meetings in original and attractive formats:** visits to farms, industrial sites, talks by internal or external experts, etc. After more than 18 months, the ambition was above all to re-establish social contact between the farmer members and their Co-operative.



## Agrial's technical-economic initiative (DTE)

We interviewed Cédric, a dairy farmer in the Bocage Ornais (in Normandy)

### Why did you seek the services of the Agrial DTE?

I joined my parents on the farm 20 years ago. Today we produce 850,000 litres of milk and raise around 50 bullocks on 135 hectares. I will soon be taking the reins of the operation on my own, which is an opportunity to consider making changes. I want to improve my system, make it more efficient and improve quality of life for myself and for my animals. As a committed farmer member from the outset, I naturally turned to the Co-operative. Alain, our lead adviser, offered me advice from Agrial's DTE department.

### What did this department do for you?

First of all we did an inventory with Aurélien, the DTE adviser. The numerous technical and economic indicators provided by the Lactorial tool gave us two scenarios to consider: expand or modernise. It is this second course of action that we have studied more closely, with a project to develop my building. Here again, Agrial enabled me, through the Co-op's building department, to quickly put together a project and a strong file. I appreciated the support and I now feel more confident seeking funding and going ahead with my project.

### And now?

We still have to fine-tune things with the DTE, but the exercise has been all the more fruitful as I'm having discussions with other breeders and experts through the Co-op's Lactorial department. This is long-term support that helps me on a daily basis and for my project.



## A COMMITTED STAKEHOLDER IN OUR RURAL REGIONS

1,000

tonnes of foodstuffs donated in 2021 to fight food insecurity

The beneficiaries of these food donations are the Food Banks, "Restos du Cœur", "Secours Populaire" and dozens of other organisations in France and abroad.



▼ **It's official!** Through this partnership agreement signed in September 2021, Agrial became the first French co-operative to be recognised as a "food bank donor company"! Agrial supports the association's development through financial sponsorship and the Banks in their labour integration and food collection programmes through its internal communication actions.



### 3 questions to... Laurence Champier

Director of the French Federation of Food Banks (FFBA)

#### What is the mission of your association?

The French Federation of Food Banks brings together and coordinates a network of 79 Food Banks and 31 branches spread across France. Their mission is to collect, manage and share more than 113,000 tonnes of food donations throughout the year; to help people feed themselves. We rely on donations of course, but also on sponsorship, on the fight against waste and on the 7,000 volunteers in the network.

#### In what way is this partnership with Agrial useful?

Agrial and its entities have always donated to the Food Banks, therefore this framework partnership bolsters and facilitates the donation procedures already in place at its sites; we only offer it to companies that have already been working with us for a long time. As an agricultural co-operative, Agrial has a value chain from the farm to the finished product that offers us a wide variety of French products. Our close collaboration is part of our desire to bolster our ties with agricultural stakeholders by building long chains at proximity.

#### Beyond donations, what other actions does the partnership include?

We are always looking for volunteers and are developing labour integration programmes. Being able to use Agrial's recruitment network to disseminate our volunteer recruitment campaigns and share our job applications is of significant benefit to us. Agrial also contributes to appeals for donations, as well as to the collection and packaging of milk donations from the Co-operative's farmer members. Agrial thereby provides the Food Banks with over 80,000 cartons of milk. This partnership is plural, structuring and vital: we are very grateful for Agrial's commitment and it has thus joined the club of Food Bank Donor Companies.



▼ **Jean-Pierre Bourban** and **Marietta Mérieau-Barteau**, the presidents of Afdi Normandy and Pays de la Loire respectively, renewed their partnership agreement with Agrial in November 2021, alongside Arnaud Degoulet and Ludovic Spiers. The Afdi network (French farmers and international development), whose members come from the agricultural community, supports projects to develop agriculture and improve the living conditions of farmers in developing areas. Agrial has supported farmers in Kosovo and in Burkina Faso since 2002 and in Tunisia since 2021.

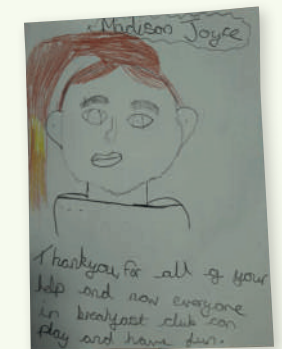
256

farming service points at proximity

A pivotal player in rural areas, Agrial is proud to have a network of 136 LaMaison.fr stores and 120 farming service points at proximity. Established as close as possible to farmer members, these stores also draw in and retain new customers attracted by the proximity, warmth and expertise of the teams.

### Agrial Fresh Produce rallying with local communities

▼ In the United Kingdom, Agrial teams have long been involved in volunteering, fundraising and food distribution programmes with associations, schools and hospices. In 2021, Agrial Fresh Produce supported the Greggs bakery chain foundation, funding a School Breakfast Club that provided breakfasts and lunch boxes to children in disadvantaged neighbourhoods.



▼ **Convinced that unity is strength**, Agrial has long combined its internal know-how with an ecosystem of external talent to build the agricultural and agri-food solutions of tomorrow. This is why the Co-operative supported the opening in Caen (in Normandy) of the MoHo, the first Collider event in Europe dedicated to positive impact.

It is with this conviction that Agrial also supports several start-ups, such as Rouages (in the Nouvelle-Aquitaine region) and Bioréa (in Brittany), which saw its first plant erected in Lamballe a few months ago (photo opposite).





# PRESERVING

THE EARTH  
AND LIVING THINGS

**Thierry**, a farmer member in Louvigny (Normandy) and **Didier**, an adviser in the West of Calvados region





## AGRICULTURE AND FOOD ARE INSEPARABLE FROM THE EARTH AND ITS RESOURCES.

In response to the climate emergency, Agrial is committed, alongside its farmer members and its partners, to reducing its environmental impact throughout its value chain; from the farm, through processing and transport, to the finished product.

### Contributing to the fight against climate change

Because agriculture and climate have a strong and reciprocal impact on each other, Agrial places the fight against climate change at the forefront of its commitments. The goals of the Co-operative's 2035 Climate Plan structure all of its environmental projects and actions.

### Accelerating our transition to agroecology and supporting farming practices with a positive impact on the planet

Alongside its farmer members, Agrial supports the roll-out of low-carbon agriculture, preserving resources, soils and biodiversity. Through its network of agronomic and zootechnical experts, the Co-operative develops innovative solutions and supports its producers in this complex and vital transition.

### Preserving resources and fighting all forms of waste

Agrial works on a daily basis in its industrial, logistics and commercial activities to save energy and water, fight pollution and reduce packaging, wastage and waste. All these efforts help to reduce its carbon footprint and play their part in meeting the environmental challenges we face this century.



# OUR AMBITION IN SUPPORT OF THE CLIMATE

Because farmers work the land and have always depended on the weather, the need to fight climate change is obvious to our Co-operative and its farmer members. And because it is the only sector capable of storing carbon, agriculture is a big part of the solution. Preserving the climate does not mean less French agriculture, but rather quite the opposite. Agrial has therefore made the fight against climate change the cornerstone of its sustainable development approach. Drafted in 2021 and approved by the Co-operative's Board of Directors at the end of the year, Agrial's 2035 Climate Plan aims to structure this ambition throughout its value chain.

It contains two major and complementary commitments:

- to halve our greenhouse gas emissions by 2035 within the scope of our operations, i.e. operations for which Agrial is directly responsible;
- to reduce our carbon footprint by 35% by 2035, by reducing direct and indirect greenhouse gas emissions and additional carbon sequestration, over our entire operational scope, including upstream, where the Co-operative has a shared responsibility.

## Our commitments for 2035

Direct responsibility

Halve our greenhouse gas emissions

Shared responsibility

Reduce by 35% our carbon footprint

- 35 by 35!

## The Science Based Targets initiative (SBTi)

As a guarantee of the seriousness and credibility of the initiative, in late 2021 Agrial submitted its absolute emission reduction goals to the Science Based Targets Initiative (SBTi), a world benchmark certification developed by the United Nations and the NGO WWF.

The SBTi is an international organisation offering an independent framework for companies to define and submit ambitious greenhouse gas emission reduction goals for approval, in line with the latest advances in climate science.

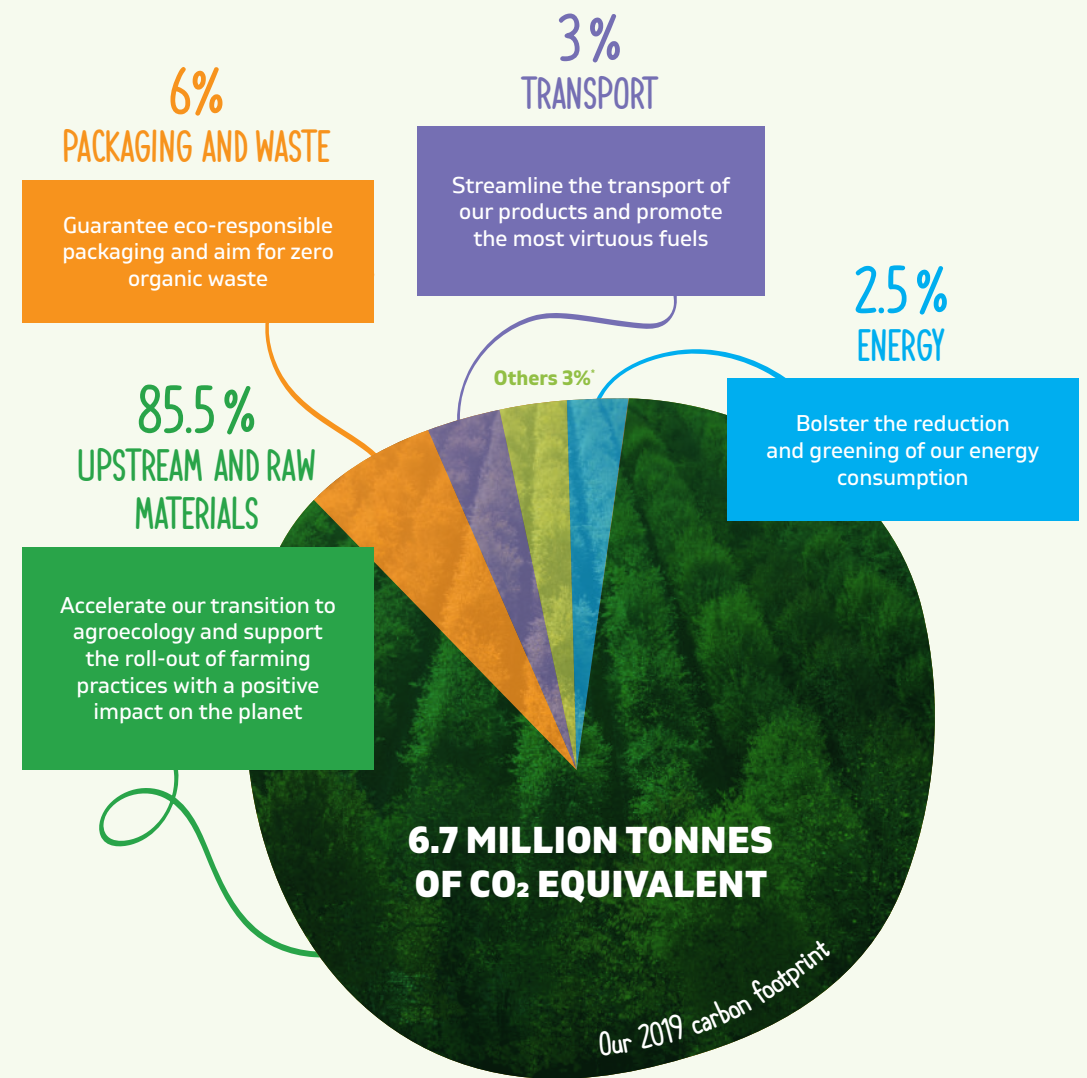
It aims to encourage companies to very significantly reduce their emissions in the short term and collectively achieve net zero emissions by 2050. The initiative is the result of the partnership between the Global Compact of the United Nations, the World Resources Institute (WRI), CDP and the NGO WWF (World Wide Fund for Nature).

## Our 4 key levers to reduce our carbon footprint

These ambitious goals are defined according to the Co-operative's 2019 carbon footprint, which is the starting point of the initiative. The 2035 Climate Plan is now being implemented around four levers, which are broken down into operational sub-goals, which are the subject of specific actions (some of which are described in this

document) and which will guide work in each of Agrial's activities:

- Upstream and raw materials
- Packaging and waste
- Transport
- Energy



\*Other: employee travel, downtime, other purchases, etc.



# ACCELERATING OUR TRANSITION TO AGROECOLOGY

## Agroecology according to Agrial

In the Co-operative's view, agroecology is an agronomic and zootechnical challenge leading to rethinking and implementing agricultural practices and techniques that regenerate soils and improve biodiversity and animal welfare in order to market products with a low environmental footprint, at the same time claiming productive and rewarding agriculture for the producers of today and tomorrow.

Each year, several thousand micro-plots are cultivated by the Co-operative's expert department in conjunction with farmer members, in order to test innovative agronomic solutions and practices.

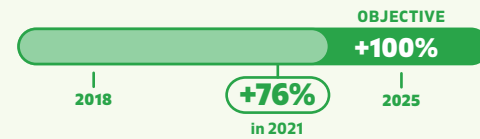
In 2021, out of more than 8,000 micro-plots, 75% were used to test alternative solutions to synthetic chemistry and 2/3 were used to test varieties and cropping schedules aimed at fighting climate change.

Reflecting its specific commitment to agroecology, Agrial has set itself the goals, by 2025, firstly, of doubling sales of products from its AL'terre native range, which aims to offer alternative solutions to synthetic chemistry and, secondly, to increase by 50% the sales of feed free of GMOs and antibiotics for ruminants and equines.

### Volume of feeds free of GMO and antibiotics sold



### Sales of the AL'terre native range



# 93%

This is the proportion of the 600 goat farmers committed to the Soignon animal welfare charter at the end of 2021, drafted in partnership with the NGO Compassion in World Farming (CIWF).

Its objectives include equipping all goat farms with play devices by 2025, to allow goats to express their natural behaviour. 72% of farms are already equipped with these devices.

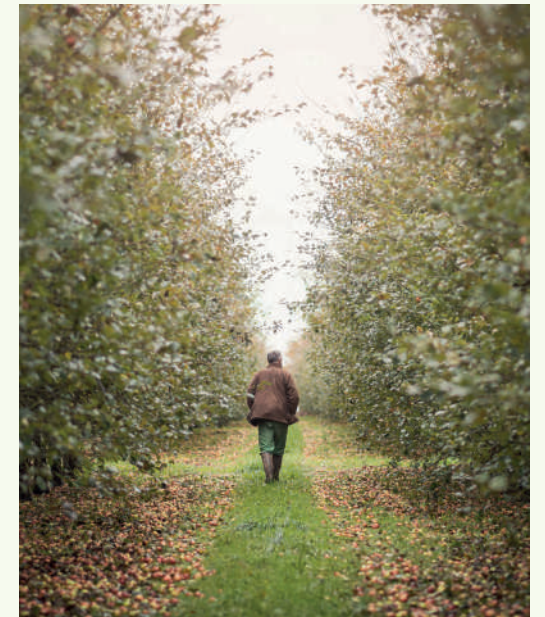


The Agrial poultry group supports its Red Label and free-range breeder farmer members in setting up agroforestry routes around their buildings. The objective of this project is threefold: to increase animal welfare, promote biodiversity and increase carbon sequestration.

## Did you know?

### 70 bird species in the orchards of Agrial farmer members!

Nearly 190 botanical species and 70 different bird species have been identified by the League for the Protection of Birds (LPO) in 12 farmer members' orchards, as part of a study carried out in partnership with Agrial. These results highlight the wealth of biodiversity within farms, which is an invaluable aid to the pollination and natural protection of orchards. The Co-operative's Apples FO is now working on identifying simple actions to continue to promote this biodiversity and thus enhance its Committed apple producers' charter of good practices.





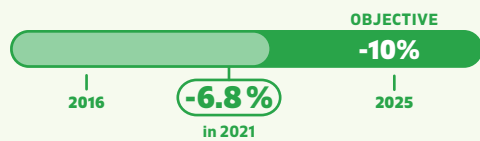
# PRESERVING RESOURCES

**-6.8%**

This is the reduction in our annual energy (electricity and gas) consumption compared to 2016.

Because the fight against climate change begins with a sober use of resources, Agrial is continuing to pursue its energy consumption reduction programme, initiated in 2016, thanks to its ambitious Franklin programme for streamlining and upgrading its equipment.

## Energy consumption



**Gurvan Protche**  
Director of the Beverage division's Domagné site

## An energy saving of more than 10% at the Domagné cider house

« The Domagne (35) cider house is an historic site owned by Agrial's Beverage division, which produces its flagship products like Loïc Raison cider and Breizh Cola. In the context of the Franklin programme, we identified potential for streamlining the plant's energy consumption by replacing various machines. So, in 2021, we replaced 14 old refrigeration units with four new low-carbon machines associated with a heat recovery system used to meet the heating needs of the plant. This enabled us to halve the installed power of our chillers and to anticipate the planned 2030 ban on the refrigerants that the old units were using. Above all, a saving of over 10% was made on the cider house's electricity and gas consumption, i.e. the equivalent of 378 tonnes of CO<sub>2</sub> avoided per year. »



## Milk collection moves up a gear with biofuel

The Co-operative's milk collection service has been committed for many years to reducing the carbon impact of its trucks by means of various strategies. 99% of the kilometres are now travelled by trucks equipped with Euro 6 engines (the most demanding environmental standard) and 60% of the tanks are equipped with electric pumping systems, which means fuel consumption can be avoided while pumping milk.

In 2021, the Dairy division took a new step by testing its first two trucks running on B100 biodiesel, reducing the carbon emissions associated with journeys made by more than half, i.e. the equivalent of 150 tonnes of CO<sub>2</sub> over the year. This experiment is the first step towards Agrial's goal of equipping 50% of its transport fleets with alternative engines as part of its 2035 Climate Plan.

**-13%**

In the Brient meat processing factory in Antrain (in Brittany), the cleaning of the black pudding line has been automated, reducing water consumption by 13%.



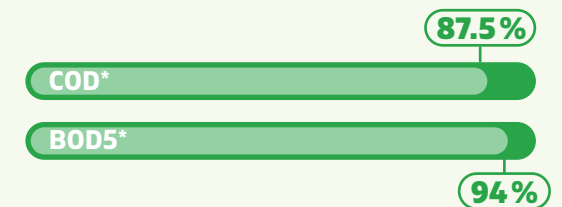
▼ In 2021, the compliance levels for the analyses carried out were 87.5% for COD\* and 94% for BOD5\*\*.

Committed to maximising these rates, Agrial teams are taking action at each of the sites to improve the quality of the effluents.

## Compliance levels of analyses of waste water from our sites

\*COD represents almost everything that can consume oxygen in water, for example mineral salts and organic compounds.

\*\*BOD5 measures the quantity of oxygen consumed in 5 days at 20°C by the living microorganisms present in the water.





# FIGHTING ALL FORMS OF WASTE

# 85%

This is the proportion of Agrial packaging already recyclable in France. As well as being recyclable, 44% of the materials used are themselves recycled.

*\*Data from 2020 covering 90% of the purchased volumes, categorised according to CITEO criteria.*

## Packaging "100% reciclado" at Florette Ibérica

Reduce, recycle and reuse are the three pillars of the Fresh Produce division's packaging eco-design initiative. In Spain, Florette Ibérica has translated them into specific results:

- 100% of Florette packaging recyclable in Spain;
- 160 tonnes less plastic, by reducing the weight of lettuce by 15%;
- 1,200 tonnes of recycled plastic reused in manufacturing.



## 3 questions to.. Patrick Falconnier

Director of the Dairy division's ultra-fresh business unit

### Why is it difficult to recycle our ultra-fresh products today?

At Eurial ultra-fresh, we produce 340,000 tonnes of yogurts and dairy desserts per year. Mainly made of polystyrene (PAS), our pots do not currently have a recycling sector in France, unlike PET bottles. We have been working on the eco-design of our packaging for several years now to reduce its weight as much as possible and have of course considered replacing PS with PET; however, that would mean increasing the amount of plastic per pot by 30%. This is therefore not the right solution. To be able to offer 100% recyclable packaging, we need to build an efficient French PS recycling sector. This is the purpose of the PS25 consortium, which includes the companies of the ultra-fresh dairy products union (Syndifrais) as well as other industrial stakeholders.

### What are the commitments of the PS25 consortium?

The aim is for all PS (or similar) yoghurt pots in France to have an efficient recycling sector as an alternative to incineration, by 2023. We are aiming for at least 70% recycled packaging and are counting on technological and scientific advances to regenerate a recycled material suitable for direct food contact, in a true circular economy approach. It is a tight timeline but the first trials started in 2020 thanks to the strong mobilisation of the players. Eurial ultra-fresh is involved in the consortium and I myself have been very active as president of Syndifrais since June 2021.

### What does the project's success depend on?

On rallying all of the stakeholders and on our collective belief in the merits of this sector! The consortium has reliable partners, such as Citéo, to carry out various areas of work and Michelin to develop advanced plastic recycling techniques.



## Did you know?

### Apple pips are used in cosmetics!

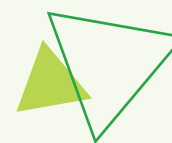
Pressing apples generates by-products such as pomace and pips that are of interest to various industries, in particular the energy and cosmetics industries. 98.5% of the organic by-products generated by the Beverage division's activities are now being profitably recovered. This year, five tonnes of organic apple pips were even recycled into oil for the cosmetic products of a major French brand.



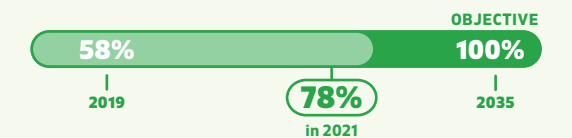
## More than 3/4 of Agrial farmer members' packaging and waste is collected

Since 2001, Agrial has contributed to the national agricultural recycling system Adivalor and collects waste plastics and farm supplies from its farmer members. More than 90% of this waste is then recycled into construction materials, bin bags, tubes, pipes and street furniture.

Thanks to a great deal of awareness-raising, every year the Co-operative increases the amount of packaging and agricultural plastics collected relative to the volumes it sells to its farmer members. Indeed, the rate has gone from 58% in 2019 to 78% in 2021, with the goal being to reach a 100% collection rate by 2035.



### Plastic packaging and farming waste collection rate (Adivalor)



In addition to its programmes to reduce wastage and waste, Agrial is committed to finding the best recovery alternatives for the by-products of its processes, in order to limit our final organic waste to a strict minimum.

### Rate of organic waste recycled or recovered







# NOURISHING YOU

WITH SAFE, HEALTHY, QUALITY PRODUCTS

With 93% of its industrial and logistics sites holding at least one quality, hygiene or environment certification, Agrial is determined to offer safe, healthy products for all, and the agri-food divisions are also working in this direction. In addition, the high-quality marketing chains developed by the Co-operative create value and meet both the aspirations of farmer members and the expectations of consumers.

Sacha, Loïs, Gérard and Maryvonne, consumers of the Co-operative's products in Montreuil-sous-Pérouse (in Brittany)



# AGRICULTURAL

▶ 8,450  
cereal farmer  
members

▶ 2,600  
cattle farmer  
members

▶ 660  
seed multiplier  
farmer members

▶ 7,000  
farmer members engaged  
in services and procurement

▶ 3,200  
employees

▶ €1.4 bn  
in turnover  
in 2021

The Agricultural division had a satisfactory year in 2021, in an exceptional context of soaring inputs, tension on procurement and rising prices for the main agricultural production. Farmer members were able to benefit from a good cereals collection despite difficult weather conditions that significantly disrupted harvesting work.

While the **cereals collection** amounted to an unprecedented quantity for the Co-operative (1.8 million tonnes in total), its organisation was complicated by bad weather and pressures on resources. The summer harvest was spread over nearly three months, compared to just over three weeks in previous years, leading to manpower issues in the silos and on the platforms as well as a deterioration in crop quality. This damp collection saw a deterioration in the specific weight of the wheat and a high germination rate, complicating the export of milling wheat and forcing

it to be downgraded to fodder wheat. The autumn harvest was also disrupted due to its abundance amid gas shortages and transport tensions. It is in this context that the Co-operative's cereal collection and storage system has once again proved its relevance, with 25 dryers for a total drying capacity of 10,000 tonnes per day. Finally, after a downturn in 2020, cereal prices trended upwards throughout the second half of the year, with wheat and rapeseed even reaching historic records at the end of the year, exceeding 300 and 700 euros per tonne respectively on the MATIF.



**Sébastien Chevalier**  
Vice-Chairman of Agrial

« The performance of the Agricultural division and the continuous development of our market share are proof of the competitiveness of our offers and the confidence of our farmer members, for which I would like to thank them warmly. We must continue on this path by providing concrete solutions in the face of the instability of the current agricultural context and ever-increasing social expectations, specifically regarding local proteins, the reduction of phytosanitary products and climate change. »





## ▶ 100 persons assuring the traceability and durability of agricultural production

Organised into six major types of skills, the Co-operative's expert centre is a provider of solutions: innovation, a technical-economic initiative, agronomic service, animal nutrition and health, environment and legislation, buildings and energy. And there is no shortage of challenges, from protein autonomy to the carbon economy, through water resources and the development of non-food productions!

The bullish and highly volatile global context also applied to **procurement**, with unprecedented price spikes and a lack of availability of inputs from the autumn onwards. Directly linked to the price of gas, fertilisers have been particularly affected by this phenomenon, already creating tensions with regard to the 2022 harvest. To a lesser extent, **animal nutrition activities** also suffered from higher prices due to the increase in cereals, press cake and transport. However, the impact on breeders was mitigated by the high fodder production in 2021, making it possible to increase the share of self-consumption on farms. Finally, with regard to farming supplies, the year was marked by the application of the second phase of the EGALIM law, that of the separation of consultancy from the sale of phytosanitary products, after the ban on discounts and rebates in 2020.

The Co-operative's **cattle production activity** had an ambivalent 2021. While rising prices provided satisfactory price levels for farmer members, volumes were disappointing due to the drop in the number of cattle-rearing facilities and the more favourable milk situation, encouraging producers to rationalise their herds less. In this context, the Cattle FO continued implementation of its roadmap, launched in 2020, whose aims are to develop value-creating marketing chains, to increase the contracting process and to harmonise the Group's operation throughout the Co-operative's geographical area.

**The seeds department** once again had a difficult year in 2021, but continued to upgrade its tools. Fodder seed activity was made difficult by the weather conditions in June and July, resulting in low yields and quality and germination issues.

The investment in a new semi-automatic bagging line has nevertheless been finalised at the Semara site (in the Pays de la Loire region), making production more reliable and increasing the plant's overall output rate, thereby boosting its competitiveness. On the other hand, after two years of catastrophic yields, maize seed activity saw satisfactory production, achieving nearly 100% of the benchmark. At Centre Sem (in the Centre Val-de-Loire region), investment in an optical sorter has increased the plant's yield by nearly 25%. Finally, for small grain cereal seeds, the harvest was delayed by nearly three weeks, with a higher waste rate than in previous years. However, activity at the Saint-Sylvain site (in Normandy) was very good in the short circuit with the Co-operative's farmer members, although more moderate in the long circuit with external customers.

**In rural distribution**, the very strong growth of the activity in 2020 was consolidated over the year, with growth rates of around +20 to +40% depending on the section over the last two years. The gardening, do-it-yourself and pet store sectors were particularly successful. The new LaMaison.fr brand has thus confirmed its relevance and meets a high social expectation, that of living well in the countryside, amplified by the current health context and making

convenience stores even more attractive. Supporting this complementarity between the physical and the digital, in-store advisers are now all equipped with a "salesperson's tablet", enabling them to instantly offer customers a wide range of over 50,000 catalogued items, for home delivery or "click-and-collect" in store.

Indeed, fully operational since mid-2020, the AgrialPro.fr trade portal and the general public web-

site LaMaison.fr meet all the needs of farmers, the neo-rural population and artisans over a wide coverage area.

In addition, convinced that the mix between physical and digital is the key to success, the dense fabric of convenience stores continued to develop in 2021, with the opening of stores in Derval (in the Pays de la Loire region) and La Roche-Posay (in the Centre Val-de-Loire region) as well as renovations and extensions of stores in Mareil-Loué (in



## LaMaison.fr products near you, wherever you are

▶ **More than 10,000!** This is the number of orders met by the rural distribution teams since the launch of the new online sales website LaMaison.fr. Complementary to our network of convenience stores, it supports the growth of the brand throughout France with an extensive range. We delivered to every French department in 2021, something to be proud of!





► **Climat: our first animal nutrition range with reduced carbon footprint**

Comprising 45 feeds for farm animals (cattle, pigs, poultry), the new Low Carbon Nutrition range amounts to approximately 90,000 tonnes of output. Its ingredients have been selected and formulated to reduce the carbon footprint of the feed itself by at least 5%, while ensuring the same nutritional quality for the animals at no extra cost to breeders. To do this, the Co-operative's teams rely on the scientific basis of ECOALIM, which assigns a quantity of greenhouse gas emissions to each raw material according to its production method, its origin and its route. This new range is thus one of the concrete solutions that the Co-operative offers its farmer members in order to help them develop low-carbon agriculture.

the Pays de la Loire region), Carentan (in Normandy) and Sablé-sur-Sarthe (in the Pays de la Loire region). In total, this modern, local network is attracting a wide variety of customers, who have already subscribed to more than 500,000 LaMaison.fr loyalty cards!

Finally, Agrial's **agri-equipment division** has seen a significant growth in activity. The difficult harvesting conditions encouraged farmer members to renew their harvesting equipment. In addition, the rise in the prices of the main agricultural productions relieved the cash flow of a quite a few farms, making the context more conducive to material investment. In this context, the new ranges of CLAAS LEXION combine harvest-

ers and GEA DAIRY ROBOT milking robots have been very successful in the Co-operative's geographical area. On the other hand, the weather conditions stretched the agricultural machinery maintenance and repair workshops during summer and autumn, with particularly strong peaks in activity.

The development of mechanisation and robotisation on farms is therefore continuing at a sustained pace, encouraged by labour shortages, particularly in dairy farming. However, it risks being slowed down in the coming months by global tensions on procurements and the lack of availability of equipment for sale, whether machinery or rearing equipment. ▼



**Nicolas Laigle**  
EVP of the  
Agricultural division

« After the pandemic in 2020, who could have imagined that 2021 would once again be so unpredictable for agriculture? The difficult harvest context proved how responsive and agile our organisational structure is at proximity, just as the exceptional year for rural distribution and agricultural equipment demonstrated the relevance and modernity of our offers. I would therefore like to highlight the commitment shown by all of our staff in their service to our farmer members throughout this difficult year. »





# DAIRY

▶ 3,100

farmer members in conventional cow's milk

▶ 600

farmer members in goat's milk

▶ 340

farmer members in organic cow's milk

▶ 5,200

employees

▶ €2.5 bn

in turnover in 2021

Impacted by conventional and organic cow's milk surpluses, in particular due to the fire at the Luçon cheese dairy and the health crisis, the Dairy division nevertheless had quite a satisfactory year thanks to buoyant prices, the good performance of its brands and its ambitious investment plan.

In 2021, nearly 3,100 farmer members provided the Co-operative with 2.1 billion litres of conventional cow's milk. After the ups and downs of 2020, the price of milk stayed on an upward trend throughout the year thanks to buoyant prices for the main convenience products. This situation has made it possible to avoid a scissors effect linked to the increase in inputs for producers, and to limit the impact of milk surpluses basically resulting from the division's reduced processing capacity since the shutdown of the Luçon plant. In goat's milk, the 600 farmer members also had a rather prosperous year thanks to the implementation in early 2021 of the second part of the Egalim Law, allowing price increases on branded products in mass retail. On the other hand, organic milk surpluses

were higher than forecast in 2021 due to a significant slowdown in the consumption of organic products and the inertia effect associated with the conversion of productions to organic. In this context, the elected members of the Organic Milk council and the Board of Directors of Agrial have taken the decision to temporarily suspend the new conversions.

On the consumer side, our brands performed well in **mass retail**, benefiting from the groundwork undertaken over the past months. Indeed, the new dynamic launched in 2020 around Grand Fermage has resulted in an increase in its market share in speciality butter and the launch of new cheeses, from "Délice de la Loire" to "Crèmeux du Poitou". Soignon, for its part, continues to develop



**Pascal Le Brun**  
Vice-Chairman of Agrial

« After a gloomy and wait-and-see first half of the year, the second half put a spring in our step, thanks in particular to the significant rise in the price of milk, made necessary by inflation on our farms.

Our Dairy division is continuing to implement its roadmap based on dairy ingredients, particularly in Luçon and Herbignac, in order to create value sustainably for all of us. »



and assume its role as the leader in goat's cheese in France and Europe, modernising the category with a number of innovations. Suffused with this same modernity, the Pavé d'Affinois brand celebrated its 40th birthday this year with success, while its Fromager d'Affinois version continues to perform well on the export market. On the other hand, Agrilait suffered a backlash in 2021 after the very sharp increase in UHT milk consumption during the 2020 lockdowns. All of this commercial development of the Butter-Cheese BU was accompanied by excellent industrial and logistical performance, made possible by the ramp-up of the new logistics platform at La Crèche (in the Nouvelle-Aquitaine region), launched in 2020.

**The ultra-fresh business** – yoghurts, cream desserts, etc. – for its part suffered very high inflation on its packaging and ingredients in the second half-year, which impacted upon its annual performance. However, commercial growth continued, driven by volumes exported to Spain, even though the French distribution brands suffered a slight decrease. Our alternative ultra-fresh brands had quite a satisfactory year, especially Les 300&Bio, which are con-



### ▶ The Luçon plant will soon be rebuilt!

Destroyed by a fire on 14 February 2020, the reconstruction of the Luçon cheese dairy went to plan in 2021, despite the shortages of building materials. It should therefore be operational in spring 2022, which is the peak time in milk production. The plant will then gradually ramp up production to reach a production of 24,000 tonnes of mozzarella, representing more than 200 million litres of processed milk.

tinuing to increase their market shares despite the unfavourable situation.

The activities of the division for **food services and industry**, for its part, found its year divided into two stages: the closure of French restaurants until June, and then a more favourable second half-year marked by high summer consumption. In this context, the performance of our Maestrella and Cantadora mozzarella brands is noteworthy. The industry network

also benefited from the high prices of dairy ingredients and a volume dynamic throughout the year. Lastly, on the export side, although activities suffered from the shocks of health restrictions in various countries and disruptions to sea freight, the equivalent of 540 million litres of milk was nevertheless exported (powder, butter, mozzarella, goat's cheese, ultra-fresh, etc.) under good price conditions in 2021, representing a quarter of the volumes processed by the division. In this context and despite ten-

sions in building materials procurement, the ambitious investment plan of **the Ingredients & Nutrition BU** kept pace in 2021, its aim being to develop dairy ingredients with high added value and gradually erect protection against the volatility of world prices. While Luçon (in the Pays de la Loire region) was carrying out its reconstruction plan (see box), the Herbignac (in the Pays de la Loire region) plant upgraded its dry product REP (reception-skimming-pasteurisation), set up a new line of whey proteins (WPC/WPI) and began the preliminary study for the construction of its new drying tower. Finally, the Moyon plant (in Normandy) benefited from a move upmarket with a new wastewater treatment plant and improvements to its drying tower, enabling it to address the infant

and premium powder market.

Abroad, **the division's international subsidiaries** suffered more from the impact of the health crisis on the purchasing power of European households than the French business did, undoubtedly being more protected by social shock absorbers. However, while Eurial Italy had another difficult year, our German business has begun to recover thanks to the commercial and organisational synergies established between Fromka and Rotkäppchen. As for the Capra (Belgium), Fromandal (Spain), Eurial Polska (Eastern Europe) and Agrial Nordics (Scandinavia) subsidiaries, they are pursuing their roadmap by enabling the division to develop in new markets, in cow's milk and goat's milk. ▶



**Gilles Rabouille**  
EVP of Agrial's Dairy division

« Health crisis, inflation, tensions in procurement, milk surpluses... Although we were not lucky in 2021, I would like to stress the tremendous commitment of producers and teams to meeting the major challenges facing the division together, particularly regarding their investments in dairy ingredients and in sustainable development. »



### Sustainable development as the focus

▶ From groundwork begun in 2020, the Dairy division has defined 10 major "responsible commitments" for 2035, itemised in Agrial's sustainable development process and its Climate Plan. Not stopping short at theoretical objectives, many working groups have since been formed to find concrete solutions to the major challenges of the division: agroecology, packaging, waste, nutritional quality of products, etc. an approach that is as unifying as it is ambitious.



# FRESH PRODUCE

▶ 140  
vegetable farmer  
members

▶ 102,000  
tonnes of vegetables  
provided by  
farmer members

▶ 11,400  
employees

▶ €1.4 bn  
in turnover  
in 2021

The Fresh Produce division had a difficult year in 2021, marked by three factors: the COVID-19 epidemic, disrupting consumption in France and throughout our geographical area with high impacts in the United Kingdom and in the Netherlands; Brexit, leading to severe strains on labour and procurement; and finally, climatic conditions, which impacted upon both the production and consumption of category 1 vegetables.

2021 marked the operational start-up of the new Priméale France entity, bringing together all **Category 1** French production, packaging and marketing activities. Under the impetus of a new management committee, Priméale France enables upstream and downstream teams to coordinate better, to be even more responsive to customer requests and to improve stock management, notably thanks to the roll-out of a new IT system. Production and storage conditions were nevertheless complicated in 2021, in particular due to flooding in the Landes, hailstorms in Burgundy and regulatory changes regarding the storage of potatoes and onions. In addition, the market was rather bearish in

mass retail compared to 2020, impacted by weather that was not conducive to the consumption of winter vegetables.

However the rationale of marketing chains and pushing category 1 products continued, putting the FO at the heart of the model. Indeed, Agrial's producer members contributed more than 100,000 tonnes of vegetables in 2021, with a growth in carrot and lettuce volumes. In addition, 37 farms now certified HEV (high environmental value) level 3 and 7 are registered with the Agrilogique initiative, which notably guarantees vegetables free of pesticide residues. The introduction of a number of new features under the Priméale brand and implemen-



**Bernard Guillard**  
Vice-Chairman of Agrial

« 2021 was a year of great changes in our division and made it possible to bolster the place of the FO at its heart, in this difficult year in terms of outlets. The investment in a new carrot washing plant in our geographical area gives us long-term market recognition, confirming farmer member producers' know-how and their desire to adapt to consumers' environmental and social expectations. »



tation of the ambitious Carrot Plan also reinforces this dynamic, aiming to better exploit each vegetable produced and consolidate Priméale's leadership on the French market. Lastly, the teams worked to prepare for changes to the regulations on packaging as of 1<sup>st</sup> January 2022; in particular, the elimination of plastic packaging for fruit and vegetables under 1.5 kg.

**Internationally**, category 1 was also significantly impacted by the vagaries of climate, especially in Morocco and the Netherlands. In this context, the recently installed Van Oers executive team aims to return to growth by developing the premium vegetables business in Northern Europe and finding solutions to the agronomic challenges in Africa. Although industrial and commercial performance remains to be consolidated, the rate of service has already arrived, especially due to the Dinterloord site, which was launched two years ago and is now working at full capacity. Lastly, our category 1 activities had a satisfactory year thanks to the strong development of carrots, leeks, rad-



### ▶ Priméale consolidates its role as France's leading carrot producer

Based in Mont-Saint-Michel bay, the new carrot washing and packaging station at Saint-Georges-de-Gréhaigne has been fully operational since autumn 2021. It is an ambitious and strategic project for Priméale France, whose aim is to better promote FO farmer members' production through fine segmentation of the carrot offer. About thirty catalogued items in conventional, organic, Agrilogique and HEV (high environmental value) are thus on offer with increased competitiveness.

ishes and Brussels sprouts, with significant consumption momentum on the national market enabling Priméale Spain to be increasingly less dependent on export campaigns.

The year was also positive in category 4 **in Spain**, with a rebound in the consumption of our flagship products, entrée salads. The

Florette brand is doing well and continues to develop its market share and introduce promising new innovations, particularly those based on vegetable proteins. But 2021 was above all marked by major industrial reorganisation, which saw the creation of a plant in Catalonia, Terres de L'Ebre (see inset) and cessation of activities at the Iniesta site.

**In the United Kingdom**, on the other hand, the year was complicated by the dual effects of Brexit and COVID, leading to unprecedented logistical and operational complications in terms of transport, plant production, labour and procurement. These difficulties were particularly acute in the spring of 2021, when industrial reorganisation saw activities transferred from the Skelmersdale site to the Lichfield and Wigan plants. Nevertheless, consumption was quite sustained in the United Kingdom, in particular for the Florette brand in mass retail, thanks to the very significant efforts of the teams to maintain a satisfactory level of service, including during peaks in activity.

In France, in Belgium and in Germany, business for **category 4** was quite satisfactory in 2021, thanks to the growth in Florette's market shares in mass retail and food services. This growth was driven by a number of new features, in particular the launch of a new type of recyclable lettuce packaging in the paper sector. It was also supported by the roll-out of industrial and logistical synergies between the GMS and Foodservice activities, which now form a single business unit: Florette France. Créaline also had a good year in 2021 thanks to a sharp growth in fresh purées, although soups remained slightly down. Finally, our new Canadian Saladexpress plant continued its modernisation and ramp-up, even though business was suffering from health restrictions and the prolonged shutdown of catering in Quebec due to the COVID epidemic. ▼



**Jean-Marc Faujour**  
EVP of the Agril  
Fresh Produce division

« The economic situation in 2021 was without a doubt complicated for the division, in particular for our category 1 activities. However, we are convinced that the structuring work undertaken over the past two years, particularly with regard to our industrial and legal reorganisation in Spain, the United Kingdom and France, will enable us to sustainably support our growth and that of our brands. »

### ▶ Florette opens a new plant in Catalonia

▼ The new Terres de l'Ebre production site, (whose name, by the way, is identical in French and Catalan), consolidates Florette's position in this key region, providing closer proximity to local consumers. The plant also has the versatility and scalability capable of supporting the production of lettuce and spinach baby leaves, two fast-growing segments on the Iberian Peninsula.





# MEAT

- ▶ 360  
pork farmer  
members
- ▶ 160  
poultry farmer  
members
- ▶ 50  
egg producer  
farmer members
- ▶ 1,250  
employees
- ▶ €540 m  
in turnover  
in 2021

The Meat division had a good but varied 2021. Consumption of meat products suffered in mass retail during the first few months, but the recovery of food services and the up-beat momentum over the Christmas holidays ensured a good end to the year. Upstream, farmer members suffered from the explosion in the cost of agricultural inputs, which in the case of pork farming was combined with a fall in prices.

**P**ork farming was hit hard in 2021, mainly due to the sharp decline in Chinese imports and the threat of African swine fever. In the second part of the year, farmers suffered an unfavourable scissors effect, with the leap in raw materials prices accompanied by a sharp fall in pork prices. In this turbulent context, the momentum of the marketing chains developed by the Pigs FO comes into its own, with over three quarters of the animals committed to a high-quality initiative, including 13% Red Label, 6% of free of

antibiotics from birth, 2% organic pigs. There will soon be others in the "Dans nos Fermes" (In our farms) marketing chain.

This marketing chain rationale is also at the heart of the **poultry group**, with the roll-out of the exclusive "Volailles fermières de Normandie" brand at Avigros with a tonnage of 900 tonnes, the development of festive chickens at Maître Jacques and the "L'oeuf de nos villages" brand with Avicole de l'Ouest.



**Arnaud Degoulet**  
Chairman of Agrial

« 2021 was undeniably complicated for livestock farming, particularly for pig farms, which suffered a devastating scissor effect. In this difficult context, our Meat division strategy came into its own by putting the focus on enhancing the high-quality marketing chains to the benefit of all our breeder farmer members. In this regard, I would like to welcome Salaisons du Mâconnais to our Co-operative and hope that the story will continue. Because we firmly believe in the future of livestock farming, which is in Agrial's blood. »



Nevertheless, while eggs had good momentum in 2020, household purchases were globally down in 2021 regardless of the category (caged, ground, Red label, free range, organic, etc.). Finally, while meat poultry has also been impacted by the rise in feed prices, contracting the work within the group has made it possible to preserve farmers' margins in standard poultry. The situation in Red Label was less positive.

Downstream, after excessively sustained consumption in mass retail in 2020, 2021 was back to levels close to those of 2019. Our butchery business **Maitre Jacques** had a satisfactory year, with market share increasing. Although summer volumes suffered from weather that was not conducive to the consumption of grilled products, they were offset by the success of winter products, like roasts and roulades. Above all, Maitre Jacques' year was punctuated by developmental projects supporting the continual growth of activity and improvements in employees' quality of life at work. On the one hand, the construction works at the Rennes site



## ▶ “Dans nos Fermes”, such a virtuous and co-operative initiative

“Dans nos Fermes” is above all the culmination of work collectively undertaken by the Pigs FO farmer members and the meat processing BU sales and marketing teams. What's the idea? To promote the mixed farming model by explaining its virtues, combining cereals, feed manufacture at the farm and pig breeding. The marketing chain is also part of a progress plan based on animal welfare, agroecology and the procurement of French proteins. Launched in 2021, this new, highly unifying co-operative initiative will be introduced commercially as of 2022, in response to the high expectations of customers and consumers.

are starting to take shape with the extension of the shipping platform and the expansion of the social centre. On the other hand, the recent acquisition of a building in Cuisery, in the Bourgogne-Franche-Comté region, will improve service to customers on the eastern side of France and consequently boost sales under optimal conditions.

This second site should be in operation by the beginning of 2023.

As for the division's various **meat processing activities** (Brient, Tallec, Sibert and La Bresse), they held up well but did not achieve the growth expected in 2021. Above all, the year was marked by the arrival of a new company, Les Salaisons du Mâconnais, allowing the division to

develop in the dried meat processing sector alongside its cooked meat processing and to accelerate its export growth. In order to support the growth of its five companies, the meat processing BU adopted a strategic project called Winston to develop cross company corporation and synergies. The creation of a new entity on 1 January 2022, the Maison des Charcutiers, is a specific example of this. The ambition: to bring all of the sales and marketing teams together within this structure in order to become the undisputed market benchmark, with the best offer in traditional French meat processing. The synergies also concern industry and markets. Transfers of production have therefore been carried out in order to better serve customers. Exports total more than 900 tonnes and are developing in a structured way, particularly in the United Kingdom.

Finally, **sales** conducted at Rungis through Avigros were the hardest hit by the economic climate, not only due to the closure of restaurants in the first half-year, but also because of the rise in poultry prices and the procurement problems associated with avian flu. However, it recovered good commercial and economic growth in the second half, thanks to the strengthening of the marketing chain rationale with the Cooperative's poultry producers, increased consumption at butcher's shops and delicatessens, and especially the strong momentum over the Christmas and New Year period. ▼



**Stéphane Poyac**  
EVP of the Agrial  
Meat division

« The health crisis we are going through is forcing us to rethink our models and reminds us how much the women and men who work every day to promote our farmer members' productions are our wealth and our greatest challenge. Security, attractiveness and talent retention are crucial. Material sourcing is also fundamental. In this respect, strengthening our marketing chain rationale takes on its full meaning: it makes it possible to secure procurement and provide the guarantees expected by the consumer, in the service of our collaborators and promotion of their production. »

## Les Salaisons du Mâconnais join Agrial

▼ In line with the acquisitions of Brient, Tallec, Sibert and La Bresse since 2017, the integration of Salaisons du Mâconnais marks a new stage in the development of the Agrial Meat division. Based near Mâcon in the Bourgogne-Franche-Comté region, this cured meat factory has perpetuated the art of artisanal meat processing since 1919 by producing top-of-the-range dry sausages, the majority of which are included in quality marketing chains (Label Rouge, Bleu-Blanc-Cœur, Organic Agriculture, etc.).

The acquisition lies at the heart of our Horizon 2025 strategy, which aims to develop the Meat division from companies with recognised traditional know-how, focusing on the development of high-quality marketing chains serving Agrial breeder farmer members.





# BEVERAGE



▶ 570

cider fruit producer  
farmer members

▶ 124,000

tonnes of apples  
collected

▶ 1,100

employees

▶ €360 m

in turnover  
in 2021

The Beverage division again had a mixed year in 2021, but for almost the opposite reasons to those of 2020. While France kept its commitments despite the COVID-19 epidemic, with cider returning to growth, business internationally suffered from Brexit and major industrial difficulties.

2021 once again recorded a relatively poor apple harvest, 124,000 tonnes, within the average for the last five years. Particularly late due to the weather conditions, management of the collection was further complicated by industrial difficulties at the Domagné (in Brittany) and Livarot (in Normandy) sites. However, the Co-operative's 570 cider apple producers continued to work hand in hand with the FO teams throughout the year on the quality of their productions and the preservation of their orchards, particularly as part of the Eco-responsible orchards initiative and the partnership with the League for the Protection of Birds.

On the other side of the value chain, the slight upturn in **cider consumption**, glimpsed in 2019 but

which stopped abruptly with the 2020 lockdowns, seems to have returned. Although growth remains very limited, the fall in consumption has been halted. Thus, despite the closure of food services during the first half-year and the difficulties salespeople had in visiting stores, several years' work on our brands is bearing fruit. Indeed, Loïc Raison is enjoying real success, driven by a new premium positioning, while a return to growth is underway for Écusson, which switched entirely to organic cider in the spring of 2020.



Jean-Luc Duval  
Vice-Chairman of Agrial

« 2021 was once again a year with a small apple harvest, which enabled each producer to go beyond their benchmark. Above all, it is synonymous with a return to a balance between production and processing.

In addition, although it was inevitably complex to implement, industrial reorganisation of our cider-making activity in France has continued, a necessity for the long-termism of our business. I can only salute the work carried out, hand in hand, by farmer members and operational teams. »



Finally, La Mordue, a hard cider brand aimed at young adults, recorded tremendous double-digit growth despite the cancellation of many festivals.

In this context, the long-termism and competitiveness of the French cider marketing chain are now of prime importance. The reorganisation of industrial sites therefore continued in 2021, with the transfer of bottling activities from the Livarot (in Normandy) site to the Domagné (in Brittany) and Theil (in Normandy) cider houses. At Livarot, extraction and storage activities were maintained and developed.

Following the acquisition of **Phare Ouest** (see inset), the Breton beverage division launched a major synergy plan in 2021, especially concerning the commercial aspect. Driven by consumer expectations in favour of local brands that are deeply rooted in their geographical area, Breizh Cola, Lancelot and Kérisac had a very good year in mass retail, but also in food services, with the reopening of bars and restaurants at the beginning of June. To consolidate the devel-

opment of Phare Ouest and as committed at the time of its integration, the brewing capacity of the Roc-Saint-André site has been increased to 100,000 hectolitres, compared to 70,000 previously.

**In fresh juices**, Danao is back in good shape after a troubled 2020, thanks to the development of new ranges and the reformulation of certain recipes. Finally, exports continue to grow, mainly in non-alcoholic sparkling drinks for the Asian and Middle Eastern markets, despite travel restrictions and the cancellation of many trade fairs due to the health crisis.

### Breizh Thé Vert: freshness and nutritional quality

After Danao and Bellot, the Beverage division is continuing its revenue improvement initiative with the new Breizh Thé Vert. Thanks to an exclusive infusion process developed with the start-up Rouages, a subsidiary of Agrial, Breizh Thé Vert offers a refreshing taste with no added flavours.

The new beverage thus contains 15% less sugar than the original recipe, a good example of collaborative work contributing to the nutritional quality of Agrial products, without affecting the taste or the pleasure!



### Agrial acquires Phare Ouest

Continuing the long-term relationship maintained by the two companies since 2010, the acquisition of Phare Ouest by Agrial has been effective since 1 January 2021. Founded in 2002, the company employs 50 staff and has a plant at proximity to Ploërmel in Morbihan. It produces 145,000 hectolitres of sodas (Breizh Cola), part of which has long been outsourced to the division's plant in Domagné, and is soon to produce nearly 100,000 hectolitres of beer under the Lancelot, Duchesse Anne and Blanche Hermine brands.

**In the United Kingdom** on the other hand, the combined effect of Brexit and COVID-19 made 2021 difficult for Aston Manor. Logistics and transport difficulties, inflation on packaging and carbon dioxide, as well as labour shortages, all hampered its performance. However, the teams showed great ingenuity, responsiveness at all times and efficiency in implementing new solutions that have made it possible to limit the commercial impact of these economic difficulties. In addition, it was possible to issue price increases at the end of the year and the investment in the new cans line is living up to its promise, a sign that the business has remained buoyant despite these temporary hazards.

Finally, in addition to the challenges of the health crisis, **the division's American activities** suffered from severe industrial and resource issues. In addition, with already limited capacity at the Sebastopol (California) site, Manzana suffered the abrupt termination of a subcontracting arrangement when the partner did not obtain the expected certification. The company's commercial activity and performance have suffered significantly from these cumulative difficulties. However, the problems were resolved at the end of the year and relations remained solid with the activity's two major customers. Seattle Cider, for its part, continued its development in 2021 thanks to the reopening of its tap room integrated into the plant and the success of an innovation, Odissey Strong Cider, which is a response to high customer demand.



**Marc Roubaud**  
EVP of Agrial's  
Beverage division

« Although 2021 was again a very complicated year for the Beverage division, the problematic situational factors are being resolved, particularly in the United Kingdom and the United States, allowing us to hope for a calmer year in 2022, subject to shocks linked to the health situation in each country. In this context, commercial increases, logistical challenges and continuation of the recovery plan for cider in France will be decisive for the year to come. »





# CREATING VALUE

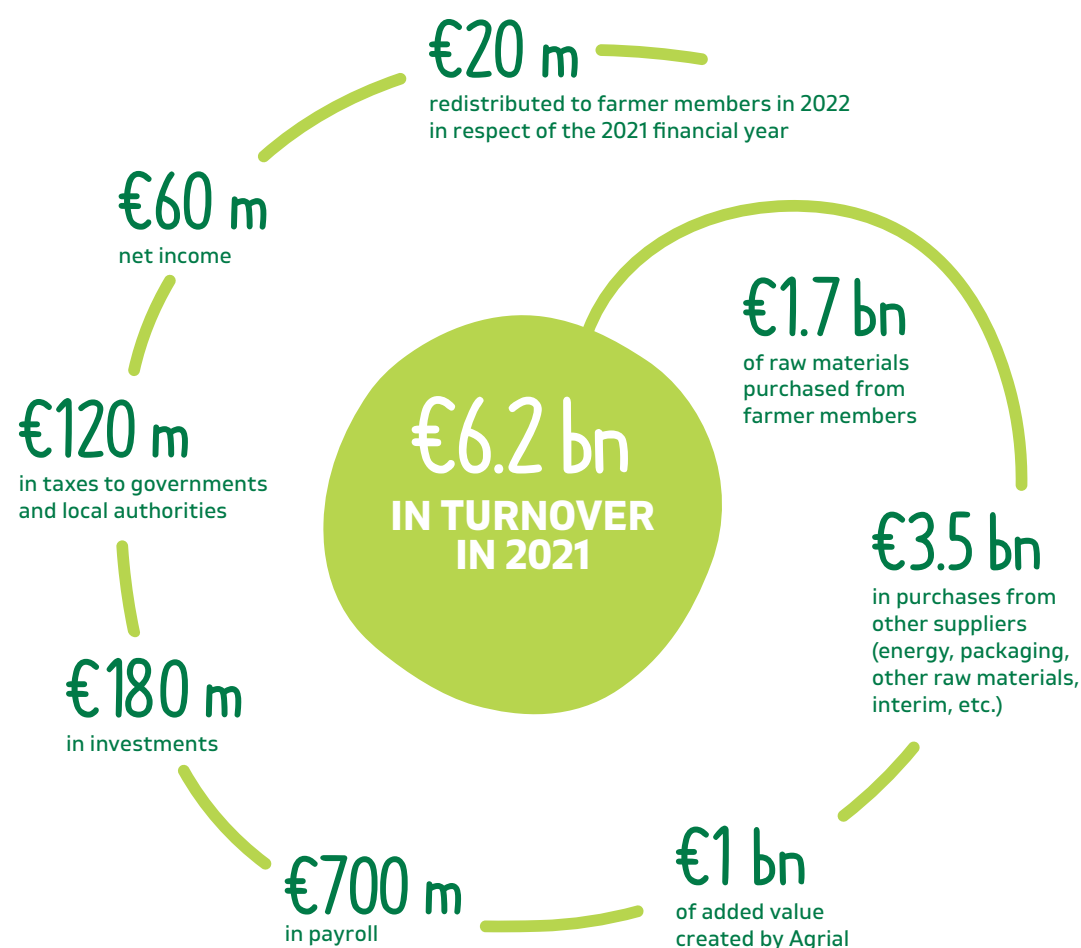
—  
THAT IS SHARED  
AND SUSTAINABLE

Vincent, a farmer member in Saint-Cosme-en-Vairais (in the Pays de la Loire region)



# CREATING SHARED AND SUSTAINABLE VALUE

Through its link with its 12,000 farmer members, who hold 100% of the Co-operative's share capital, the 22,200 persons it employs, its investments and its presence throughout its whole geographical area, Agrial shares and promotes the value created each year with all of its stakeholders.



## Consolidated income statement of the Agrial Group (in thousands of euros)

	DEC 31, 2021	DEC 31, 2020
Turnover	6,217,803	5,957,358
Purchases used/ purchases	-5,206,873	-4,921,252
Staff costs/ payroll	-731,649	-701,223
Taxes other than on income/ taxes	-123,491	-148,654
Other operating revenues and expenses	57,973	46,258
Net change in amortization, depreciation and provisions	-121,101	-121,878
<b>Operating income before amortization and depreciation of goodwill</b>	<b>92,663</b>	<b>110,609</b>
Net change in amortization and depreciation of goodwill <sup>(1)</sup>	-6,933	40
<b>Operating income after amortization and depreciation of goodwill</b>	<b>85,729</b>	<b>110,648</b>
Financial income	-17,591	-18,774
Exceptional income	12,847	-9,179
Income taxes	-21,260	-14,700
<b>Net income for consolidated companies</b>	<b>59,726</b>	<b>67,995</b>
Share of income of associated undertakings	763	822
<b>Total consolidated net income</b>	<b>60,489</b>	<b>68,817</b>

(1) Following application of the new ANC Regulation No 2020-01, the income statement presentation has been modified, specifically in terms of amortization of goodwill.



## Consolidated Balance Sheet of the Agrial Group (in thousands of euros)

Assets	DEC 31, 2021		DEC 31, 2020	
	Raw values	Amort. Deprec.	Net values	Net values
Intangible assets	780,931	-144,404	636,527	641,993
<i>Of which goodwill</i>	608,719	-64,830	543,889	557,075
Property, plant and equipment/ tangible assets	2,902,407	-1,969,655	932,753	843,078
Long term investments/ financial assets	128,681	-11,379	117,302	122,776
Shares in associate undertakings/ equity investment	6,738		6,738	6,605
<b>Total non current assets/ total intangible assets</b>	<b>3,818,758</b>	<b>-2,125,439</b>	<b>1,693,320</b>	<b>1,614,453</b>
Inventories and work-in-progress	861,688	-19,913	841,775	687,148
Trade receivables/ accounts receivables	618,320	-23,270	595,050	552,782
Other receivables and accruals	347,716	-920	346,796	241,214
Cash at hand/ liquid assets	159,849		159,849	195,281
<b>Total current assets</b>	<b>1,987,572</b>	<b>-44,102</b>	<b>1,943,470</b>	<b>1,676,425</b>
<b>TOTAL ASSETS</b>	<b>5,806,330</b>	<b>-2,169,541</b>	<b>3,636,790</b>	<b>3,290,878</b>
<b>Liabilities</b>				
Share capital/ capital			124,754	118,232
Share premium accounts/ capital related premiums			11,614	11,614
Revaluation difference			9,817	9,817
Consolidated reserves - Group share			772,052	719,470
Net income - Group share			57,145	61,040
<b>Total equity - Group share</b>			<b>975,381</b>	<b>920,173</b>
Minority interests			58,434	63,814
Investments grants			40,564	27,911
<b>Total equity</b>			<b>1,074,379</b>	<b>1,011,898</b>
<b>Other equity</b>			<b>113,285</b>	<b>113,245</b>
<b>Provisions for risks and expenses</b>			<b>88,959</b>	<b>82,461</b>
Loans and debts			1,115,396	926,847
Suppliers and related accounts			890,958	803,501
Other debts and accruals			353,813	352,925
<b>Total debts</b>			<b>2,360,166</b>	<b>2,083,274</b>
<b>TOTAL LIABILITIES</b>			<b>3,636,790</b>	<b>3,290,878</b>

## Income statement of the Co-operative (in thousands of euros)

	DEC 31, 2021	DEC 31, 2020
Turnover	2,309,188	2,207,037
Other revenue (including write-back of provisions)	19,230	16,674
Purchases used/ purchases	-2,214,517	-2,110,368
Taxes and assimilated payments	-6,254	-6,369
Staff costs/ payroll	-70,501	-67,469
Depreciation and provision	-15,565	-15,708
Other expenses	-3,542	-4,862
<b>OPERATING INCOME</b>	<b>18,039</b>	<b>18,935</b>
<b>FINANCIAL INCOME</b>	<b>22,236</b>	<b>15,474</b>
<b>CURRENT INCOME</b>	<b>40,275</b>	<b>34,408</b>
<b>EXCEPTIONAL INCOME</b>	<b>1,410</b>	<b>8,190</b>
Employee profit-sharing	-701	-275
Income tax/ taxation on profits	-408	-1,772
<b>NET INCOME</b>	<b>40,576</b>	<b>40,551</b>



## Balance sheet of the Co-operative (in thousands of euros)

Assets	DEC 31, 2021			DEC 31, 2020
	Gross value	Amortization, depreciation and provisions	Net value/ net amounts	Net value/ net amounts
Intangible assets	18,818	13,966	4,851	4,436
Property, plant and equipment/ tangible assets	379,478	283,219	96,259	94,174
Long term investments/ financial assets	479,010	17,937	461,073	461,374
<b>TOTAL NON CURRENT ASSETS/ TOTAL INTANGIBLE ASSETS</b>	<b>877,305</b>	<b>315,122</b>	<b>562,184</b>	<b>559,984</b>
Inventories and work-in-progress	311,521	580	310,941	204,453
Receivable from farmer members and accounts receivable	35,250	8,348	26,902	25,659
Trade receivables/ accounts receivables	170,676	2,674	168,002	152,338
Other receivables	147,705	37	147,668	161,713
Subscribed capital called but unpaid	1,962		1,962	2,214
Cash at hand/ liquid assets	1,154		1,154	1,512
Prepaid expenses	8,363		8,363	2,509
<b>TOTAL CURRENT ASSETS</b>	<b>676,631</b>	<b>11,639</b>	<b>664,992</b>	<b>550,399</b>
<b>TOTAL ASSETS</b>	<b>1,553,936</b>	<b>326,760</b>	<b>1,227,176</b>	<b>1,110,382</b>

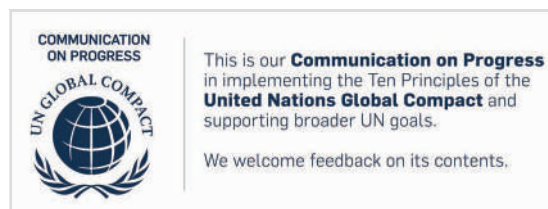
## Liabilities

	DEC 31, 2021	DEC 31, 2020
	Before distribution	Before distribution
Share capital	124,754	118,232
Merger bonus	11,614	11,614
Revaluation differences	9,817	9,817
Reserves	535,300	511,483
<b>INCOME</b>	<b>40,576</b>	<b>40,551</b>
Investments grants	1,061	50
Regulated provisions	0	0
<b>TOTAL EQUITY CAPITAL</b>	<b>723,122</b>	<b>691,747</b>
<b>TOTAL OTHER EQUITY</b>	<b>16</b>	<b>34</b>
Provisions for risks	3,990	1,993
Provisions for expenses	15,799	16,071
<b>TOTAL PROVISIONS FOR RISKS AND EXPENSES</b>	<b>19,789</b>	<b>18,064</b>
Loans and debts	119,322	74,185
Debts from farmer members and related accounts	227,281	194,318
Debts from suppliers and related accounts	91,033	85,822
Other liabilities	46,441	46,064
Deferred income	144	148
<b>TOTAL DEBTS</b>	<b>484,221</b>	<b>400,537</b>
Foreign exchange gains	28	0
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>1,227,176</b>	<b>1,110,382</b>



# SUMMARY OF OUR COMMITMENTS TOWARDS SUSTAINABLE DEVELOPMENT

In 2021, Agrial renewed its support for the United Nations Global Compact and its 10 principles relating to human rights, labour standards, the environment and the fight against corruption. Agrial is committed to ensuring that its actions in terms of sustainable development contribute to several United Nations Sustainable Development Goals (SDGs).



These tables summarise our commitments with regard to our social and environmental challenges, as well as all of the indicators that we follow. The methodological note of the 2021 integrated report available on our website specifies the framework and procedures for drawing them up.

## CO-OPERATING to serve a democratic and solidarity-based model

OUR COMMITMENTS	OUR CHALLENGES	OUR AMBITIONS AND GOALS	RESULTS	VS N-1
To bolster our co-operative model and make it long-termist Page 12	Co-operative governance and democratic model	To consolidate our governance by rewriting the Co-operative's governance charter	<b>Charter drafted and approved by the Board of Directors</b>	😊
To promote ethics and fight corruption in the running of our business Page 20	Ethics and corruption	To distribute our Code of conduct to all of our staff	<b>89%</b>	😐
		To train all our senior managers in ethics and the fight against corruption in business by 2022, as they are the ambassadors of our principles internally and externally	<b>E-learning training designed and rolled out at the end of 2021</b>	😊
		To roll out our responsible purchasing charter to all our main suppliers, excluding raw materials	<b>Commitment demanded of all new suppliers since 2021</b>	😐



## GROWING the men and women of Agrial and their rural regions

OUR COMMITMENTS	OUR CHALLENGES	OUR AMBITIONS AND GOALS	RESULTS	VS N-1
Support farmers for successful farmings Pages 30–31	Long-termism in farms and generational renewal	Support young farmer members with the Agriboost programme	<b>1,574 beneficiaries</b>	😊
		Offer our farmer members strategic advice based on an overall analysis of the farm	<b>500 beneficiaries</b>	😊
		Train the Co-operative's elected members with the Évolution mechanism	<b>&gt; 320 elected members trained</b>	😊
Work for safety, quality of life at work and the development of our employees Pages 26–29	Health and safety in the workplace	Achieve a lost time incident frequency rate of 10 in 2025	<b>15</b>	😞
		Employee quality of life at work and talent management	Offer training to 2/3 of employees on long term or short term contracts every year (whole of France)	<b>75%</b>
	Receive 350 young employees per year on internships or apprenticeships by 2025		<b>277</b>	😊
	Increase the proportion of employees with disabilities by 20% between 2019 and 2025 (France scope)		<b>+8.2%</b>	😊
	Human rights in the workplace and social dialogue	Ensure a gender equality index (France workforce excluding temporary workers) greater than 75	<b>84.4</b>	😊
Allow everyone to be represented by a staff representation body (workforce in France, excluding temporary workers, in companies with more than 10 employees)		<b>99.6%</b>	😊	
Contributing to the dynamism of our rural regions Pages 32–33	Proximity, co-operative life and regional dynamism	Contribute to the fight against food insecurity through our donations	<b>1,000 tonnes</b>	😊
		Bolster the vitality of rural regions from our farms: share of average workforce employed in French municipalities with fewer than 10,000 inhabitants	<b>80%</b>	😐






## PRESERVING the Earth and living things

OUR COMMITMENTS	OUR CHALLENGES	OUR AMBITIONS AND GOALS	RESULTS	VS N-1
To contribute to the fight against climate change Pages 38–39	Climate change	To implement a Climate Plan according to the recommendations of the Paris Agreement	<b>Climate Plan approved by the Board of Directors</b>	😊
To accelerate our transition to agroecology and support farming practices with a positive impact on the planet Pages 40–41	Agroecological transition, animal welfare and biodiversity	To increase by 50% the volumes of feed free of GMOs and antibiotics sold for cattle, goats and horses between 2018 and 2025	<b>+31%</b>	😊
		To double the sales of the AL'terre native range by 100 % between 2018 and 2025	<b>+76%</b>	😊
		To preserve the quality of life of farm animals through the achievement of three objectives:		
		▼ 100% of member dairy farms subscribed to the good husbandry practices charter	<b>99%</b>	😊
		▼ 100% of member goat farms subscribed to the Soignon good practices charter	<b>93%</b>	😊
		▼ 100% of member poultry farms having executed an EBENE diagnosis	<b>Training courses in progress</b>	😊
		Volume of lettuces produced according to the LEAF certification	<b>100%</b>	😊
		Farmer members of the organisation of Apple producers committed to organic farming or to the Committed apple producers' specifications	<b>100%</b>	😊

OUR COMMITMENTS	OUR CHALLENGES	OUR AMBITIONS AND GOALS	RESULTS	VS N-1
Preserving resources and fighting all forms of waste Pages 42–45	Resource conservation and pollution control	Reduce the energy consumption of our sites by 10% (electricity and gas) between 2016 and 2025	<b>-6.8%</b>	😊
		60% of our tankers equipped with electric pumping by 2021	<b>60%</b>	😊
		50% of our fleet (Agrial + partners) equipped with alternative fuels by 2035	<b>Roll-out 2022</b>	😊
	Management of waste and packaging	Save water in quantity and quality:		
		▼ Reduce our water consumption (ratio per volume of finished products)	<b>Stable (vs 2019)</b>	😊
		▼ Aim for 100% conformity of the BOD/COD analyses of our effluents	<b>94%/87.5%</b>	😞
		▼ Aim for 100% of our organic waste recycled or recovered by 2035	<b>97.5%</b>	😊
		▼ 100% of farming packaging and plastics collected and recycled in 2035	<b>78%</b>	😊
		▼ 100% eco-designed and eco-responsible packaging (= recycled and/or recyclable and/or bio-based and/or compostable) by 2035	<b>85%</b> (France scope - 2020)	😊

 Contributions to the United Nations Sustainable Development Goals.





## NOURISHING YOU with safe, healthy, quality products

OUR COMMITMENTS	OUR CHALLENGES	OUR AMBITIONS AND GOALS	RESULTS	VS N-1
To offer safe, healthy food	Food safety and product traceability	To aim for 100% of our processing sites to hold at least one quality and/or hygiene and/or safety certification by 2025	<b>93%</b>	☹️
	Naturalness and composition of products	To increase sales of organic products by 100 million euros between 2018 and 2025	<b>+€56 m</b>	☺️
To develop quality local marketing chains	Development of agricultural industries	To support quality local marketing chains:	% of the volumes	
		▼ Cow's milk in AOP, AOC, BBC or organic	<b>26%</b>	
		▼ Goat's milk in AOP, AOC or organic	<b>12%</b>	
		▼ Apples in AOC, PGI or organic	<b>79%</b>	
		▼ Global GAP certified lettuces	<b>100%</b>	
		▼ Pigs in Red Label, PGI, organic, Porcristal or other private specifications	<b>83%</b>	
		▼ Red label free-range organic eggs or other alternative initiatives	<b>74%</b>	
		▼ Label Poultry, free-range or PGI poultry (except other private specifications)	<b>26%</b>	
▼ Cattle in Red Label, organic or other private specifications	<b>8%</b>			



Contributions to the United Nations Sustainable Development Goals.



## CREATING shared and sustainable VALUE

OUR COMMITMENTS	OUR CHALLENGES	OUR AMBITIONS AND GOALS	RESULTS	VS N-1
To ensure the economic long-termism of our co-operative model to better share the added value.	Value creation	▼ To develop the added value created by Agrial	<b>€1.1 bn</b>	
	Value sharing	▼ To pursue the redistribution of value to our farmer members via rebates, interests in shares and other aid (young people, etc.)	<b>€20 m</b>	



This Integrated report was edited and written by the **Agrial Group's co-operative project, CSR and communications department**. **Graphic design:** Register. **Photo credits:** Adobe Stock, Agrial, Atypix, Laurent Besnehard, Franck Beloncle, Image in France. **Printing:** this Integrated report is printed by Handiprint, on certified PEFC paper, from sustainably managed forests.





4, rue des Roquemonts – CS 35051  
14050 Caen Cedex 4  
Tél. : +33 (0)2 31 45 43 43  
[www.agrial.com](http://www.agrial.com)

