



# At the heart

of plant processing



# Proud

to Serve the Earth



“

Here, at Avril, we take great pride in Serving the Earth. This has been our mission for almost forty years, is now our purpose and, above all, a reason for taking action every day for all the people of our Group.

”

2021 will be engraved forever in the Group's history. It will always be remembered as the year where Avril announced its purpose Serving the Earth. It stands for common ground, a collective commitment that we have a duty to uphold, as well as our feeling of pride in belonging to a Group which, down through the years, has nurtured its roots and its agricultural DNA.

This purpose, first and foremost, involves Avril's employees who take action every day everywhere we are present. And, beyond our collective, it also resonates with all our stakeholders, from our agricultural shareholders to our customers and partners.

This is the core strength of our Group. And, tomorrow, thanks to the six commitments related to it, we will go further, faster, more audaciously, more ambitiously, in our pursuit of solutions to accompany transitions.

Serving the Earth also means ensuring agriculture and farmers regain their rightful place in society, at a time when we have to collectively address the dual challenge of food sovereignty and climate emergency.

Although this Integrated Annual Report presents Avril's performance for 2021, at the moment we write these few lines, we cannot ignore the events going on around us, which are putting the agricultural world and the world's populations under even greater pressure.

By building on our sector model, we will deal with these challenges together successfully and reconcile production and the environment. There is no single, simple solution. We all have a role to play and, here at Avril, we're convinced of the importance of contributing to this collective challenge. You'll discover it over the following pages.

**Because it is our responsibility to Serve the Earth.**

**Arnaud Rousseau**

FARMER, CHAIRMAN OF THE FOP\*,  
CHAIRMAN OF AVRIL GESTION

**Jean-Philippe Puig**

CHIEF EXECUTIVE OFFICER (CEO)  
OF AVRIL SCA

\*French Federation of Oilseed and Protein Producers

## Contents

4  
**Editorial**

6  
**Avril at a glance**

8

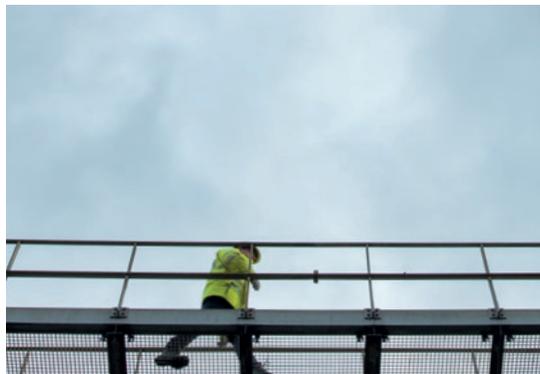
Avril, partner of the agricultural world, of its transition and its development

10  
**Committed governance**

12

**Our ambition: To make Avril the leader in plant processing by 2030**

14  
**Our sustainable performance model**



15

**Accelerating positive transitions**

18

**Serving the Earth, our purpose**



22

**A CSR approach devoted to collective progress**

20  
**A model creating shared value**

24  
**Transforming with our action model**

26  
**2021: a year with Avril**



30

**Taking action**  
for agriculture  
that respects  
the planet

34

**Taking action**  
to protect  
natural resources  
and biodiversity

38

**Taking action**  
to develop  
local sectors



50

**Taking action** for  
a collective and  
inclusive project



42

**Taking action**  
for our investments'  
impact

46

**Taking action**  
for the climate

54  
**Financial  
information**

56  
**Commitments and  
extra-financial  
indicators**

# AVRIL AT A GLANCE

Avril is an industrial and financial Group that integrates the entire value chain of the vegetable oil and protein sector, from upstream to downstream. Its integrated model places it at the intersection of the agricultural world, customers and consumers.

## OUR ASSETS



## OUR AREAS OF ACTIVITY

- **An industrial processor business on 4 markets with high growth potential**
  - ▢ Avril Oilseed Processing and Renewable Energies
  - ▢ Avril Specialties
  - ▢ Avril Consumer Goods
  - ▢ Avril Solutions for Agriculture
- **An incubator:** Avril Development
- **Investor business:** Sofiprotéol

## OUR UPSTREAM AGRICULTURAL PARTNERS



**120,000**  
OILSEED PRODUCERS  
IN FRANCE

**26,000**  
PARTNER LIVESTOCK  
FARMERS

## OUR EMPLOYEES

**11.8**

AVERAGE SENIORITY IN YEARS (FRANCE)



To find out more about Avril figures, scan this QR code and view our video







## INTERVIEW

**Arnaud Rousseau**

FARMER, CHAIRMAN OF THE FOP\*, CHAIRMAN OF AVRIL GESTION

# Avril, partner of the agricultural world, of its transition and its development

## What were the key changes in the agricultural world in 2021?

2020 was marked by the French population's awareness of the benefits of having good quality local production. At the highest level of State, the need to promote our food sovereignty was also reasserted. Two really positive signals for the agricultural world. In 2021, consumers, who had become accustomed to buying from local producers during the recurrent lockdowns, returned, largely, to a more traditional mode of consumption, driven to some extent by purchasing power. As for livestock farmers, they had to deal with a really high increase in raw material prices on an already tense market, as well as with epizootic diseases, in particular bird flu, which continues to strike today. Even though the French EGALIM2 law,

which advocates the non-negotiability of agricultural raw materials, has been adopted, it's clear that discussions with mass distribution remain delicate. And, although Avril supported the sector and partner livestock farmers by absorbing a percentage of these increases to the detriment of its own margin, 2021 still exposed the agricultural world to a host of uncertainties.

## How did Avril's model play its role in the agricultural world in 2021?

We're convinced that agriculture offers high-performance solutions for societal challenges, and Avril's model intends to include all stakeholders in this vision that brings together sustainability, development and value creation. As such, 2021 was a year where the promotion and financial recognition of low-carbon agricultural practices

were ramped up. This is illustrated through the tripling of the volume of seeds collected from farmers and storage organizations via Saipol's OleoZE solution. To produce climate-sustainable rapeseed that is also better valorized, with a remuneration bonus of around 23 euros per ton on average in 2021. This economic model is brand new and positive and is in line with green competitiveness. We're all incredibly proud.

Addressing the challenges of food and energy sovereignty, through the European production of vegetable proteins, was also a key subject in 2021 on which Avril became involved really early on and continues to invest in. This can be seen, for example, through the success of Oleo100, a B100 fuel produced from French rapeseed that reduces greenhouse gas (GHG) emissions by at least 60%, as such contributing actively to road transport decarbonization. Last but not least, our support for animal sectors continues to be strong. We ensure, in particular, that optimal feed is provided to livestock farms, and we also carry out a lot of work with livestock farmers on animal welfare. Our commitment is also financial. At the end of 2021, Sofiprotéol investments in animal sectors stood at 40% of the amounts invested.

Through the growth it generates, the Group's international development also helps create value for the French oil and

protein sector and, in turn, for upstream agriculture, by consolidating and developing new opportunities in France.

### What are the challenges ahead for farmers and for Avril?

The main focus is economic viability and profitability of the farms. There's also the challenge of generational renewal, as around 50% of agricultural entrepreneurs will retire in the next ten years. The agricultural world is experiencing a host of changes against a globalized backdrop where specific strategic issues in Europe are calling the ambition to combine production and the environment into question. Avril is actively involved in these issues and relies on a sector model that continues to be attractive and effective for farmers. We accompany and support their transitions by encouraging the development of a solution agriculture. And, this is all the more true as we're going through a complicated time for the agricultural world, heightened even more over the past few weeks by the Ukrainian crisis, which puts further pressure on raw material, energy and production resource costs. More than ever, Avril is, and will continue to be tomorrow, a solid base for the future. We need to explain and illustrate our model and strategy effectiveness to boost cooperation and trust even more. And, as such, to live up to the goal of our purpose, Serving the Earth.



#### FOCUS

## Food and protein sovereignty

In 2019, the President of the Republic of France emphasized the issue of protein sovereignty and, in particular, France's current dependence on imports.

France's dependence on imported vegetable proteins currently stands at 45% and Europe's represents around 70%. France's lower level of dependence is moreover related to substantial support for developing our sectors. Sovereignty must also involve improving agricultural practices and a European policy for producing soya, rapeseed and legumes.

Agriculture is, therefore, key to rolling out this protein plan, with the question of production resources as the central underlying issue. Will we have the resources required to produce these eagerly-awaited proteins in Europe? Will we have access to key research elements, in particular as regards new genomic selection techniques? Will we be able to pursue the use of a certain number of chemical- and bio-control-based phytosanitary products? Will we have special rules for land and public policy answers for water storage? A host of questions that still need to be answered to be able to meet the sovereignty challenge or, at least, greater protein autonomy in Europe. This is a key issue for the agricultural world and for European consumers, for which Avril delivers solutions.

Winter rapeseed (Oise - 60, France)



Adrien Dupuy, member of the FOP Board of Directors and farmer (Oise - 60, France)



# Committed governance

Avril's governance is focused on creating value for the entire sector.



**Arnaud Rousseau**  
FARMER,  
CHAIRMAN OF THE FOP<sup>1</sup>,  
CHAIRMAN OF AVRIL GESTION



**Sébastien Windsor**  
FARMER,  
VICE-CHAIRMAN OF THE FOP,  
CHAIRMAN OF THE APCA<sup>2</sup>



**Antoine Henrion**  
FARMER,  
VICE-CHAIRMAN OF THE FOP



**Benjamin Lammert**  
FARMER,  
VICE-CHAIRMAN OF THE FOP



**Sylvie Rucar**  
CONSULTANT



**Michel Boucly**  
FORMER DIRECTOR  
OF THE AVRIL GROUP



**Yves Delaine**  
FORMER DIRECTOR  
OF THE AVRIL GROUP



**Jean-Pierre Denis**  
VICE-PRESIDENT  
OF THE PAPREC GROUP



**Anne Lauvergeon**  
CEO OF ALP SERVICES  
AND CHAIR OF SIGFOX

## A Board of Directors vouching for the Group's ambition and its implementation

The Board of Directors has nine members, including four farmers from the FOP, three qualified individuals and two former CEOs or corporate officers of the Group.

The Board of Directors, currently chaired by Arnaud Rousseau, farmer, chairman of the FOP, chairman of Avril Gestion, helps define the Group's key strategic orientations. The founding shareholders, who created

Avril, are still intensely involved in the decision-making bodies to this day. In 2015, Avril became a French limited partnership with a share capital (Société en Commandite par Actions, or SCA). By separating the powers of the shareholders (FIDOP<sup>3</sup>, FOP and Avril Foundation) from those of the manager, this status gives the Group stability whilst enabling the founder farmers to remain central to the company's growth strategy.

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

<sup>2</sup> French Permanent Assembly of Chambers of Agriculture

<sup>3</sup> French interprofessional development fund of the oilseed and protein crop sector



**Jean-Philippe Puig**  
CHIEF EXECUTIVE OFFICER  
(CEO) OF AVRIL SCA



**Paul-Joël Derian**  
CHIEF SUSTAINABLE  
DEVELOPMENT AND INNOVATION  
OFFICER, HEAD OF AVRIL  
DEVELOPMENT INCUBATOR



**Marie de la Roche Kerandraon**  
CHIEF HUMAN RESOURCES,  
TRANSFORMATION AND  
ENGAGEMENT OFFICER



**Xavier Dorchies**  
HEAD OF SOFIPROTÉOL,  
CHIEF STRATEGY AND  
DEVELOPMENT OFFICER



**Christophe Le Bars**  
HEAD OF AVRIL SOLUTIONS  
FOR AGRICULTURE



**Aymeric Mongeaud**  
CHIEF FINANCIAL AND  
ADMINISTRATIVE OFFICER



**Moussa Naciri**  
HEAD OF AVRIL SPECIALTIES



**Antoine Prevost**  
CHIEF OPERATING OFFICER



**Stéphane Yrlès**  
GENERAL SECRETARY

## Avril's Executive Committee

Avril's Executive Committee supports the Group's new strategic momentum as, on January 1<sup>st</sup>, 2022, it geared its organization to the Group's strategic growth goals and to its development priorities. Each of its members sponsors a purpose-focused commitment ensuring its implementation and monitoring.



“  
**We are going to accelerate our development and strengthen our positions on our four key markets to ensure Avril becomes the leader in plant-based solutions dedicated to the food, agricultural and environmental transition.**  
”

INTERVIEW

**Jean-Philippe Puig**  
CHIEF EXECUTIVE OFFICER (CEO) OF AVRIL SCA

# **Our ambition: To make Avril the leader in plant processing by 2030**

In 2021, we announced our new ambition: to make Avril the leader in plant processing, dedicated to agricultural, food and environmental transitions. Consequently, we reviewed our portfolio and chose to place the priority on four markets with high growth potential, where we will focus our investments to ensure the Group's future development. These four priorities are specialty ingredients, consumer goods, renewable energies and products and services for the agricultural world. Concurrently, we took the decision to withdraw from specific activities that did not directly contribute to accomplishing this ambition. This is the case in particular for biosafety and animal processing activities. As such, we sold our business unit Theseo to the German group Lanxess, and our pork activities have been taken over by

the Bigard Group. In each of these operations, we made sure these activities would continue to be sustainable by choosing groups specializing in the given line of business.

Here, at Avril, safety is our number 1 priority. It's everybody's business and often reflects performance and managerial commitment. It begins with the safety and health of our 7,348 employees, which concerns us more than ever, given the health crisis we have been going through for over two years now. We've also invested in preserving our assets. At the beginning of 2021, we launched the WeCare Assets program, with great determination, to strengthen the quality and safety of our industrial facilities and of our sites. This investment program will be rolled out over several years and will be ramped up.

## A Group focused on four priority markets

In 2021, the Group pursued its international development, based on activities, as we place the focus on value and meaning rather than on volume. Our intention is to develop our presence on relevant growth markets, in line with our strategic plan. Some of our activities, for example those run by Oleon, European leader in oleochemistry, already make most of their revenue abroad. The African continent is also one of our most active markets. It enjoyed sustained development in 2021, which will continue in the coming years. To ensure this, we chose to develop our organization and to entrust our African development to our Moroccan business unit, Lesieur Cristal. A first milestone was reached in Senegal with the building of a new soap production factory for the local and neighboring-country market. Wherever possible, we're going to strengthen national sectors, hand-in-hand with local players, to meet consumers' needs.

In France, we've also initiated this new momentum to win new market share. In December 2021, we conducted exclusive negotiations with the InVivo Group to purchase Soufflet Alimentaire activities and its Vivien Paille brand. This transaction, which is part of the long-standing partnership between InVivo, Avril and Soufflet, would as such consolidate our positions regarding two of our development priorities, i. e. consumer goods and healthy, sustainable food ingredients.

This momentum has been ramped up since the beginning of 2022 with, amongst others, our business unit Feed Alliance taking a majority stake in Solteam, one of the leading French importers of non-GMO soya, that's traced and guaranteed "zero deforestation". This acceleration also includes Terrial purchasing Amendis as well as Avril acquiring a stake in the capital of the startup, Eccellenza Italiana, well-known in particular to lovers of Italian gastronomy with its Italians Do It Better brand. The external growth initiatives and our stated ambition for organic growth are proof of our determination to expand the Group and accelerate its development. With a clear goal: to make Avril the leader in plant processing, dedicated to transitions, whilst continuing to create value for French agricultural sectors.

This is how we will deliver trust to our agricultural shareholder, trust that it has shown us for the last forty years, by entrusting us with the responsibility of creating new opportunities for French seeds. All our activities and our strategic framework are as such fully operational to achieve these goals and to roll out our commitments which, along with our purpose, Serving the Earth, are a powerful driver for transformation and competitiveness for the Group.



### SPECIALTY INGREDIENTS

**Specialty ingredients group together in particular the activities of Oleon, European oleochemistry leader, as well as those of Kerfoot, Novastell and Lecico for specialty oils, lecithin and phospholipids.** Our aim is to consolidate the Group's positions and industrial expertise on this market and to accelerate the development of plant-based solutions for a wide variety of applications, in food, pharmaceuticals, cosmetics, building, automotive, printing and oil exploration sectors.



### CONSUMER GOODS

**Consumer goods include table oils, condiments, soap and hygiene products: Lesieur and its business units in France and Algeria, Lesieur Cristal in Morocco, Costa d'Oro (Italian leader in producing and distributing top-quality olive oil) and Expur in Romania for vegetable oils.** The Group intends to pursue the development of its brand portfolio in France and abroad by addressing consumers' expectations for already-existing products and new segments.



### RENEWABLE ENERGIES

**Renewable energies, i.e. all the oilseed crushing activities for renewable energy purposes (Saipol in France and Expur in Romania).** The Group wishes to ramp up the production of sustainable and low-carbon solutions for transport, starting with upstream agriculture, through agricultural practices that also reduce greenhouse gas (GHG).



### PRODUCTS AND SERVICES FOR THE AGRICULTURAL WORLD

**Agricultural solutions bring together products and services for accompanying our partners, farmers and livestock farmers, in all countries where the Group is present,** through the business lines of our business units Sanders (animal nutrition), MiXscience (animal specialties), Terrial (organic fertilizers) and Feed Alliance (agricultural raw material purchasing and sales). Through this activity, the Group intends to develop its offer by strengthening its positions in animal nutrition, by ramping up in the organic fertilization field and by continuing to invest in these sectors.

# Our sustainable performance model

By considering the challenges the company, its ecosystem and society as a whole faces, Avril is developing a sustainable performance model that integrates strategic, operational and responsible aspects as part of a collective project.

To learn more about our activities, scan this QR code and view our video



 <b>OUR AGRICULTURAL ROOTS</b>	 <b>OUR EMPLOYEES</b>	 <b>OUR INTELLECTUAL CAPITAL</b>							
<table border="0"> <tr> <td style="text-align: center;"><b>120,000</b> oilseed producers in France</td> <td style="text-align: center;"><b>26,000</b> partner livestock farmers</td> <td style="text-align: center;"><b>1</b> governance rooted in the agricultural world</td> </tr> </table>	<b>120,000</b> oilseed producers in France	<b>26,000</b> partner livestock farmers	<b>1</b> governance rooted in the agricultural world	<table border="0"> <tr> <td style="text-align: center;"><b>7,348</b> employees, including 30% women</td> <td style="text-align: center;"><b>1,670</b> executives</td> <td style="text-align: center;"><b>5,678</b> operators, supervisors and employees</td> </tr> </table>	<b>7,348</b> employees, including 30% women	<b>1,670</b> executives	<b>5,678</b> operators, supervisors and employees	<table border="0"> <tr> <td style="text-align: center;"><b>111</b> patent families currently</td> </tr> </table>	<b>111</b> patent families currently
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## OUR AMBITION FOR 2030

To become the leader in plant processing, in line with our strategic project.

### Innovation

Innovation through solutions that address the challenges of agricultural, food and environmental transitions

### Development

Developing high added value business lines and solutions for our customers, consumers and society

### Securing

Securing our economic, industrial and human assets

### Transformation

Cultural, economic and societal transformation of the Group and its ecosystem

## OUR PURPOSE

# SERVING THE EARTH

## OUR 6 COMMITMENTS

- Taking action for agriculture that respects the planet
- Taking action to protect natural resources and biodiversity
- Taking action to develop local sectors
- Taking action for our investments' impact
- Taking action for the climate
- Taking action for a collective and inclusive project

## OUR ACTIVITIES

### Oilseed processing and renewable energies

Biofuels and new types of energy from biomass.

### Consumer Goods

Products for healthy, high-quality and traceable food that is environmentally-friendly.

### Specialties

Biosourced alternatives to petroleum derivatives that combine performance and protecting the planet. Vegetable protein-based food ingredients to improve human nutrition.

### Solutions for Agriculture

Solutions for sustainable agricultural and livestock practices that are more financially rewarding.

### Investments

Minority shareholdings and loans in French and European agricultural and agrifood companies, via Sofiprotéol, Avril Group's financial base.

	<p>Avril reinvests the equivalent of half of added value created</p> <p>78% of revenue goes back upstream to its suppliers</p>		<p><b>47%</b> revenue earned abroad</p>	<p><b>17</b> industrial sites abroad</p>	<p><b>2,973</b> employees abroad</p>	
<p><b>CREATING VALUE FOR CONTRIBUTING TO POSITIVE TRANSITIONAL DEVELOPMENT THE VEGETABLE OIL AND PROTEIN SECTORS</b></p>						

# Accelerating positive transitions

Through its industrial and financial activities, Avril anticipates and addresses the key challenges presented by agricultural, food and environmental transitions.

## Agricultural transition: contributing to more sustainable agriculture that is more financially rewarding for farmers

### Innovating with seed companies

As a sector architect, Sofiprotéol, the Group's financing and development company, continued to invest in the upstream vegetable sector in 2021, in particular by supporting innovation and by contributing to developing healthier, more sustainable food. A development initiative was completed with Limagrain Europe, Europe's leading rapeseed company. Sofiprotéol also supported seed research by cofinancing R&D programs for developing crops with proteins that are more robust to withstand climate change and bio-aggressors.

55%

of French self-sufficiency in vegetable protein-rich materials, vs 30% for the EU

IN FIGURES



↑ Sanders campaign "let's support our French livestock farmers" at the 2022 International Agricultural Show

### Supporting the rapeseed sector

In France, rapeseed acreage has decreased by 40% in three years. Although France remains Europe's leading rapeseed producer, the sector is currently facing several challenges: foreign competition, agronomic issues heightened by the impact of drought and the lack of a stable regulatory framework on a national and European scale. Rapeseed is, however, an essential source of value for the 120,000 oilseed producers in France.

Rapeseed strengthens the protein autonomy of France's livestock farms and will soon become a key component of protein production for human food. Beyond human food and animal feed, rapeseed is used in other key outlets to address current challenges, in particular for ramping up the energy transition. The Group's role in developing a low-carbon rapeseed sector for producing renewable energies is in line with this.

### Taking action with livestock farmers for developing responsible practices

Our experts work hand-in-hand with livestock farmers on all aspects of their animals' welfare: nutrition tailored to each species and to every physiological, stage, health management and preventive hygiene, habitat optimization.

We accompany livestock farmers for integrating new livestock farming models, with projects focusing on animal building and living space design, feeding conditions, developing alternative solutions for a more responsible health approach, etc.

In June 2021, Avril announced that a new teaching and research chair was being established in partnership with the polytechnic UniLaSalle Institute, entitled "Changes in the livestock sector and societal issues". Over four years, this scientific process will highlight the main trends and possible scenarios for future developments in animal production systems in France and worldwide, followed by setting up monitoring indicators. A multidisciplinary team will be created, bringing together economists, managers, sociologists, and specialists in animal production. This research of general interest - for the company and the livestock sector - financed by Avril via patronage, will give rise to regular publications.

In 2021, Sanders went even further in its support for livestock farmers by launching a groundbreaking communication campaign intended for the general public. This campaign, entitled "Let's support our French livestock farmers" encourages open dialogue. By inviting consumers to take a look at the livestock farming profes-

INSIGHT



Through companies like ours, French agriculture must develop in France using sustainable practices and innovations, yet must also maintain an export capacity and create external opportunities.



**Stéphane Yrlès**

AVRIL GENERAL SECRETARY

sion and by showing them how much consumption patterns have direct repercussions on livestock farmers, Sanders' initiative calls for action in solidarity with livestock farmers, because it is a key condition for ensuring livestock sustainability and for preserving French animal sectors.



**By accompanying livestock farmers in their transitions, we wish to play a role in improving animal welfare. Avril will also be involved in seeking business opportunities for this more respectful production by committing to the valorization of the extra costs generated by the progress initiatives.**



WITH

**Christophe Le Bars**

HEAD OF AVRIL SOLUTIONS FOR AGRICULTURE



## Accelerating the food transition

### Developing rapeseed as tomorrow's source of vegetable protein for human food

Through its Prolein and Olatein companies, Avril and its partner DSM have developed innovative cold-pressing and light crushing methods at the Dieppe industrial site which are used to extract a very high quality, non-GMO rapeseed protein that can be integrated directly in consumer food ingredients. The protein isolate CanolaPRO® that will be produced by this process will be commercialized by DSM. Avril intends to gradually develop a new protein-rich rapeseed sector to expand 100% French origin by bringing together farmers, seed companies, storage organizations and local cooperatives. Since 2015, the Group has been supporting a program on a par with this, financed by oilseed sector players. Capital is managed by Sofiprotéol.

### Developing local and national production

The consumption of local products is growing around the globe and Avril plays an active role in this deep-rooted trend. In France, all the seeds that are included in the composition of Lesieur brand products are now 100% French origin, except for Isio4 flax seeds, for which the French sector is currently being developed. 2022 seedlings will ensure 100% French flax as of 2023. In Romania, all the brand's oils are produced locally. We also ramped up the development of Costa d'Oro and its quality olive oils on French and global markets as, in addition to its major Italian market, the brand is now present in 80 countries, including France and the United States. As such, the Group continued to invest in strengthening the Italian olive production sector and in an integrated supply chain from planting to the mill. In 2021, suppliers all signed "the olive oil supplier charter", which in particular includes complying with best agricultural practices and the ability to press the olives as soon as possible after harvest, ideally within 24 hours.

### Meeting consumer expectations and needs

Consumers expect consumer goods to comply with a certain number of standards and to be sustainable. Although organic and local are already part of consumer preferences, the carbon footprint for every product is still not specified but should be rather soon as customers are increasingly aware of this. These trends were boosted by the pandemic. High-quality products with high added value make them more expensive. Inflation and great pressure on purchasing power can make the equation more delicate for those with modest incomes. As such, the Group and its brands also intend to ensure they offer good-quality entry-level products.

#### IN FIGURES

**1.5 litre**

OF RAPESEED OIL PRODUCED,  
AROUND 1.9 KG OF PROTEIN-  
RICH OILSEED MEAL USED  
FOR ANIMAL NUTRITION.

# Working for the environment

## A global model for tackling climate change

Avril encourages limiting plowing and planting cover crops between growing periods, a practice that helps store carbon in the ground and ensures farmers extra financial reward via the OleoZE platform. This virtuous economic model makes it possible to produce low-carbon bio-fuels for road transport today and for aviation tomorrow. These agricultural practices therefore make an impact on decarbonizing farming and transport, which account for virtually 50% of global greenhouse gas (GHG) emissions. Avril is committed to ramping up this global model for tackling climate change.

## Solutions for decarbonizing transport

Road transport professionals and local authorities benefit from 100% plant-based, renewable fuel, B100, which is an immediate solution for decarbonizing land transport with a view to a fossil-fuel-free world. This fuel, sold under the Oleo100 brand, and manufactured in France by Sai-pol, has proven its worth over the past two years as an alternative energy and is becoming increasingly popular.

## Renewable chemistry in full swing

Fatty acids made from rapeseed oil are replacing palm oil and animal fats increasingly in laundry detergents and softeners. In the automotive world, rapeseed derivatives are becoming increasingly used in vehicle seat foam and in thermal insulation panels, replacing petroleum-based polyurethane. Lastly, our Evertree business unit uses the virtues of the rapeseed protein for developing biosourced adhesive solutions for composite panels for furnishings, as an alternative to traditional chemical intermediates, which produce volatile organic compounds (VOC). Green Ultimate®, Evertree's biosourced resin, was also granted the "Solar Impulse Efficient Solution" label in November 2021. This resin, produced in France and formaldehyde- and isocyanate-free, reduces the carbon footprint by 60% compared to using a synthesis resin.



Green Ultimate, Evertree's biosourced resin, labeled "Solar Impulse Efficient Solution"

### INSIGHT



In addition to the initiatives undertaken with the upstream agricultural sector and our customers and suppliers, Avril is resolutely committed to decarbonization through two pillars of its initiatives for energy transition. The first pillar intends to improve the energy efficiency of our facilities. The best way to reduce our emissions is to reduce our energy consumption. The second pillar intends to shift from fossil fuel to decarbonized energy through new industrial investments in particular biomass boilers.



**Antoine Prevost**  
CHIEF OPERATING OFFICER

### INSIGHT



There is a soaring demand for application solutions from plant chemistry. As European leader, our aim is to have the best possible understanding of our customers' expectations on industrial markets as varied as lubricants, cosmetics and food. Beyond our role as an oleochemist, we work closely with them to propose solutions that address their issues perfectly from a technical stance and from a procurement traceability and sustainability standpoint.



**Moussa Naciri**  
HEAD OF AVRIL SPECIALTIES



Oleon site in Ertvelde (Belgium)



## Serving the Earth, our purpose

Serving the Earth is our purpose and a reason for acting every day for Avril's 7,348 people worldwide. With the current challenges facing us, this purpose places obligations on us. That's why we've chosen six action priorities that commit us on a daily basis.

For us, Serving the Earth means...

At Avril, we are here for others. For men and women. For our sectors. For our regions. And for the Earth. We are the furrow, the common ground. From our roots to every point of the compass, our work is all for them. We work for people, feeding them with the best Nature has to offer, providing greener energies and the benefit of plant-based science. We work for those who cultivate, transform or reinvent the soil. For our sectors, which we make stronger today to be even bolder tomorrow. We work for our planet. To protect its resources and all living systems. Nurturing Humanity and Nature. Nurturing businesses and ideas. Avril exists to grow. To enhance. To strengthen. To set in motion. To enable everyone to thrive. **We exist to Serve the Earth.**

# TAKING ACTION

## FOR AGRICULTURE THAT RESPECTS THE PLANET

Because we believe in a form of agriculture that feeds people while respecting the planet, we are committed to being the link with producers that allows for dialogue and builds solutions, for healthy food and fair pay for farmers' work.

P.30

## TO DEVELOP LOCAL SECTORS

Because we care about keeping our regions dynamic, we are committed to speeding up the development of the local supply chains in all our fields of activity, from 2025 for 100% of our edible oils when the raw material exists locally.

P.38

## FOR THE CLIMATE

Because we support the United Nations' Goal of limiting global warming to 2°C, which is part of the Paris Agreements, we are committed to reducing all our direct and indirect greenhouse gas emissions (GHG) by 30% by 2030 (vs reference year 2019).

P.46

Here, at Avril, we all have the power and the duty to Serve the Earth.

## TO PROTECT NATURAL RESOURCES AND BIODIVERSITY

Because we will continue to import agricultural raw materials that cannot be produced locally and that come from countries at risk of deforestation or conversion of endangered ecosystems, we are committed to ensuring that 100% of our palm and soya supplies come from sustainable agriculture by 2030.

P.34

## FOR OUR INVESTMENTS' IMPACT

Because we wish to have a positive impact on regions and the environment, we are committed to ensuring that by 2030, 100% of our industrial and financial investments will be based on economic, environmental and social criteria.

P.42

## FOR A COLLECTIVE AND INCLUSIVE PROJECT

Because we believe in the strength of a collective and inclusive project, we are committed to maintaining a constant and challenging dialogue with all our stakeholders. We affirm our ambition to be a company that takes care of everyone, where differences between us will make the difference.

P.50

## Contributive methodology for an inclusive project

At the end of a co-construction approach lasting over three years, which involved employees, the Executive Committee and the Youth Executive Committee, representatives of upstream agriculture and the Stakeholder Committee, Avril defined its purpose: "Serving the Earth".

This purpose is in line with Avril's mission: creating sustainable value in the oil and protein sectors and as such contributing to improving food for People and protecting the Planet.

It guides the Group's strategic orientations and nurtures its new ambition: to be the leader in plant processing solutions dedicated to agricultural, food and environmental transitions.

To move from purpose to action and to enable everyone not only to understand, but also to take tangible action, Avril organized participatory appropriation workshops for the Group's 400 managers in 2021.

The methodology rolled out encouraged them to question their personal beliefs and positions as citizens, so that our purpose would be meaningful for everyone. The aim, henceforth, is to organize workshops with all our employees by the end of 2022 so that they all play an active role in the process.

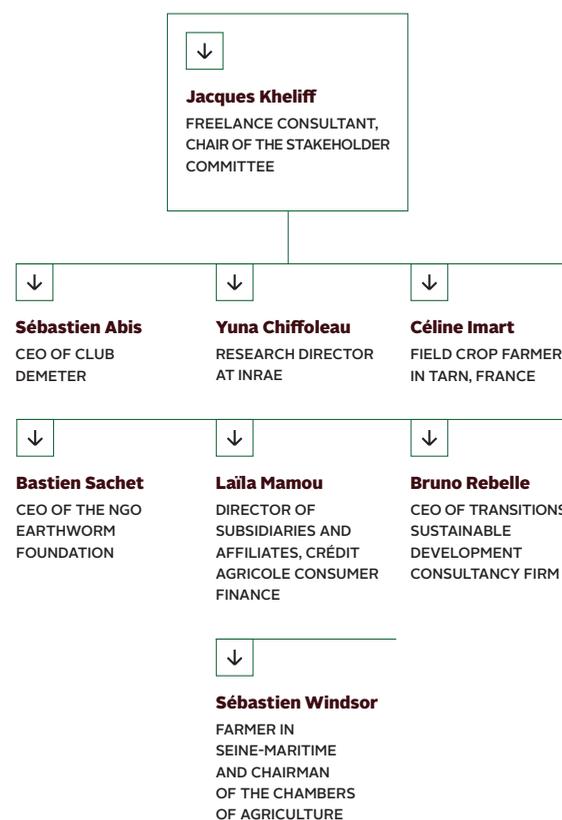
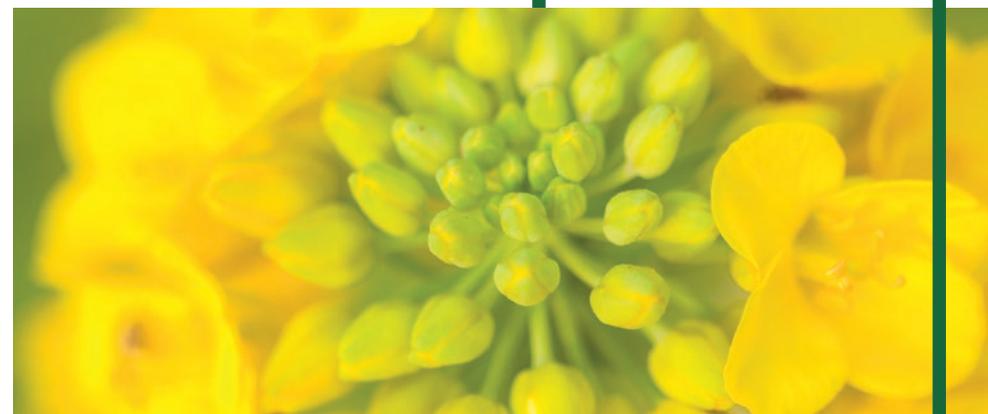
## Active participation from the Stakeholder Committee

Since 2019, Avril has brought a Stakeholder Committee on board that plays an advisory and monitoring role with the management team to ensure the responsible performance goal the Group has set itself is reached.

It comprises eight figures from the world of research, NGOs, finance and industry, so that we may benefit from complementary, committed points of view and skills, which challenge business practices to improve them, by combining ambition and pragmatism.

By accompanying our purpose, the Stakeholder Committee helped formalize the commitments and pursues its cooperation with Avril in implementing them, to make them an effective driver for progress.

↓ Stakeholder Committee meeting on Avril's Bruz campus (Ile-et-Vilaine - 35, France)



Now that the Group's commitments have been made, they should now be expressed through daily operations and guide arbitrations and decisions. This, in particular, means defining best practices that support each commitment and monitoring performance and progress indicators to tailor the process. This work is to be undertaken with the various business lines and roles to be embedded in the Group's realities. The phase that is beginning is therefore very important. Management is already on board and employees and their representatives are all going to be involved. I'm fully aware that the desire to consider everyone as a direct player is key to Avril's identity. Yet, I'd like to emphasize that succeeding will require a real effort over the long term. This is the condition for the purpose to be asserted as a responsible performance driver that embraces the challenges of all stakeholders. Serving the Earth is more than a motto, it's an obligation that Avril has set itself!



**Jacques Khelif**  
CHAIR OF THE AVRIL  
STAKEHOLDER COMMITTEE

# A model creating shared value

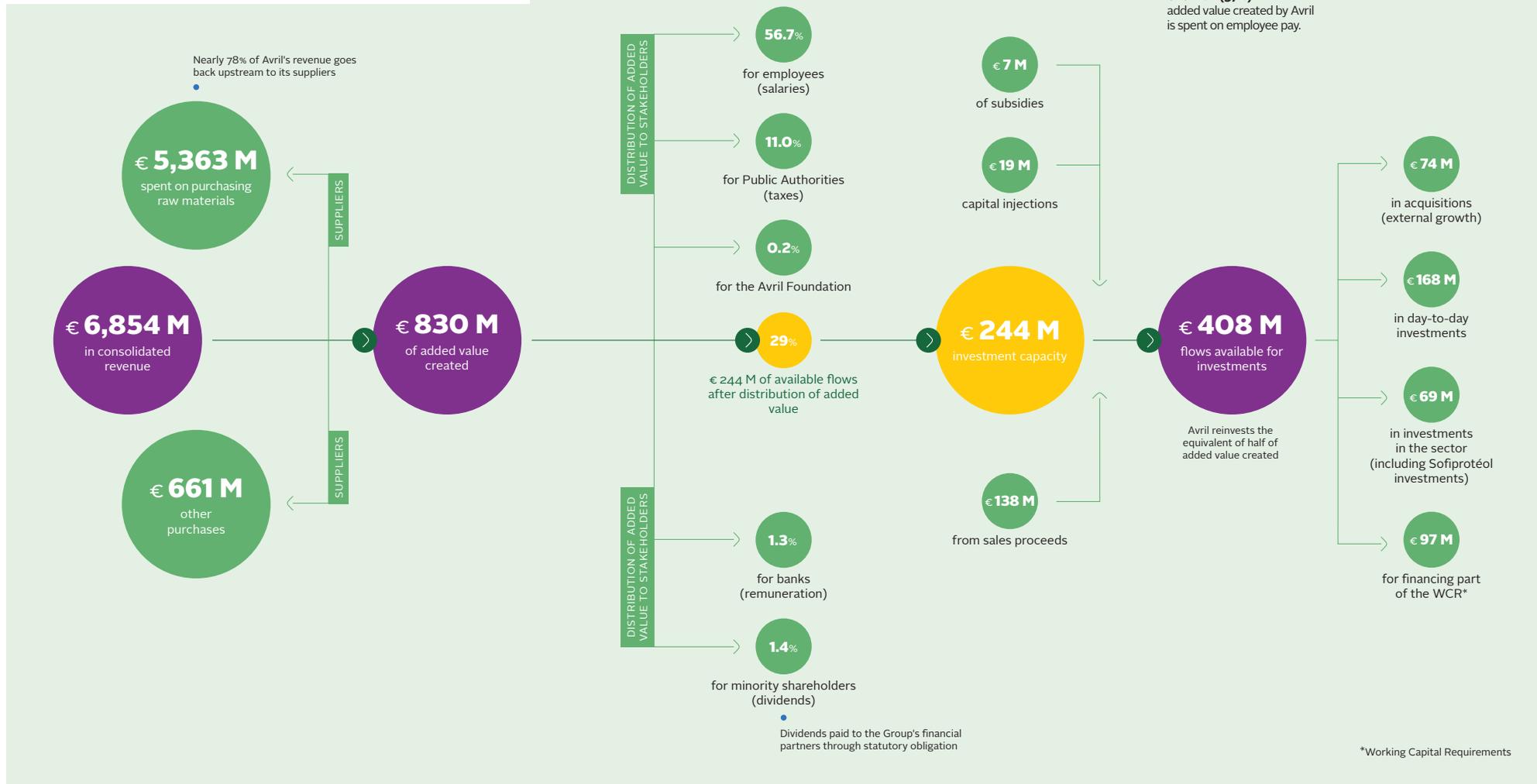
Avril stands out with a unique, committed economic model: the Group reinvests the equivalent of half of the added value created in developing the agricultural and processing sectors. In this model, each business line generates value for all links in the chain and their players, everywhere Avril is established.

## DISTRIBUTION OF FINANCIAL FLOWS GENERATED BY AVRIL IN 2021

Every year, Avril publishes a diagram showing financial flows to the various stakeholders. This diagram highlights the Group's distinctive characteristics:

- The vast majority (**78%**) of Avril's revenue goes back upstream to its suppliers. This proportion is very closely linked to the purchase of agricultural raw materials, which creates jobs in the regions.
- **Over half (57%)** of the added value created by Avril is spent on employee pay.
- Avril pays small dividends. These are paid to financial partners, who represent Group's minority shareholders.
- Lastly, the Group reinvests the equivalent of half (**49%**) of the added value created. This amount is namely used for day-to-day investments (CAPEX), acquisitions and investments in the Sofiprotéol sector.

• **Over half (57%)** of the added value created by Avril is spent on employee pay.



\*Working Capital Requirements

## Solid performance in 2021

In spite of an extremely inflationary global context affecting raw material prices, Avril delivered a solid financial performance in 2021. Once again this year, the complementary nature of our industrial and financial activities and business lines proved the relevance of our model and strategy.

For the fourth year running, the Group exceeded the objectives of its strategic plan. In 2021, EBITDA amounted to €356 million, representing an increase of +46%. Revenue came in at €6.9 billion, a gain of 19% (due in particular to the impact of higher raw material prices). Finally, net income, Group share, amounted to €150 million, a gain of 155%, in particular as a result of the improvement in EBITDA and capital gain from the sale of Theseo in the biosecurity field at the start of 2021.

Three key external factors had a major impact on the results of our industrial business line activities, where contribution doubled between 2020 and 2021.

The first external factor was the continuous rise in raw material prices. Our upstream activities (Saipol, Expur, Oleon) were able to pass on the increases to their customers thanks to sustained demand, whilst taking advantage of excellent material hedging. On the other hand, and despite this material hedging, our downstream activities (Animal Nutrition and Oils and Condiments) had greater difficulty in passing on these increases to consumer goods and to the price of animal feed, in turn undermining their margins. In addition to these difficulties related to the rise in raw material prices, the negative effects of the continuing impacts of the Covid crisis on Avril Solutions for Agriculture activities were felt, in particular at the beginning of 2021 on out-of-home catering outlet for specific animal products. An unfavorable context for the consumption of compound feed and the resurgence of bird flu in France also had a negative impact on these activities.

The second factor was the overall macro-economic context. As a result of economic recovery, demand increased again. This was especially beneficial to business lines that had been most impacted by the crisis. Oleon, which had suffered last year from the global economic recession, benefited this year from resumption in demand, and recorded an excellent performance, as did Saipol.

The third factor was the positive impact of the change, over recent years, of the regulatory context of the biofuel business line. Henceforth, our products can play their full role in a market that promotes biofuels from local crops.

Our economic performance improvement also stemmed from the relevance of our strategic choices and our business model changes, as seen through Saipol, which is refocusing its activity on greater flexibility (by developing its new OleoVE pre-treated oil offering) and towards a segmentation of our solutions for decarbonizing energy in transport promoting environmentally-friendly agriculture with solutions such as OleoZE and Oleo100.

With regards to the Group's financial business line, 2020 was marked by the capital gain from the sale of Ceva, followed by reinvestment to pursue our support for this French leader in animal health. Sofiprotéol achieved an excellent performance in 2021, driven by changes in the markets and by the great capital gain from the sale of Solina, here again followed by reinvestment illustrating our long-term support for sector players.

Overall, the Group's solid performance in 2021 confirms the resilience of our model and the relevance of our new strategic orientations. Our momentum for growth is well underway. It focuses on the four priority markets that we defined last year. It will continue in 2022 and beyond, in line with our purpose and with our ambition to make Avril the leader in plant processing solutions dedicated to agricultural, food and environmental transitions.



WITH

**Aymeric Mongeaud**  
CHIEF FINANCIAL AND  
ADMINISTRATIVE OFFICER



View the details of the 2021 financial performance indicators on [page 54](#)

€ 356 M EBITDA

€ 150 M net income, Group share

IN FIGURES



↑ Saipol site in Grand-Couronne (Seine-Maritime - 76, France)

↓ Oleon site in Ertvelde (Belgium)



# A CSR approach devoted to collective progress

Every year, Avril assesses the progress made on its priority sustainable development challenges with the Spring score. Spring is based on an action framework organized around 14 themes and 25 indicators. As such, all the CSR goals that Avril has set itself are represented and shared. Spring, an operational approach to monitoring our CSR policy, was initiated in 2019. It has accompanied Avril's strategic plan for the last three years and sets more demanding, ambitious targets every year. Spring, upheld by our directors and managers, acknowledged by our external stakeholders and rolled out to all Group entities, has proven just how relevant it is for monitoring Avril's extra-financial performance.

## Aligning Spring CSR approach themes with Avril's purpose commitments

With the six commitments of its purpose, Avril has set itself an even more ambitious perspective over the long term.

The Spring approach and its indicators are naturally linked to Avril's purpose commitments and will change and be added to if and when necessary to be in line with the roadmaps related to each of them.

This work has already begun for specific themes, such as the commitment for a collective and inclusive project as well as the one for taking action for the climate. We now calculate our carbon footprint every year, i.e. the total greenhouse gas (GHG) emissions related to the Group's activities. This data will be the key indicator of our "Taking action for the climate" commitment. The framework

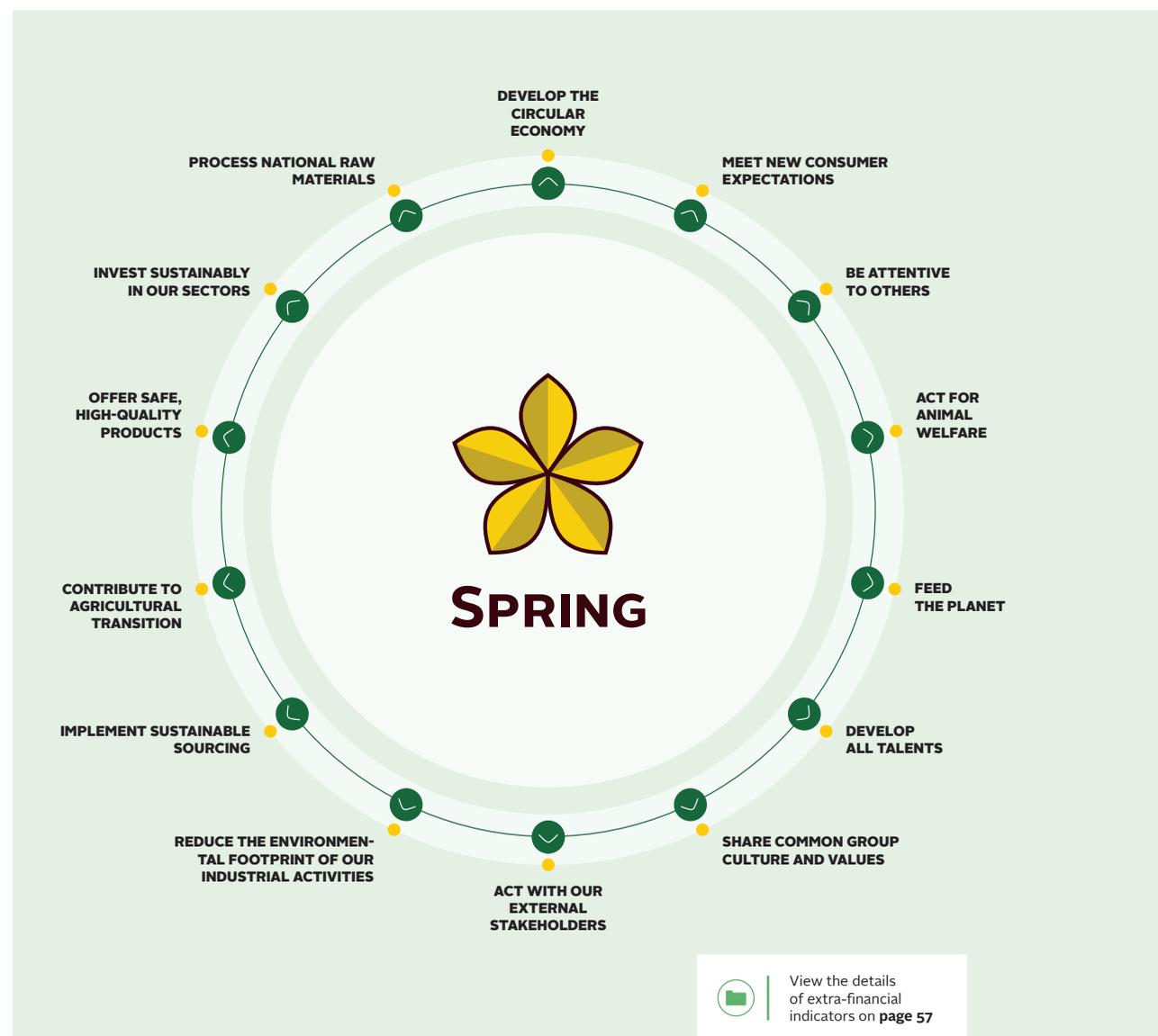
and the approach driven by the Group have enabled all Avril entities to speak a common language and build their CSR roadmap using Spring. This action framework is now integrated by Group entities when they communicate in-house or externally about their CSR approach. It has also led to setting up a collective of key contributors in the Group, who each lead a Spring theme in their respective fields.

Spring has enabled Avril to professionalize and develop its CSR performance monitoring. This approach has helped improve the Group's ability to promote and explain its extra-financial performances.

## Our priority sustainable development challenges



For more details, please refer to our 2021 Extra-Financial Performance Declaration available at: [www.groupeavril.com/en/](http://www.groupeavril.com/en/)



View the details of extra-financial indicators on **page 57**



## Innovate sustainably

To play a role in the sustainability of our societies, our environment and our company, Avril's strategy focuses on vegetable proteins and on innovative development. Panorama 2021.

How can we use ingredients from plant chemistry in eco-friendly materials? The example of Evertree that launched the first-ever 100% biosourced MDF (Medium Density Fiberboard) hand-in-hand with Panneaux de Corrèze, and which will be commercially and industrially developed in 2022, is significant.

How can we address the growing needs for vegetable proteins in human food? The Prolein Olatein industrial site located in Dieppe, which will start up its activity in 2022, in partnership with the Dutch DSM Group, has developed new cold-pressing and light crushing processes for optimally extracting rapeseed proteins for human food. On the food side, other key developments using sunflower and legume proteins have been made, with really interesting application results and pilot customers who tested the first batches of experimental products, with very encouraging feedback.

Finally, as regards the energy aspect, trials related to the BioTfuel® project, in which Avril is a partner, were completed during

summer 2021 and led to validating the technology for processing wood waste into biofuels via a torrefaction and gasification chain for producing biofuel.

This project was carried out in Venette, on an Avril site for the torrefaction part, and at Total in Dunkerque for the following steps. All of this will be followed through by a new project using this technology, complemented by green hydrogen to produce low-carbon energies for air transport.



WITH

### Paul-Joël Derian

CHIEF SUSTAINABLE DEVELOPMENT AND INNOVATION OFFICER, HEAD OF AVRIL DEVELOPMENT INCUBATOR

Prolein site in Dieppe (Seine-Maritime - 76, France)



## Transforming with our action model

Avril's purpose embraces three elements, our Manifesto, our commitments and our action model, which illustrates the way we intend to implement the six commitments related to it. Serving the Earth draws its source from the four aspects that define the uniqueness of Avril's model: connect with confidence, share the value, treasure life and invent tomorrow.

These four aspects work together for the effective implementation of each commitment. What should we do to work well when we talk about "taking action for the climate" and "taking action for agriculture that respects the planet"? We connect with confidence with farmers around a remuneration model, we share value, we invent tomorrow by focusing on a new economic model and we treasure life and take care of our planet. These four ingredients are inherent, vital for the ensemble to work correctly.



WITH

### Marie de la Roche Kerandraon

CHIEF HUMAN RESOURCES,  
TRANSFORMATION AND  
ENGAGEMENT OFFICER



↑ Oleon site in Ertvelde (Belgium)



# 01

## CONNECT WITH CONFIDENCE

Avril is a collective effort, the thread that connects upstream to downstream, the farmer to the plate, which brings together all sector players thanks to the work of our employees, to help them grow, improve performance and efficiency and meet the expectations of our customers and consumers. Avril is also a company where trust lies at the heart of our interactions.

# 03

## TREASURE LIFE

Avril is at the heart of agricultural, food and environmental transitions. We develop remuneration models to promote sustainable agricultural practices, we develop local sectors in the regions where we are established, and we work alongside our livestock-farmer partners on their animal welfare concerns. Here, at Avril, we place the safety of people as our top priority and we consider their development and employability to be as important a responsibility as paying them fairly.

FOCUS

# 02

## SHARE THE VALUE

As Avril's founders so desired, the Group reinvests its profits in the sector, which enables it to become stronger year after year and nourish its organic and external growth. In-house, the Group is dedicated to organizing skills and knowledge transfer, to sharing best practices in the field; every manager has very clear perspectives as to the development of their employees.

# 04

## INVENT TOMORROW

Preparing the future, inventing solutions for sustainable growth that respects life, to meet the major challenges facing the planet. It is in our DNA: we were pioneers of biodiesel in the past, are currently a key oleochemistry player and will be pave the way for vegetable protein tomorrow. Audacity is one of our three values and every Avril employee is encouraged to take initiatives on a daily basis.

FOCUS



Prolein site in Dieppe (Seine-Maritime - 76, France)

## Confident, committed employees

Avril's last commitment survey was published end 2020.

It highlighted an 8-point increase over two years, from 74 to 82 on a sustainable commitment rate. This survey, a source of pride for the Group, illustrates the cohesion of all Avril's social fabric, irrespective of status, gender or generation.



## Promoting and remunerating collective and individual performance

The variable portion of managers and directors' remuneration, which increases based on hierarchical level, is composed of an individual part and a collective part.

This collective part was based solely on financial indicators, such as EBITDA and free cash-flow. It now incorporates indicators related to our purpose and commitments. Likewise, as concerns individual objectives, in particular for CEOs and other chief officers, elements related to the way they have steered the roadmap for their entity in order to contribute to this purpose have also been introduced.

# 2021 A YEAR WITH AVRIL

In 2021, Avril announced its purpose: Serving the Earth. This was a key date in the history of the Group that will celebrate its fortieth anniversary in 2023. The six commitments that embody this purpose now guide Avril's mission and its ambition to become the leader in plant processing. They also gave structure to the Group's initiatives and high points in France and abroad, over these 12 months, including: ramping up Avril's development on the African continent through its Lesieur Cristal business unit, the 1<sup>st</sup> anniversary of OleoZE, seed selling platform that remunerates virtuous cultivation practices, the exclusive negotiations conducted with InVivo to purchase Soufflet Alimentaire, and the Group agreement concluded with Agefiph for employees with disabilities.



## JANUARY 11

### Avril ramps up its development in the consumer goods' sector in Africa

Avril Group reorganized its shareholdings and entrusted Lesieur Cristal, its Moroccan business unit, with the development of its consumer goods' activities in Africa. This action intends to accelerate the Group's growth and strengthen its internationalization, in line with its strategic plan priorities.



## JANUARY 1<sup>ST</sup>

### Antoine Prevost joins Avril as Group Chief Operating Officer

Antoine Prevost was appointed Chief Operating Officer, on January 1<sup>st</sup>, 2021. He reports directly to Jean-Philippe Puig, CEO and is a member of Avril's Executive Committee.

## FEBRUARY 11

### Citizen Capital and Avril Foundation launch Agri Impact

Citizen Capital, pioneer in impact investing, and Avril Foundation, recognized as being of public interest, announced the creation of the Agri Impact Fund to support farmers' activity diversification projects, dedicated to the agricultural transition.



FEBRUARY



## FEBRUARY 18

### The European Investment Bank (EIB) and Avril finance vegetable protein and biosource material research

The EIB and Avril announced the finalization of a loan of 50 million euros for financing innovative projects in vegetable protein and chemistry fields. This is the first partnership of its kind between the EIB and the Group.

2021 →

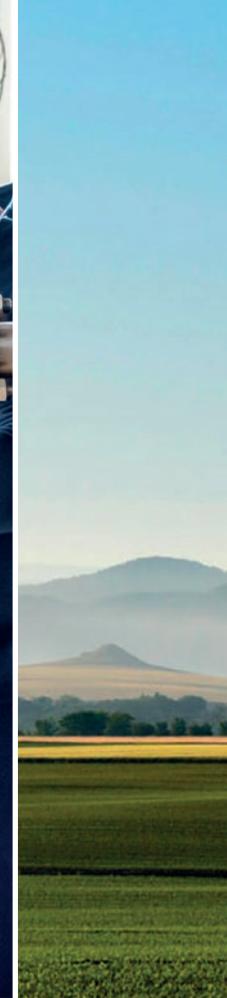
JANUARY



## FEBRUARY 25

### OleoZE celebrates its 1<sup>st</sup> anniversary

OleoZE, Saipol's low-GHG seed purchasing solution, launched in February 2020 in its beta version, convinced many farmers and storage organizations as of its first year online thanks, in particular, to complementary remuneration in the form of a GHG bonus system. Through OleoZE, Saipol collected 250,000 tons of sustainable seed in 2021 for selling low-carbon energies, i.e. the equivalent of 120,000 tons of CO<sub>2</sub> emission prevented.



## MAY 5

### Sustainable fertilization: Terrial and Afyren Neoxy initiate an exclusive partnership for the supply of potassium

Terrial, an Avril Group and SUEZ business unit, French leader in organic fertilization, concluded an exclusive partnership with Afyren Neoxy, an Afyren and Bpifrance business unit, for the supply of potassium, one of the key elements in responsible fertilization. Terrial celebrated its 25<sup>th</sup> anniversary dedicated to the earth in 2021.



MAY

APRIL



MARCH



## MARCH 2

### Sofiprotéol and IDIA Capital Investissement support SODIAAL in its growth

Sofiprotéol and IDIA Capital Investissement, a business unit of the Crédit Agricole, jointly subscribed to an equity share issue made by Sodiaal Union. This investment strengthens the financial structure and equity of France's leading dairy cooperative, helping promote its growth and supporting its development.

## MARCH 4

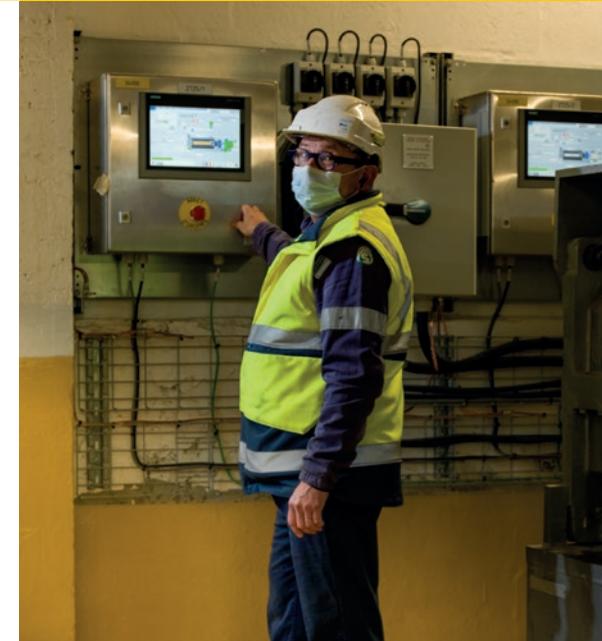
### Limagrain Europe and Sofiprotéol strengthen their strategic partnership

Limagrain Europe announced a strengthening of its equity capital by €25 M, subscribed by its historical minority shareholder Sofiprotéol.

## MARCH 30

### Avril Group and the "Société de Projet Industriel" (SPI) fund join forces to develop a new rapeseed vegetable protein sector

As part of an ambitious industrial project for creating a new sector dedicated to rapeseed protein for human food, Avril was joined by the SPI fund, operated on behalf of the French State by Bpifrance and financed by the Future Investment Program (Programme d'investissements d'avenir - PIA) and France Relance.





## JUNE 9

### Saipol unites with Europorte to decarbonize rail with Oleo100

A first in France: Europorte, rail freight business unit of Getlink, concluded an experiment agreement to use Oleo100, a B100-type fuel produced entirely from French rapeseed, for locomotives driving freight trains.

## JULY 27

### The French Minister Delegate for Transport visits Venette to discover the facilities of the BioTfuel® project

In line with the French and European public authorities' ambition to accelerate the decarbonization of transport, and in particular air transport, BioTfuel® is one of the solutions for manufacturing renewable JetFuel on a large scale. Although this breakthrough is still in the process of defining a political and economic model for launching the integration of this biofuel for the aircraft industry, this visit confirmed French State support.



## JULY 10

### SRIW, EIB and Sofiprotéol support Cosucra in its development

The partners dedicated 10 million euros through a bond issue to increase Cosucra's production capacities and strengthen its leadership position on its European markets.



MAY



## MAY 10

### Avril reveals its purpose Serving the Earth

At the end of a co-construction approach lasting over three years, which involved employees, representatives of upstream agriculture and the Stakeholder Committee, Avril defined its purpose: "Serving the Earth". This purpose, in line with the Group's history and mission since its creation in the early 1980s, guided the strategic decisions presented in April 2021 and the Group's new ambition.

## MAY 26

### Sofiprotéol invests in plant-based beverages

Sofiprotéol, the Avril Group's financing company, is supporting the LSDH Group, the French market leader in plant-based beverages, in its project to create a seed juice extraction unit by acquiring a minority stake in the INOVé Workshop.



JUNE



JULY

## JULY 9

### Two green loans granted by BNP Paribas for the Avril & DSM Dieppe project

Green Loans will support the development of a production facility that will manufacture CanolaPRO®, a high-quality, non-GMO vegetable protein isolate extracted from rapeseed meal, as well as the construction of a water treatment facility that will clean wastewater from the manufacturing process and will contribute to producing biogas.



SEPTEMBER



AUGUST

## NOVEMBER 16

### Successful review of Saipol's French 100% rapeseed energy, Oleo100

- Almost 450 professional transport customers
- A total of 120,000 tons of CO2 not emitted into the atmosphere in 2021
- 500,000 tons forecast for 2023
- New milestones reached in its partnerships with MAN Truck & Bus and Renault Trucks
- Over 400 Oleo100 storage tanks set up throughout France
- Over 1,000 more vehicles on the road since March 2021
- Oleo100 links with French farmers so that the energy transition remunerates the agricultural transition for ever more sustainable practices.



## JANUARY 20, 2022

### Avril concludes a Group agreement and a partnership arrangement with Agefiph

To pursue its efforts to promote the employment of people with disabilities, as part of the Group's CSR approach and its purpose, Avril concluded a Group agreement with representative trade unions that establishes the framework and structure of a common approach, effective for a period of three years, starting January 1<sup>st</sup>, 2022, for all companies included within Avril's scope in France. This agreement is intended to provide the best possible daily support to the employees concerned, to improve Group's visibility to target audiences and to develop a real shared culture of inclusion.

NOVEMBER



JANUARY



2022

OCTOBER

## OCTOBER 6

### Launch of a rapeseed support campaign

During the Sommet de l'Élevage (Livestock Summit) in Cournon, France, the French vegetable protein and oil sector, via its sector brand, Terres OléoPro, took the floor. A collective voice aimed at alerting a wide audience of decision-makers to the urgency of taking action and reacting to preserve and develop a crop strategic for the future of our country. This campaign, entitled "Rapeseed, an opportunity for France", features an iconic landscape, well-known to everyone, and invited to discover the virtues of rapeseed, via a funny tagline, ("Qu'est-ce qui est jaune et qui n'attend pas?" ("What's yellow and can't wait?")). During this event, Terres OléoPro reiterated that rapeseed is an essential crop which, thanks to the coproduction of protein and oil, actively contributes to providing solutions to food, energy and environmental challenges.



DECEMBER



## DECEMBER 7

### Avril undertakes to reduce transport-related greenhouse gas (GHG) emissions by 60%

By supporting the United Nations' Goal of limiting global warming to 2°C, which is part of the Paris Agreements, we are committed to reducing all our direct and indirect greenhouse gas emissions by 30% by 2030, in particular by taking action to reduce transport-related GHG emissions by 60% by 2025. Accordingly, in 2023, 50% of the Group's chartered truck fleets will run on Oleo100 and by 2025 this will increase to 100% on Oleo100, the 100% renewable\*\* B100 energy produced by the Group's oilseed processing business unit Saipol, using exclusively French origin rapeseed.

\*\* This 100% vegetable, renewable and French origin energy is, moreover, available to all transporters of people and goods, whether private or public, to enable companies and local authorities to shift away from fossil fuels and to help improve air quality.

## DECEMBER 9

### Avril and InVivo in exclusive negotiations for selling Soufflet Alimentaire

InVivo Group entered into exclusive negotiations with Avril for the sale of all its shares in Soufflet Alimentaire (Vivien Paille brand). This project between these long-standing partners confirms the mutual commitment of both Groups to developing French food and agricultural sectors and to food sovereignty. The completion of this transaction will strengthen their respective competitive positions.



OUR  
COMMITMENTS

•  
INTEGRATED  
ANNUAL REPORT

2021



**Because we believe in a form of agriculture that feeds people while respecting the planet,** we are committed to being the link with producers enabling dialogue and building solutions, for healthy food and a fair remuneration of farmers' work.

# TAKING ACTION

For agriculture  
that respects  
the planet



## Developing a sustainable French pea sector

After beginning his career at EY, Antoine Daulton joined Sofiprotéol in 2021 as an investment officer. Working for Sofiprotéol, he is able to apply his financial skills in a meaningful way. In 2021, he contributed to the development of Ferme France. In particular, he assisted in structuring sectors responding to the growing demand of consumers for healthy and sustainable food. Peas are an ideal choice for this food and climate transition.

### Why do we need to structure the French pea sector?

There will be approximately ten billion people in the world by 2050. The sovereignty and diversification of protein sources thus represent crucial issues. Therefore, France must develop its own local production methods that are both nutritionally efficient and low-carbon in nature. Peas are a crop well adapted to the French climate, with low water consumption and few chemical input requirements. Pea crops will also absorb nitrogen storing it in the soil, thereby reducing GHG emissions. Moreover, peas are not known to be allergy inducing. The seed contains a high level of protein. Approximately 150,000 ha were under cultivation in 2021, compared to only 700,000 ha in 1994. It is therefore more a question of reviving than creating a new sector.

### What are Avril's objectives?

We are developing a systemic approach both upstream and downstream. Upstream, our challenge is to collaborate with seed companies to develop new protein-rich varieties that are more resilient to climate stress. We must encourage farmers to adopt this crop. We should also motivate them to develop it through sustainable contracts between producers and processors to ensure



Antoine Daulton

INVESTMENT  
OFFICER

SOFIPROTÉOL

profitable outlets. It is then a matter of convincing and supporting the manufacturers in developing pea-based protein products intended for human consumption. Finally, we must engage consumers encouraging them to consider this product as part of their diet. 25% of the French population claimed to be flexitarians in 2021, a rather promising trend.

### What were the major advances in 2021 in the structuring of this sector?

In terms of varietal innovations, we provided financial support for R&D projects to the tune of €1.6M. In recent years, we also invested in an interbranche fund aimed at obtaining varieties with a high level of resistance to disease and improved yields. In 2021, we concluded an agreement with Cosucra to provide financial support for a 50% increase in its processing capacity for peas grown in France not far from its processing site. We also reinvested in the Breton company Solina, to develop high quality protein culinary ingredients. Solina is one of the European leaders in flavoring ingredients. Finally, we stepped up our participation in the capital of Vegini, a company producing food products based on pea protein that is 100% French in origin. In total, €48 million has been invested to ensure the support and development of the sector.



**We are living in an exciting time in which agriculture is more than ever before situated at the intersection of food and environmental transitions.**



€ 45 M

INVESTED BY SOFIPROTÉOL  
IN 2020 - 2021 TO SUPPORT  
AND DEVELOP THE FRENCH  
PEA INDUSTRY

## OleoZE, for sustainable agricultural solutions

Sustainable agriculture gains value with OleoZE, through the company's emphasis on soil conservation practices and the traceability of farming practices.

Avril is establishing new models that enhance the sustainable agronomic practices of farmers. These models positively impact the environment, the planet, and agriculture itself.

OleoZE is the first online solution for buying rapeseed and sunflower seeds that pays farmers for their environmentally friendly practices such as planting cover crops and limiting plowing. This enables farmers to track and quantify their greenhouse gas (GHG) reductions according to a unique model validated by the Intergo-

vernmental Panel on Climate Change (IPCC). Thanks to this responsible sourcing, Saipol improves the traceability of oilseeds all the way back to the farm and sharing the value of the service provided to farmers.

The bonus will vary depending on the GHG savings achieved by the farmer. Its average value in 2021 amounted to €23 per ton of rapeseed or sunflower harvested. Farmers are paid either directly or through their storage organizations. The OleoZE website underwent a makeover in the summer of 2021 making it even easier to use. This now enables users to determine their potential eligibility and access seed prices prior to making a commitment.

Adrien Dupuy, member of the FOP\* Board of Directors and farmer (Oise - 60, France)



**€ 23**  
ON AVERAGE, OF BONUS  
DONATED TO FARMERS VIA  
OLEOZE, PER TON OF SEEDS



**x2**  
THE NUMBER OF FARMERS  
REGISTERED ON THE OLEOZE  
PLATFORM ALMOST DOUBLED  
IN 2021

### IN FIGURES

### INSIGHT



For the past two seasons, Saipol has also been testing the growing of camelina, a short-cycle oilseed, with the aim of producing «green», renewable biofuel during the periods when cereal crops are not being grown in rotation. This pilot project offers an interesting opportunity to transform a vegetation cover into bioenergy.



**Guillaume de La Forest**  
MARKET ANALYST - SAIPOL

## Building solutions for animal welfare

Avril applies a global approach towards animal welfare. This includes the comfort of the dwelling, the roaming, and the use of natural light.

In 2021, Sanders committed to two major innovations in this area. On the one hand, Cuniloft, in partnership with the producers' consortium Elvilap and MiXscience, and on the other, agroforestry, in collaboration with the company Pur Projet.

After six years of research, Cuniloft realized a completely new concept of rabbit breeding, involving a new type of dwelling designed to improve their well-being. This system combines the natural behavior of the rabbit with improved ergonomics for livestock farmers. Under trial for a little over a year, it is currently being used in a few farms in France. Supported by France Relance, this project was selected as the winner of the FranceAgriMer call for projects "Structuring of agricultural and agri-food sectors" in 2020. It was awarded the Golden Rabbit Trophy by the CIWF (Compassion in World Farming). All the breeding creations and developments are now realized on the basis of this concept.

Sanders assists livestock farmers in designing their runs to encourage the animals to explore and develop biodiversity. Sanders works in close collaboration with Pur Projet to create certain runs. Planting trees and shrubs is highly conducive to the well-being of the animals. It also contributes to tackling the issue of climate change by enabling better integration of livestock buildings into the landscape.

In addition, the Group is sensitive to social concerns and therefore works on animal welfare with a number of partner organizations and associations to ensure its commitments are implemented on a daily basis.



↓ Mixed farming plot, Souches farm (Sarthe - 72)



### ENCOUNTER

#### Stéphanie Klein

HEAD OF INNOVATION,  
NUTRITION, AND  
SPECIALTIES AT MIXSCIENCE



### A MULTI-SPECIES WELLNESS PROGRAM

#### How do the Souches Farm research programs enable integrating best practices in terms of animal welfare?

The animal welfare issue represents a major societal challenge that we are addressing in our avenues of research. As part of its CSR approach, Avril is highly committed in this respect. Developed on the basis of a new "animal welfare" roadmap validated by Avril in 2020, we established a multi-species program. This program brings together several projects and research themes covering the three Rs: Replace, Reduce, and Refine.

#### What are the three Rs?

"Replace" refers to developing alternative methods to animal digestibility testing. In 2021, we conducted a pilot project in poultry to test *in vitro*, analytical methods. These involve the use of markers on different raw material, the results of which were very encouraging. Furthermore, since 2021 we have been working with a consortium attached to the French National Research Institute for Agriculture, Food, and the Environment (INRAE) to develop enzymatic methods and thus cease the use of animals for raw material and forage digestibility in ruminants by 2025.

"Reduce" implies resorting mainly to modeling based on the performance recorded in our test databases. We started by building a database containing ten years of poultry trials. Afterwards, we will implement a similar approach progressively in different species, such as pork in 2022.

Finally, "Refine" refers to setting up and adjusting, in Souches, changes in methods that will then be applied on the farms: improving the living environment of the animals, working on developing human-animal cooperation, or implementing non-invasive measurement methods.

#### What choices did you prioritize?

We work on all three aspects in a balanced way. We must be responsive to the demands of downstream clients, who are increasingly sensitive to the sustainability of animal husbandry and animal welfare. Analytical methods, *in vitro*, or modeling also enable greater reactivity. This is essential to ensure the competitiveness of our food manufacturer clients.



Because we will continue to import agricultural raw material that cannot be produced locally sourced from countries at risk of deforestation or conversion of endangered ecosystems, we are committed to ensuring that by 2030 100% of our palm and soya supplies come from sustainable agriculture.

# TAKING ACTION

To protect  
natural resources  
and biodiversity

Marjan Maes

CSR  
MANAGER

OLEON

## 100% sustainable palm oil for oleochemistry

As an industrial chemical engineer, Marjan has been responsible for Oleon's CSR policy since 2015. She works to reduce Oleon's environmental footprint throughout the company, as well as that of Oleon's clients. In particular, this is done through responsible sourcing of raw material used in the composition of oleochemical products. Palm oil is an important ingredient in the manufacturing of our products. It is the subject of a proactive policy of sustainable and fair sourcing.

### Why choose palm oil?

Oleochemistry, or oils and fats chemistry, is used to produce biosourced chemical products, offering alternative solutions to fossil fuels. Among the oils and fats, palm oil constitutes one of the main raw materials used at Oleon. We acquire crude palm oil that we convert into fatty acids and glycerin by hydrolysis, or into esters by a further process of esterification. These ingredients are used in many diverse applications: cosmetics, nutrition, crop protection, lubricants, coatings, and detergents, etc. Palm oil meets all the requirements to obtain the best industrial results. It is a very high-yielding crop requiring a small surface area of agricultural land, while, in the absence of deforestation, having a limited carbon footprint. The oil palm fruit can be harvested all year round. It therefore provides a regular revenue to small producers, representing 40% of the world production. Palm oil has thus many qualities, provided it is produced in accordance with fair and sustainable practices.

### What are Avril's objectives for sourcing palm oil in a sustainable way?

Our objective is clearly defined: to guarantee a 100% sustainable supply of palm oil by 2030. We shall emphasize total traceability and certification for origins at risk of deforestation as early as 2025. To meet this objective, we shall also mobilize our suppliers while supporting projects to develop responsible local industries in partnership with recognized NGOs such as Earthworm Foundation. Our clients are also committed to CSR and low-carbon initia-

tives, where our efforts make a difference in the market. We are now able to provide them with data on the carbon footprint of our products compared to "standard" products. With our products, we achieve a 65% reduction in GHG emissions when using sustainable palm oil. This is a tremendous advantage and driver in accelerating industry transitions to sustainable alternatives.

### What is your action plan and the major advancements for 2021?

Our palm oil purchasing policy applies the NDPE (No Deforestation, No Peat, No Exploitation) principles towards selecting our suppliers in a demanding and traceable way. This enables us to offer guarantees of responsibility to our clients, who give us high reliability scores. By 2021, we achieved 100% traceability of all our palm volumes through to the mill. We also obtained a 93% Sustainable Palm Index score, recognized by many of our clients. We involve the entire Oleon ecosystem, in particular our buyers, along with the plant managers, R&D, and sales teams, to ensure that everyone is aligned with this objective, enabling everyone involved to further improve our performance. This creates a favorable "butterfly effect"!

In 2021, in partnership with Earthworm Foundation and alongside other players

in the sector, we are particularly pleased to join a new project in the province of Riau in Indonesia. The aim of this project is to transform local production into sustainable farming, thanks to technical and financial support designed to prevent deforestation and establish responsible farming practices. We are already involved in an

Indonesian project in the province of Aceh. This new initiative in Riau extends our reach to another area related to our supply chain.



**This responsible sourcing and low carbon policy makes us proud and gives us a sustainable competitive advantage for our customers.**



### TARGET



# 100%

SUSTAINABLE PALM  
PROCUREMENT BY 2030

## Sanders takes action to promote soya sustainability

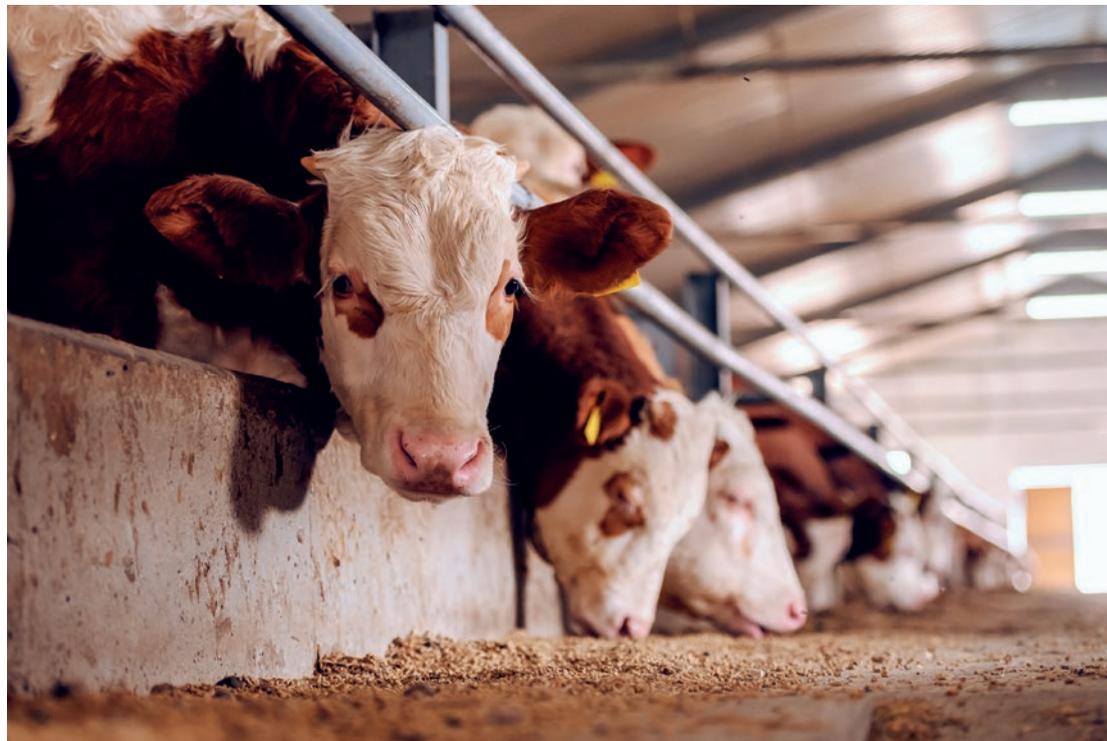
A business unit of the Avril Group, Sanders is the leading customer of French vegetable proteins from oilseed meal, sunflower, and rapeseed used in animal nutrition. Thus, 252,000 tons of French origin are processed into animal feed formulas each year. Nearly 100,000 tons of which are produced by Sanders using its own industrial tools. In response to the global scarcity of non-GMO soya, Sanders cut its consumption of non-GMO oilseed meal by 26% between March and August 2021.

Sanders' objective is to expand the volumes produced in France to become more self-sufficient. One of Sanders' 100% French origin soya bean crushing units, Sojalim, located in the Hautes-Pyrénées, is undergoing work enabling it to double its capacity to 50,000 tons by 2022.

In addition, Duralim is the leading French collaborative platform promoting the sustainability of livestock feed. Through Sanders, Avril is associated with this collective approach towards improving the sustainability of animal feed, which in 2018 made a public commitment to "zero deforestation."

In 2014, Avril also became the first French animal nutrition player to join the international Round Table on Responsible Soya Association (RTRS) initiative, providing a guarantee of zero deforestation and ecosystem conversion. In support of this initiative, Avril voluntarily commits to purchase RTRS credits each year to contribute to the development of sustainable soya. In 2021, 25,000 credits representing 25,000 tons of responsibly certified soya produced in the Cerrado region of South America were purchased in support of developing sustainable production practices in this area.

Sojalim site, Vic-en-Bigorre (Hautes-Pyrénées - 65)



## Increase the proportion of organic food in animal feed

Avril assists in developing organic agriculture to meet the expectations and needs of clients. Growing strongly over the last five years, the organic sector is now confronted with a need for structuring.

The organic sector has been professionalizing in the field of animal nutrition for many years. Through its Sanders business unit, Avril aims to develop a sustainable organic sector based on a long-term vision. This is why Sanders invested to adapt its industrial layout by converting conventional sites into organic animal feed production facilities. The 2021 conversion of the Sanders site in Boussay, in the Loire Atlantique region, enabled Avril to improve its product range so that it is even more competitive throughout the Pays de la Loire region. Today, this site is now producing organic feed for ruminants, pigs, and poultry.

At the same time, it was necessary to invest in crushing equipment to supply the French market lacking in

organic oilseed meal. Over the last five years, €3.2 million has been invested in crushing equipment in the South-West (Sojalim) and in the Deux-Sèvres (Oleosyn Bio). Investments made it possible to enhance the use of French proteins in the three organic feed plants in Guingamp (Côtes d'Armor - 22), Rethel (Ardennes - 08), Allègres-les-Fumades (Gard - 30), and Boussay (Loire-Atlantique - 44). Sanders' market share increased significantly over the last few years, with a diversification of its product range. For example, the Symbiose product range integrates an innovation, the Sanders Metabolizable Protein (PMS) product, enabling the preservation of the entire protein.

Finally, Avril invested in its technical sales teams to improve their understanding and anticipation of the needs of organic livestock farmers. Three organic experts train and advise the teams on Sanders' products for organic livestock farmers, to better meet their needs.

## Organic fertilizers for organic agriculture

Terral is committed to organic farming as a key area of development, with the ambition of becoming the national leader in organic fertilization. Terral operates with a wide range of fertilizers enabling it to meet the demands of both conventional and organic farming. This facilitates the revival of the soil by reintroducing the most adapted micro-organisms in the crops.

Terral processes sixty different raw materials, vegetable and animal, such as grape marc, coffee marc, and oilseed meal. The company offers two product lines: sludge composts, breeding products sold in the form of 28-ton bulk trucks for an annual total of 750,000 tons, and fertilizer in the form of custom-made plugs. These elaborated products have high added value; they enable to better meet the needs of

specialized crops, such as viticulture and market gardening. The company is able to offer a tailored response to particular specifications, thanks to the diversity of its available sourcing.

At the beginning of 2021, from four products based on bacteria-fungus strains, Terral developed a Decision Support Tool (DST) in the form of a smartphone application called Micro'Pilot. In the application, the client chooses the type of crop completing various agronomic criteria according to their soil analysis. The process involves an accessible technical and scientific approach. At the end of this process, the client is proposed adapted products. Within just a few months, more than 10% of the distributors adopted the Micro'Pilot application.

Winter field beans (Oise - 6o)



### ENCOUNTER

**Ivano Mocetti**

GENERAL MANAGER  
OF COSTA D'ORO  
until April 1, 2022



## COSTA D'ORO IS FULLY COMMITTED TO ORGANIC FARMING

### What are the actions carried out by Costa d'Oro to develop organic agriculture?

In Italy we are currently developing the production of organic olive oil. We provide our clients with a wide range of organic products, from entry-level to the highest quality items. These products represent approximately 5% of our total production. For improved cooperation with our suppliers, we select the production regions taking into account the soil and climatic conditions where the cultivation of organic olive oil is easiest to develop. To promote biodiversity, we insist on using local 100% Italian varieties for organic products, in order to guarantee the best price for the farmers, compared to conventional olive oil.

Our olive oil suppliers' charter is signed by all Costa d'Oro producers together with full traceability. We recently updated this charter to include some new standards. It will be more and more integrated with additional practices for organic and Italian producers in order to lower the environmental footprint, in line with Serving the Earth and Costa d'Oro sustainability plan.

We are committed to minimizing energy consumption, purchasing locally, and encouraging the biodiversity of locally grown olives. As an organic farming specialist, Costa d'Oro developed the knowledge and know-how necessary to meet all international regulations, from those of China to Brazil. We can also demonstrate our expertise in sourcing the highest quality products.

### How does Costa d'Oro address the expectations and needs of its consumers?

We cater to everyone's needs from entry-level products, a blend of Mediterranean-produced oils, to 100% Italian products with full traceability that includes the geolocation of the oil press. 30% of our organic production is also intended for our white label clients. These products meet the highest standards in terms of safety, quality, and ethics.

To encourage the consumption of organic olive oil by the end client, we initiated marketing and advertising operations to promote our product *Extravergine d'Italia*.

OUR  
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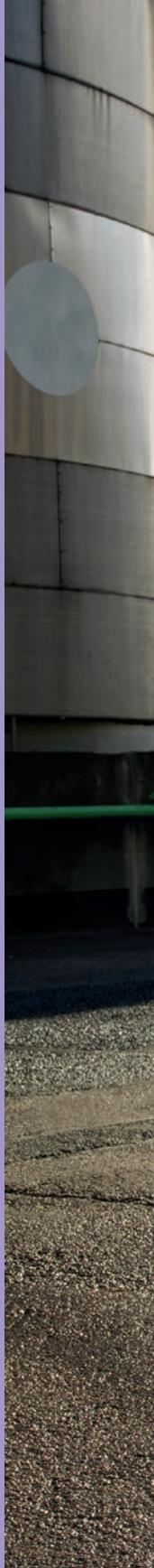
2021



Because we care about keeping our regions **dynamic**, we are committed to speeding up the development of the local supply chains in all our fields of activity, from 2025 for 100% of our edible oils when the raw material exists locally.

# TAKING ACTION

To develop  
local sectors



Marie Saglio

GENERAL  
MANAGER

LESIEUR

## Lesieur: 100% French origin oils and condiments

Marie Saglio has been General Manager of Lesieur since 2018, after heading Bic in France and in Northern Europe. With Avril and Lesieur, she discovered a perennial model that has meaning, since it is all about feeding people. Since her arrival, she undertook to reaffirm the role of Lesieur as a French company producing in France, together with its partner farmers, with the objective of improved nutrition. The objective of 100% French origin for French brands required setting up a flaxseed supply chain enabling the 100% French origin composition of Isio4 oil to be completed.

### How was the French origin of Lesieur brands established?

The turning point was in 2020. We made a commitment to switch all Lesieur brands to 100% French seed by 2023. This is truly a commitment, as French seed involves a higher cost than imported seed. French consumers are increasingly calling for local products. So we are making this commit-



ment for them as well. As of 2020, Coeur de Tournesol and Frial were able to obtain 100% seeds of French origin. Fleur de Colza has been 100% French since 2004. The remaining 5% of flaxseed used in the formulation of Isio4 was not available in France in the volumes required.

### Why flax?

The recipe for Isio4 underwent a change in 2018. It is a mixture of oils that ensures an optimal contribution in omega 3. To further improve its omega 3 content and nutritional benefits, we substituted the grape seed oil with flaxseed oil. One teaspoon of Isio4 oil can provide an average of 50% of the recommended nutritional intake of omega 3 for babies aged 7 to 36 months. The recipe was changed prior to committing to 100% French origin, so it was necessary to structure the French sector.

### How will you contribute to making this sector sustainable?

We developed this sector together with cooperatives and partner farmers. In 2021, 1,600 French farmers were involved in the flax sector. In 2022, we are already using one third French origin flax in Isio4. The current crop should enable us to reach 100% French flax in Isio4 by early 2023.

Farmers gain a real benefit with the possibility of valuable crop rotation. This is combined with guaranteed prices for three years for their crop, unlike the world markets that fluctuate. We work with them according to rigorous specifications that include, among other things, a responsible use of water and no pesticides. All Lesieur products are guaranteed to be pesticide-free.

The farmers proudly display that they are producing for Isio4. They contribute with a sense of conviction to our commitments and, collectively, to the agricultural transition. This approach is all the more advantageous as we also identified an outlet for the oilseed meal, the solid by-product remaining after the oil extraction process. Thanks to a partnership with the InVivo Group, flaxseed meal will be used in manufacturing biosourced pots sold in garden centers. The entire value chain is thus proving to be sustainable.



**It's our job to promote French origin as best possible and to stand out on our markets by developing sustainable French sectors.**



## 100%

OF LESIEUR BRAND  
PRODUCTS MADE FROM  
100% FRENCH SEEDS BY 2023



↑ Sanders site in Saint-Gérand (Morbihan - 56)



**80%**

OF RAW MATERIAL FROM FRANCE IS PROCESSED IN OUR INDUSTRIAL ANIMAL NUTRITION FACILITIES IN FRANCE



**57%**

OF FRENCH ORIGIN SEEDS ARE CRUSHED IN SAIPOL'S INDUSTRIAL TOOLS

IN FIGURES

## Animal feed: giving priority to locally produced raw material

Consumers are becoming increasingly conscious of how their food is produced and its impact on the environment. Changes in societal expectations are therefore reflected in a search for local products.

In particular, there is increasing interest in the local origin of raw material for animal feed. Reducing the use of imported soya for livestock production is one such measure, as this supply is likely to be associated with deforestation in the producing countries. This expectation is taken up by the downstream food sector, from supermarkets to catering, with a demand for French animal production including food made from local raw material. At Sanders, these considerations have been integrated for several years now into the purchasing strategy that currently includes 80% of raw material originating in France.

For instance, at the Saint-Gérand site in Morbihan, Sanders offers Breton livestock farmers to collect the rapeseed produced on their farms, crush it, and then deliver the nutritional solution called Mega Colza to feed their livestock. This solution enhances the value of the seed produced by livestock farmer clients within a short circuit, thus improving their food autonomy and reducing their purchasing needs. From a nutritional point of view, Mega Colza provides them with an energy concentration that improves the results of their livestock farming.

Sanders also set up a supplier partnership and a framework contract for supplying local cereal and oilseeds with the La Périgourdine cooperative in the Périgord region. Sanders manages the entire rapeseed crushing operation while the cooperative supplies the seeds. This is

an example of a local partnership, based on a specific region, promoting the wealth of local animal nutrition in France.

More broadly, the MaPOM (Raw Materials of French Origin) project, conducted jointly by Sanders and MiXscience, aims to minimize the dependence of the animal sector on non-French raw material, particularly protein, and to promote the use of local raw material in the formulation of livestock feed. To this end, the project aims to define the technical, industrial, and economic requirements enabling a 20% reduction in protein levels and identifying alternatives to imported soya oilseed meal. This will enable a reduction in the use of imported proteins in feed. The project first focuses on poultry, then pork, and finally dairy ruminants.

## Supporting these sectors in the countries where we operate

In the countries in which the Group operates, Avril strives to work with local farmers and partners to help strengthen local sectors and develop good farming practices.

### ENCOUNTER

#### Gérard Tubéry

CHAIRMAN OF THE AVRIL FOUNDATION



### ADDRESSING AFRICAN AGRICULTURAL ISSUES

#### How does the Avril Foundation contribute to supporting the development of local sectors?

The Avril Foundation plays a role in meeting the challenges of food and agriculture by promoting the concept of value chain and sector, mainly for legumes. Legumes offer the double advantage of meeting a major food challenge while also contributing to an agro-ecological agriculture.

The inter-professional approach together with local government policies also enabled the development of local rapeseed and sunflower sectors. Such is the case in Morocco thanks to the support of Lesieur Cristal. I share with the founders of our sector the strong belief that agriculture plays a crucial role in a sustainable relationship between Africa and Europe.

#### How does the Foundation contribute to the transition of the agricultural world?

In Togo, by providing the necessary skills, the Avril Foundation played a role in developing strategic directions for the soya interbranch association. Thus, developing a local seed sector was identified as a priority requiring changes in agricultural techniques. The Foundation positions itself as a resource for skill development.

We prioritize French companies. In the case of soya seeds, the Limagrain Group is accompanying the project by providing its expertise in the field. This participatory approach enables us to raise funds to carry out the initiatives.

#### What were the major developments in 2021?

In 2021, in Togo, we contributed to professionalizing the soya inter-branch association through training programs. Players in the inter-branch association, including farmers, wanted to improve the export performance of the organic soya sector and develop local channels for improving the nutrition of the population.

In February 2021, Agropol, an association of the French oilseed and protein sector, working to develop sectors on the African continent, provided a distance learning course featuring testimonies from French and African stakeholders explaining the inter-branch process. The project was officially inaugurated in July 2021 in Lomé in the presence of local authorities and stakeholders. Its objective remains the submission by the inter-branch of a development plan for the soya sector to the Togolese government by the spring of 2022.



Farming operations in Togo

**OUR  
COMMITMENTS**

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ANNUAL REPORT

2021

**Because we seek to positively impact the regions and the environment,** we are committed to ensuring that by 2030, 100% of our investments, both industrial and financial, will be based on economic, environmental, and social criteria.

# TAKING ACTION

For our  
investments'  
impact

## Sustainable investments in the food protein market

Dominique Charlemagne has been working for the Avril Group for over thirty years. At the end of 2019, he joined the Prolein site project in Dieppe, becoming its General Manager in 2020. Nadège Rivière comes from a financial background in the world of industry. Since 2020, she has been in charge of the financial side of Avril's innovative projects, including Prolein.

This plant, whose construction was completed in early 2022 on a former Saipol industrial site, marks a major new activity for Avril. It is a world first in the field of high quality vegetable protein for human consumption.

### How is the process developed at Prolein unique?

Avril is a supplier of a specific rapeseed, rich in protein. The raw material is produced in the form of oilseed meal using an innovative cold-pressing process, thereby enabling the rapeseed protein to retain all its functional qualities without being denatured. Prolein designed a specific type of pressing equipment enabling the oilseed meal to be



**Dominique Charlemagne**  
CEO

PROLEIN

**Nadège Rivière**  
ADMINISTRATIVE AND FINANCE DIRECTOR  
AVRIL DEVELOPMENT

AVRIL



cooled as it is being formed in the center of the press. These new presses are installed in a dedicated crushing plant that meets strict food safety criteria. This highly innovative system enables us to provide our partner Olatein with a product well prepared for its future processing to extract the protein.

### How does the partnership with DSM operate?

DSM is among the world's leading food ingredient companies. This guarantees us access to the human food market.

Through the Olatein entity, also located at the Dieppe site, DSM will be processing this oilseed meal using a new aqueous extraction procedure, without solvents. This process results in a product whose protein content reaches a concentration level of over 95%. The resulting product is a protein isolate with organoleptic characteristics by the absence of color and taste. It has a protein profile making it very suitable for human consumption. It also has the distinctive feature of being water soluble. This enables it to be easily integrated, in combination with other protein sources, into a wide range of culinary preparations.

### The financing of this project is also sustainable and responsible, in what way?

The Avril Group decided that by 2030, each of its industrial investments shall have an environmental and social dimension, in addition to its economic development purpose. The investments made at the Dieppe site are in line with this objective. First of all, the site contributes a positive impact in terms of food transition thanks to the development of this new extraction and purification process for rapeseed protein. Secondly, from an environmental point of view, the construction of an on-site methane digester enables the effluents from the extraction process to be treated and transformed into biogas. The treatment plant supplies the gas network of the city of Dieppe with enough to cover the consumption of 475 households per year. Finally, from a social point of view, in addition to the creation of some 40 jobs in the Dieppe area, 12 employees from the former Saipol site were taken on in the new activity. This triply beneficial project made it possible for us to obtain Green Loans granted by our banking partners.



It's really satisfying to see this project, which is part of a key phase of the Group's development, being implemented and rolled out in line with best responsibility standards.



**95%**

PRODUCTION OF A 95% CONCENTRATED, NON-GMO PROTEIN ISOLATE



INSIGHT



In 2021, we contributed to developing healthier, more sustainable food. With Cosucra, we consolidated its primary food processing industry of pea proteins for human consumption, and in the ingredients market with Solina, which markets ingredient mixes to enhance the value of meat and to develop a complementary offer based on vegetable proteins.



**Xavier Dorchies**

HEAD OF SOFIPROTÉOL,  
CHIEF STRATEGY AND  
DEVELOPMENT OFFICER

## Sofiprotéol: investments indexed to sustainability criteria

Acting in accordance with the Group's purpose necessitates identifying new extra-financial criteria for Sofiprotéol's investments. For each of the loans it grants, Avril's investment business unit sets a common framework based on safety, governance, and decarbonization. In addition to these, specific criteria were added, related to the various sectors of intervention and the objectives of the partners involved.

Taking this even further, Sofiprotéol developed an approach to systematically integrate the analysis of CSR criteria during the pre-investment phase. For each investment, the partner company makes a commitment to achieve a positive impact based on three to five extra-financial indicators. This approach is being applied as of 2022 for investments exceeding €3 million, and for 100% of Sofiprotéol's investments by 2030.

A financial incentive has already been introduced for investments carried out

since the end of 2020, in which CSR/ESG criteria were included. For example, the remuneration of equity shares in Sodiaal, France's leading dairy cooperative, is pegged to social and environmental criteria. These criteria include the number of young farmers established, the animal welfare audit of the farms, the carbon footprint, and safety performance. Similarly, the debenture loan granted to Cosucra, a company specializing in the primary processing of protein peas for human consumption, is indexed to criteria relating to water management, local sourcing, greenhouse gas (GHG) emissions, and safety.

Systematizing this approach requires financial incentives linked to the achievement of CSR objectives. It is therefore necessary to define specific milestones for each partner on these criteria, from the investment phase to the finalization of the project. It is also essential to use specific tools and to increase the skills of Sofiprotéol's teams.



**€ 69M**

INVESTED IN 2021  
IN APPROXIMATELY  
15 OPERATIONS



**40%**

OF SOFIPROTÉOL  
INVESTMENTS IN ANIMAL  
SECTORS AT 12.31.2021

IN FIGURES



TARGET

**€ 60M to € 80M**

PER YEAR OF MINORITY INVESTMENT  
INTO THE AGRICULTURAL AND  
AGRI-FOOD ANIMAL AND PLANT  
SECTORS.

## Investing in international development

International development remains one of Avril's strategic priorities, in particular in support of producing Consumer Goods (CG) for local markets. The African market, driven in particular by Lesieur Cristal, is experiencing strong development that Avril is determined to uphold.

### ENCOUNTER

**Brahim Laroui**  
CEO,  
LESIEUR CRISTAL



### DEVELOPING THE AFRICAN MARKET: A SHARED INTEREST

#### How does the soap production project in Senegal figure in the development strategy of Lesieur Cristal?

Lesieur Cristal enjoys an historical know-how in the industrial manufacture of soap in Morocco, of which some of the production was intended for export to certain countries on the African continent. It was only natural for us to take part in this ambitious project within the framework of our development strategy in Sub-Saharan Africa, supported by the Avril Group.

Establishing a production unit of 25,000 tons of household soap in Dakar enables us to meet the fast growing needs of the Senegalese market. It also allows us to take advantage of the country's regional position and logistical advantages to export to Mali, Guinea, and Burkina Faso. We also have a vital asset, that of being able to count on a talented team of individuals who will be able to develop local commercial offers consistent with the expectations of these new markets.

#### What were the major project milestones in 2021?

The project required a total investment of €6 million over one year. It started in

December 2020 with the launch of the manufacturing unit covering an area of 2,500 m<sup>2</sup>. The industrial equipment was imported from Europe, while the civil engineering work was entrusted to local companies known for their expertise and their compliance with health and safety standards. We were able to complete this project on time for a 2022 start-up. We managed to do this despite the disruptions and restrictions associated with Covid-19, during which time some of the teams had to work from home.

#### How does this investment contribute to the economy of the country, the region, and to the Senegalese consumers?

This installation in Senegal made it possible to create 67 jobs, including 25 permanent positions and 42 temporary ones, for the benefit of the populations of the Dakar autonomous port region. Eventually, we are planning to recruit an additional 100 employees to meet the site's various needs. Besides creating jobs, producing locally enables us to reduce transportation costs and provide consumers with even more affordable products.

This investment is a concrete expression of our desire to expand our presence on the African continent.



Dakar site, Senegal



OUR  
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2021



Because we support the United Nations' Goal of limiting global warming to 2°C, which is part of the Paris Agreements, we are committed to reducing all our direct and indirect greenhouse gas (GHG) emissions by 30% by 2030 compared to the year 2019.

# TAKING ACTION

For the climate

**Christophe  
Beanoir**  
CEO  
SAIPOL

## Saipol: decarbonizing transportation through the agricultural transition

Christophe Beanoir is the General Manager of Saipol since 2019. He and his teams oversaw the implementation of the new strategic plan. The main pillar of this plan is based on the maximum reduction of greenhouse gases (GHG) using biofuels based on rapeseed and sunflower. Saipol's successful return to profitability in 2021 confirms the relevance and performance of this virtuous model that directly involves farmers in the efforts against climate change.

### What is Saipol's vision for biofuels?

In the 1990s, the upsurge in biodiesel was driven more by the need to produce oilseed crops on idle farmland to obtain more plant protein (oilseed meal) and to seek a mass market for vegetable oils by converting them into renewable energy incorporated into diesel fuel. Greenhouse gases (GHGs) were not yet a major concern and diesel fuel was the norm. As recently as 2015, 67% of new vehicle registrations were for diesel powered cars. This fell to only 21% in 2021.

### It all starts with the cultivation method of rapeseed?

Indeed, it does. The agricultural techniques valued by Saipol enable maintaining the carbon in the soil. This is accomplished, for example, by promoting the use of organic fertilizers or the establishment of plant cover. By identifying these cultivation practices that optimize the GHG balance at the farm level, we are able to offer our clients biofuels derived from rapeseed and sunflower. These reduce GHG emissions beyond the 60% usually observed for these crops when grown conventionally. We therefore proposed to farmers, via the OleoZE solution launched in 2020, to produce rapeseed and sunflower using low-carbon agricultural practices. In this way, farmers obtain an environmental and energy performance score based on a model produced by the Intergovernmental



**Our low-carbon fuel model is inspired by agriculture. We're closer than ever before to our upstream agricultural sector, thanks to developing and rewarding best practices.**



Panel on Climate Change (IPCC), making them eligible for a price bonus remunerating their contribution to the reduction of GHG emissions. In 2020, 80,000 tons were eligible, followed by 250,000 tons in 2021. Our goal is to reach 450,000 tons by 2022.

### How do the products stemming from this value chain contribute to the effort against climate change?

We market an entire range of biofuels and low-carbon solutions offering from 60% to 100% GHG reduction for the decarbonization of transportation. Our solutions that reduce emissions by more than 60% are mainly coming from OleoZE. In 2019, we also launched Oleo100. It is a B100 fuel intended for heavy trucks for road transport, passenger transport, and community service vehicles. We promote the local production of this type of fuel in our French factories and the use of French rapeseed for our clients, with a minimum 60% reduction in their GHG emissions. 50,000m<sup>3</sup> of Oleo100 was delivered in 2021, representing a 233% increase over 2020.

Consequently, we are developing sales of Oleo100 in France, as well as biodiesels and solutions with higher

GHG reductions in countries where regulations are more favorable to this type of fuel, such as Germany and Scandinavia, accounting for a third of the volume of renewable energy produced in 2021. This year we also became the largest and most dynamic player in the production of low-carbon, pretreated vegetable oils marketed to oil companies for the production of hydrogenated vegetable oil (HVO) fuels in

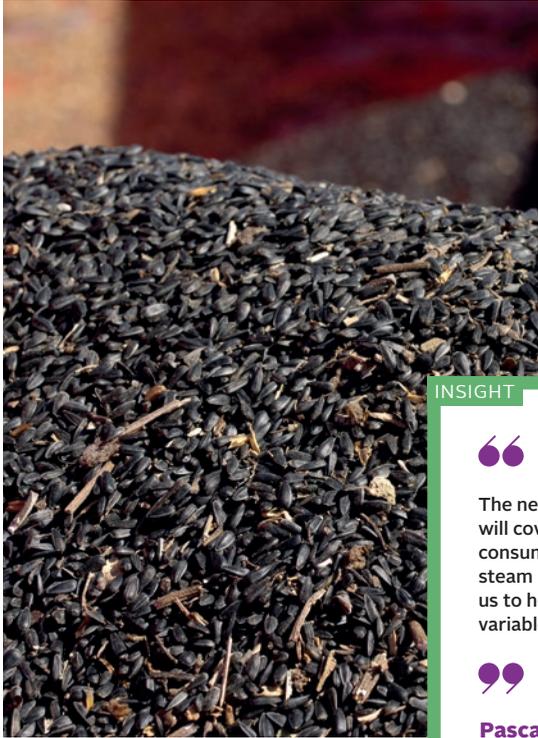
Europe, enabling this sector to expedite its own transformation.

We at Saipol are very pleased to see that the new development model we put in place is proving successful. Saipol is henceforth at the heart of a virtuous circle between a market decarbonizing downstream transport, and farmers reducing GHG emissions upstream. We are committed to ensuring value flows from downstream to upstream. This is a model we will be using to meet other societal expectations in the years ahead.



**100,000 T**

OF CO<sub>2</sub> NOT EMITTED INTO THE ATMOSPHERE THROUGH THE USE OF OLEO100 BY TRANSPORT PROFESSIONALS VS 30,000 TONS END 2020 (COMPARED TO THE USE OF B7 DIESEL)



INSIGHT



The new cogeneration facility will cover 90% of our power consumption and 100% of our steam needs, as such enabling us to hedge the impact of variable energy costs.



**Pascal Pinson**  
CEO, EXPUR  
until April 1<sup>st</sup>, 2022



Construction of the new cogeneration facility at Expur's Slobozia site in Romania

## Investing in biomass energy

The seed transformation processes necessitate the use of heat delivered in the form of high pressure steam by industrial boilers. Expur's site in Slobozia, Romania, was equipped with five biomass boilers using sunflower husks as fuel to produce steam.

To optimize both the steam pressure performance and reduce the site's electricity consumption, it was decided to build a new cogeneration unit, equipped with a turbine converting the steam into electricity. This dual generation enables the site to be self-sufficient in green elec-

tricity for 92% of its requirements and in steam for 100% of its needs. This type of cogeneration based on sunflower husks marks a new development and a major investment for the Group.

Currently under construction, the project will be operational in the second half of 2023. It will have the capacity to supply 34 T/h of steam and 2.8 MWh of electricity from renewable sources. This performance ensures the site's energy self-sufficiency and a significantly improved carbon footprint for the plant's products.

## Manage continuous improvement

Avril set up an organization dedicated to Operational and Strategic Excellence, in order to reinforce continuous improvement within the Group.

More than 250 project managers are already trained in Lean Management, across all entities, to support the project teams and employees. Each year, one hundred more people will be trained to further improve collective performance, particularly in the areas of industry, supply chain, energy, and the environment. Projects are selected and prioritized using a

methodology agreed upon by all functions and business lines. By 2021, 350 projects out of the 500 identified were completed. 40 of them were focused on energy and environmental performance.

To underpin this efficiency strategy, the "Welean" training program at the Avril Academy, the Group's training center, groups together a range of techniques and tools available to teams seeking practical solutions. On-site training for new employees is also being offered.

## Limiting emissions from road transport

Road transport represents the leading source of greenhouse gas (GHG) emissions in France. To actively contribute to meeting the target set by the Paris Agreements, Avril is working on producing renewable energy from biomass, as well as reducing emissions generated by its own supply chain.

### ENCOUNTER

#### Xavier Roux

HEAD OF GROUP SUPPLY CHAIN, INDUSTRIAL OPERATIONS DEPARTMENT



### A SUPPLY CHAIN RUNNING ON RENEWABLE ENERGY

#### What is Avril's strategy for reducing greenhouse gas (GHG) emissions from the Group's logistics?

In line with its purpose, Avril asserted its desire to accelerate the decarbonization of its supply chain, with a focus on improving the carbon footprint of its road transport. Our goal is to reduce the CO2 emissions related to this transport by 60% between now and 2025. This transport decarbonization strategy must be carried out by each of the Group's business units, within the framework of common processes and calculation methods. They are also developing exemplary solutions to reduce their emissions, in addition to implementing the use of Oleo100 biofuel by the Group's fleets and those of our suppliers.

#### What was the major initiative Lesieur launched in 2021?

In July 2021, Lesieur joined the FRET21 collective approach initiated by ADEME (the French Environment and Energy Management Agency). Lesieur committed to reducing emissions from all its trans-

portation by 25% by the end of 2023. A concrete commitment centered on four areas: giving priority to railway transport for all distances over 250 km; encouraging carriers to use the Avril Group's Oleo100 biofuel; improving and optimizing the loading of our trucks; and requiring our carriers to commit to a process of reducing their own emissions.

#### How are Avril's transportation companies participating in the Oleo100 implementation process?

Avril initiated a process with its transporters with the objective of having every French road transport chartered by Avril running on Oleo100 by 2023. Specifically, this commitment is written into the specifications of the service providers selected by the Group. It concerns upstream freight for the transport of raw material to its industrial sites and downstream freight for the transport of finished products to its farming, processing, and distribution clients. Over and above the use of this biofuel, transporters are encouraged to commit to global approaches aimed at reducing the impact of climate change.

### IN FIGURES



100%

TRUCK FLEETS CHARTERED BY THE GROUP WILL RUN 100% ON OLEO100 BY 2025



↑ Saipol site in Grand-Couronne (Seine-Maritime - 76, France)

## Improve intermodality

For several years already, Saipol has been switching its crude oil and ester flows to rail as an alternative to road transport for its transfers and client deliveries.

Historically based on a tripartite scheme of truckers, railcars, and Saipol, this model has been losing momentum for some time due to various technical difficulties impacting reliability and economic performance. To relaunch rail transport, Saipol opted for a single service provider, VTG, in 2021. The positive impact of this decision was further enhanced by the opportunity

to run thermal locomotives on Oleo100, Saipol's B100 fuel made from rapeseed produced in France.

The Sanders sites in Saint-Gérand and Montauban-de-Bretagne each have a train arrival and departure spur enabling them to receive four trains per week in Montauban and one in Saint-Gérand in 2021, mainly for wheat and corn supplies. A train can hold 1,500 tons of freight, compared to 30 tons for a truck. This significantly reduces emissions caused by road transport.

OUR  
COMMITMENTS

•  
INTEGRATED  
ANNUAL REPORT

2021

Because we believe in the strength of a collective and inclusive project, we are committed to maintaining a constant and challenging dialogue with all our stakeholders. We affirm our ambition to be a company that takes care of everyone, where the distinctions between us make all the difference. Here, at Avril, we all have the power and the duty to Serve the Earth.

# TAKING ACTION

For a collective  
and inclusive project



Ewout  
RuysberghPROCESS  
ENGINEER

OLEON

## Continuous improvement: a collective effort

Ewout Ruysbergh holds a PhD in organic chemistry from Ghent University. He started his career as a quality engineer. Since 2022 he works as Deputy Production Manager at the Oleon plant in Ertvelde. In this capacity, he oversees the plant's day-to-day operations and provides support to the teams. He strongly believes in the need to involve all employees in the continuous improvement process. Together with a team, he developed a participatory tool known as the ERT-id, winner of the 2021 edition of "Nourrir la Vie", an annual approach to sharing best practices for responsible performance and collaborative innovation.

### Why did you take the initiative to create the ERT-id tool, awarded in 2021 at the 6<sup>th</sup> edition of "Nourrir la Vie"?

In a factory, it is the employees on the ground who are best positioned to identify potential malfunctions and areas for improvement. This applies whether in terms of safety, quality, or environmental performance. As manager of the plant's continuous improvement program, together with the entire management team, I always listen to their concerns, although talking about it is not enough. This is why I felt it would be useful to provide them with a tool for reporting their findings and ideas, analyzing them, and then quickly deciding what to do next. This system was launched in early 2021.

### How do employees use it and what were the results in 2021?

The principle is straightforward. The employees describe in a short questionnaire the origin of their idea and their improvement proposal. For example, if an employee notices that a floor is dirty or slippery, they are asked to consider why, rather than just cleaning it. If it stays dirty, this may indicate there is a leak, but where is the leak coming from and what is the solution to prevent it in the future? It's a daily ongoing process making everyone attentive and solution-oriented. It's engaging and rewarding. PROVIDED, of course, there is a follow-up. Hence, all ideas and proposed solutions are analyzed and are either the subject of an action plan or not. Every two weeks, a table monitoring the proposed ideas is posted in the



Feeding life means taking initiatives together and working hand-in-hand with all Group entities to invent the future and nourish our purpose. It really reflects our mindset.



plant. We report back to each contributor to explain our decision, which we make according to a cost/efficiency ratio. It seems to be working well, since in 2021 some 100 ideas were proposed and analyzed via this tool. 35 of these were implemented and many more remain under consideration. Even though some make more proposals than others, we are seeing the rise in momentum and the culture of improvement spreading throughout the teams.

### How did you experience the 2021 edition of "Nourrir la Vie"?

"Nourrir la Vie", Avril's participatory innovation program launched in 2017, enables people to share the best ideas proposed during the year by the Group's various entities. It allows us to draw inspiration from the winners to implement the things that might interest us. Once a year, the finalists come together along with the jury and employees from all the countries where the Group operates to celebrate this collective construction of Avril's future. It is highly rewarding for employees to feel listened to and useful, as well as operationally and financially supported in their initiatives. For me, this year was my first participation. I am very happy to be among the winners. My only regret: not attending all the pitches, as I was busy presenting my own project!

#### INSIGHT

##### THE 2021 "NOURRIR LA VIE" GRAND PRIZE SAIPOL: TELL ME ABOUT A CLIENT...

To give some meaning to our everyday actions, we've launched series of short stories for our employees. They were able to discover the diversity of Saipol's clients and the finished products derived from its productions such as rapeseed flower oil, hydroalcoholic gel, and even the yogurts from the Poplar Farm promoted by David Beckham on Instagram! These customer stories inform and empower teams to simply talk about their jobs to their friends and family, develop pride in being part of making everyday products, and mobilize teams around customer culture and satisfaction.

28

AWARD  
WINNERS

+ over 100

PROPOSED  
PROJECTS6<sup>th</sup> edition20>21 OCT.  
IN RENNES

## Promoting the presence of women on our industrial sites

In 2021, a video was produced giving voice to the women working in our factories to testify to their successful integration into the Avril Group.

The proportion of women in the Group stands at 30.5%. The objective is to increase their presence throughout the 23 Sanders industrial sites where they are very few in number. In this internally broadcast video, the general manager of the Sanders plant in Saint-Thégonnec (Finistère - 29, France) breaks down stereotypes about women in production, encouraging the removal of obstacles to hiring women. Two women also spoke of their satisfaction working in production.



## Growing the intrapreneurship

Avril includes audacity among its corporate values. For this reason, a Darwin intrapreneurship program was initiated in September 2019, open to all Group employees. The objective? Contribute to Avril's innovative potential by promoting the most disruptive and high potential ideas. At each new edition, candidates are welcome to propose their ideas, then to develop them through a coaching in start-up mode, before pitching them in front of a selection jury. The winners are then mentored during six months to validate the potential of their idea.

### ENCOUNTER

#### Pauline Vanel

HEAD OF THE HORSE AND FARMYARD MARKET, ANIMAL NUTRITION, CANDIDATE OF THE 2<sup>ND</sup> EDITION OF DARWIN WITH "MY AVRIL BOUTIQUE".



### DARWIN PROJECT: INCLUDE EVERYONE IN THE INNOVATION PROCESS

#### Why did you participate in the Darwin?

I have been working for the Group for seven years in the Marketing Department as Sanders Brand Manager. Several times we wanted to make Avril product baskets for the employees, however, this initiative was difficult to implement. I had already heard of Darwin before, but this year it spoke to me much more. This initiative is very dear to my heart. It is very rewarding when it comes to the feeling of belonging to the Group.

#### What did the Darwin Bootcamp do for you?

I found the Bootcamp personally very enriching, because I met employees from other entities and business lines. There were ten of us. The exchanges between the various business units were very enriching. This format is perfect for structuring one's thoughts,

acquiring more assertiveness, getting straight to the point, and knowing how to promote one's project to a high-level selection panel that analyzes projects as if they were a committee of investors. This was one of the most rewarding training courses I ever attended. I acquired skills that I use today throughout my professional career.

#### Please tell us about your project.

With a commitment rate of 82%, we can say that Avril's employees are very happy working for the company. However, today, they cannot buy the fruits of their daily labor. For this reason, I proposed to create an online Avril store, very easy to use. It would be like a classic e-commerce site, where categories of products from the Group are offered at preferential prices. As with any Internet website, orders are placed and paid for directly online, then picked up by "click-and-collect" at one of the Group's main offices.

### IN FIGURES



10

EMPLOYEES SELECTED TO JOIN THE 2<sup>ND</sup> EDITION OF DARWIN AND PARTICIPATE IN AN ACCELERATED BOOTCAMP, FACILITATED BY AN EXPERT INTRAPRENEUR COACH. THE BOOTCAMP'S OBJECTIVE IS TO HELP CANDIDATES REFINE THEIR IDEAS AND PREPARE THEIR PITCH FOR THE SELECTION JURY.



1

PROJECT SELECTED BY THE JURY TO CONTINUE THE DARWIN ADVENTURE. THE WINNER WILL HAVE SIX MONTHS TO EXPLORE THEIR PROJECT, BUILD A PROOF OF CONCEPT, AND CONFIRM THE PROJECT'S FEASIBILITY AND BUSINESS POTENTIAL.

## Innovation in nature

Claire Sauvée is the winner of the Darwin program, with a project that sparked the enthusiasm of the selection jury.

Her idea? Turning agricultural waste from one of the Group's flagship sectors into an organic, functional, and nutritional food ingredient to meet consumers' expectations in terms of naturalness and the environment. Claire will now have six months to continue exploring her project in a privileged and secure environment, in start-up mode along with resources allocated to maximize her chances of success.





## Sanders: campaign in support of French livestock farmers

In 2021, Sanders sided with livestock farmers in a bold campaign that "raised questions about the major issues of livestock farming and invited public opinion to put them in perspective with changing consumer habits", as stated by Philippe Manry, General Manager of Sanders.

To verify the campaign's relevance to the livestock farmers' reality, two sessions were organized by videoconference in order to test it with them. The first session enabled us to present the concept of the campaign to some twenty livestock farmers, and to identify the most appropriate visuals.

The difficulties for livestock farmers to make a living from their profession, the disappearance of livestock farms by -44% in 15 years, milk prices cheaper than water, and one out of every two chickens being imported, were among the major alerts raised by this campaign.



## Salus: supporting Brazilian farmers in reducing antibiotics

SALUS is committed to reducing antibiotic use on farms through their comprehensive Sustainable Health Management (SHM) approach.

This structured and tailored approach assists Brazilian farmers with this issue, depending on their level of maturity. It is based on five indicators: Management, Intestinal health (demedication), vertical transmission, biosecurity, and people. Maturity rules were developed to guide the implementation of each pillar of the SHM system, from basic to best practices.



## MiXscience Academy: expert training for our clients

MiXscience established an academy in 2019 to serve its international partners with a triple objective. First and foremost, to develop the transfer of know-how, one of MiXscience's core activities.

To this end, a team of more than thirty experts, all specialists in their respective fields of nutrition, breeding, formulation, research, industry, and quality, etc. is assigned to the academy. Each of them has completed a trainer's course. Their interventions are concluded by a quiz

validating the knowledge acquired during the training. And finally, the third objective is to reach the maximum number of clients. Each year, MiXscience provides seven different training modules per quarter, mainly through distance learning. This amounts to an average of 300 participants each year, located in approximately 20 French and English speaking countries. Since the academy's inception, 96.1% of the attendees rated the trainings as "good" or "excellent." A successful wager.



## Lesieur Cristal: taking action for the inclusion of youth

Lesieur Cristal entered into a partnership with the ESCAE business school in Casa-blanca, Morocco. Its objective is to encourage the integration of young people and to expose them to issues related to business and marketing.

Each year, Lesieur Cristal welcomes students to focus on one of its issues. In 2021, as a result of the health crisis, Lesieur

Cristal was unable to welcome as many trainees as it had hoped, however, it would like to strengthen its partnership with ESCAE and develop further actions in 2022. 12 deserving baccalaureate graduates also receive a 20,000 dirham scholarship each year to pursue their studies. The children of Lesieur Cristal employees are also welcome to apply.

## Lesieur: Citizen Commitment Program

Lesieur's Citizen Commitment program, created in 2020, aims to support Lesieur employees wishing to participate in partnership projects with solidarity associations that are meaningful both for them and for the company.

In 2023, 100% of Lesieur employees will be given the opportunity to participate in at least one partnership project between Lesieur and a solidarity association.

# FINANCIAL

## INFORMATION

### 2021 results: a solid performance confirming the resilience of Avril's model and the appropriateness of its strategic choices

In spite of an extremely inflationary global context affecting raw material prices, Avril delivered a solid financial performance in 2021. Once again this year, the complementary nature of our industrial and financial activities and business lines proved the relevance of our model and strategy.

For the fourth year running, the Group exceeded the objectives of its strategic plan. In 2021, EBITDA\* amounted to €356 million, representing an increase of +46%. Revenue came in at €6.9 billion, a gain of 19%, due in particular to the impact of higher raw material prices.

Finally, net income, Group share, amounted to €150 million. This increased by 15%, thanks in particular to the rise in EBITDA and the capital gains realized in 2021.

\*EBITDA is the equivalent of gross operating profit for accounting purposes in France. EBITDA stands for Earnings Before Interest, Taxes, Depreciation, and Amortization

- **Sofiprotéol continues its efforts to serve the French agricultural sector**

In 2021, Avril's investment and development business unit, Sofiprotéol, maintained its dynamic support for the agricultural and food sectors with €69 million invested. In line with its objectives, these investments are in keeping with the Group's priorities, positioning Sofiprotéol as a support for the French animal and plant sectors, upstream as well as downstream. In 2021, Avril's financial division contributed €26.6 million to EBITDA.

- **Industrial activities with widely contrasting results**

In 2021, the Group refocused its strategy around four priority markets. This was fully in line with its ambition to establish Avril as the leader in plant processing for the food, agricultural, and environmental transitions. Within this context, the industrial activities' contribution to the Group's results showed a very strong increase. EBITDA doubled to reach €321.1 million, driven by the food processing industry and specialty activities.

During a year impacted by the global health crisis and steadily rising raw material prices, the contribution of the industrial activities was once again highly disparate. This was largely attributable to the varying ability of the business units to pass on the increases in raw material prices to their clients.

- **A solid financial structure**

Avril rests on solid fundamentals with a net debt to EBITDA ratio of x1.23. This is improving, despite an increase in gearing, due to the significant impact of the Group's working capital requirements resulting from the increase in raw material prices: +€333 million in 2021. Shareholders' equity increased from €1.71 billion to €1.87 billion.

Finally, capital expenditures amounted to €168 million, representing an increase of +29.2% compared to 2020. Financial investments reached €69 million related to Sofiprotéol's minority shareholdings in companies in the agricultural and food sector. In 2021, total investments amounted to €237 million.

#### FOCUS

In accordance with the business reorganization process finalized in the last quarter of 2021, the performance of our industrial activities is presented by business area:

- **Avril Oilseed Processing and Renewable Energies**, comprising the historical seed crushing activities as well as the production of oilseed meal, refined oils, and biofuels: Saipol in France and Expur in Romania.
- **Avril Specialties** brings together the activities dedicated to the production of special ingredients for the European and global industry: Oleon, Kerfoot, Novastell, and Lecico.
- **Avril Consumer Goods (CG)** combines the activities of our business units in France with Lesieur and internationally with Lesieur Cristal in Morocco, GECCO in Algeria, Costa d'Oro in Italy, and Expur in Romania.
- **Avril Solutions for Agriculture** now includes activities serving the agricultural world, in particular French livestock farmers, with our Sanders business units in animal nutrition, MiXscience in animal specialties, Terrial in fertilization, and Feed Alliance in raw material purchasing.
- **Avril Development** brings together the high-potential businesses: Evertree and Prolein/Olatein.



Aymeric Mongeaud, Chief Financial and Administrative Officer, provides insights on **page 21**

## FINANCIAL INFORMATION

● In million euros

	Revenue		EBITDA	
	2020	2021	2020	2021
Avril Oilseed Processing and Renewable Energies	2,513	3,326	29	171
Avril Consumer Goods	1,088	1,201	63	52
Avril Specialties	720	941	32	96
Avril Solutions for Agriculture	1,365	1,481	30	13
Avril Development	0	1	(2)	(2)
Sofiprotéol and its business units	33	57	81	27
Other	688	585	10	(1)
Eliminations	(640)	(739)		
<b>Group Total</b>	<b>5,766</b>	<b>6,854</b>	<b>243</b>	<b>356</b>

	Group	
	2020	2021
Pro forma consolidated net income, Group share	59	150
Equity	1,714	1,872
Gross investments	257	237
Of which industrial investments, plant-based sectors	64	114
Of which industrial investments, livestock sectors	47	29
Of which Group information systems	6	2
Of which other investments including R&D, real estate, etc.	15	23
Of which finance and development company	125	69

## SOFIPROTÉOL COMMITMENTS

● In million euros

	2020	2021
Upstream: plant-based sectors	36.5	61.5
Upstream: animal production	93.7	88.8
Food processing and intermediate products	90.9	114.3
Consumer food products	94.2	95.6
Sustainable innovations, investment fund, miscellaneous	35.9	41.3
Private debt fund	24.1	18.9
<b>Total commitments</b>	<b>375.3</b>	<b>420.4</b>

## MAIN INDUSTRIAL PRODUCTS

● In thousands of tons sold

	2020	2021
<b>Plant-based sectors</b>		
Crushed seeds including custom crushing (In thousands of tons of seeds processed)	3,279	3,572
Packaged seed oils	555	531
Packaged olive oils	63	57
Condiment sauces	37	40
Oilseed meal including custom crushing	1,981	1,906
Biodiesel	1,439	1,219
Oleochemical products	486	502
Soaps	45	32
<b>Animal Sectors</b>		
Animal feed, excluding premix, basemix, and intra-group consumption	2,801	2,721
Pigs slaughtered	123	121
Number of eggs including shell eggs and egg products (In millions of equivalent eggs sold)	1,903	1,824
Premix and basemix	53	56

# EXTRA-FINANCIAL COMMITMENTS AND INDICATORS

Avril continued its CSR SPRING approach in 2021, building on the progress made in 2019 and 2020. This year, the Group achieved a SPRING score of 3. This result is consistent with our objective of improving by one point per year. In 2021, Avril established higher objectives for the Group. Some of these will be more difficult to achieve, however the Group is satisfied with the performance achieved thanks to the mobilization of all its business units and employees.

Avril's progress in the area of CSR is reflected in several advances in 2021.

• **Implementation of an internal carbon price**

The Group decided to set up an internal carbon price\* to further anchor the climate commitment in the Group's decisions. An initial project was assessed in pilot mode in 2021 for internal deployment as of January 2022. Avril thus adopted a strategy support tool and a risk management tool. This will help shed light on investment decisions.

\* The internal carbon price is a voluntary value that a company sets for itself to internalize the economic cost of its greenhouse gas (GHG) emissions. This approach integrates GHG emissions into the calculation of a project's profitability in order to favor those with lower GHG emissions.

• **An initial assessment by the Carbon Disclosure Project**

After conducting its first comprehensive assessment of greenhouse gas emissions in 2020, Avril submitted its climate strategy to the external assessment plat-

form Carbon Disclosure Project (CDP) in 2021. The CDP is the world's largest environmental assessment initiative with over 13,000 companies evaluated. Avril received a score of C, the fourth level on a scale of eight, from D- to A. This honorable rating is a first step for Avril to continue to accelerate its climate approach and progress to reach the next level.

• **Progress in EcoVadis CSR assessments**

Following the first assessment of Lecico in 2021, seven of Avril's business units are now rated on the EcoVadis platform. This CSR performance measurement system covers the following themes: Social & Human Rights, Environment, Responsible Purchasing, and Ethics. The positive results obtained during these assessments, with notably two companies at Platinum level (Oleon and Lecico) and three at Gold level (Lesieur, Saipol, Ovoteam), are the crowning achievement of the CSR actions of Avril and its business units. Furthermore, Avril proactively decided to carry out a global Ecovadis assessment, the results of which will be available in 2022.

COMMITMENT PURPOSE	THEME	INDICATOR	(SDGs)	2020	2021
<ul style="list-style-type: none"> <li>Taking action for agriculture that respects the Planet</li> </ul>	Contribute to agricultural transition	Number of new projects supported by the Avril Group contributing to the agricultural transition	12	6	6
	Meet new consumer demands (organic products)	Share of turnover of products certified as organic (BIO) or usable for organic purposes (UAB)	12	2.70%	2.32%
	Act for animal welfare	Share of eggs produced under alternative systems (code o,1,2) purchased by the Group (Matines and Ovoteam)	12	50.31%	53.22%
Share of livestock units audited according to internal livestock management standards		12	85.34%	76.84%	
<ul style="list-style-type: none"> <li>Taking action to protect natural resources and biodiversity</li> </ul>	Implement sustainable sourcing	Share of Group palm oil supplies covered by sustainability schemes	15	100%	100%
		Share of soybean used for animal feed coming from non-GMO supply chains or covered by RTRS' credits	15	41.20%	42.02%
	Develop the circular economy <small>1 Round Table on Responsible Soya</small>	Recovery rate of industrial waste (Saipol and Lesieur in 2020, addition of Oleon in 2021)	12	98.80%	95.50%
		Total tonnage of products sold from the circular economy (Terrial)	12	654.10 KT	674.88 KT
		Share of recyclable packaging in total packaging (Lesieur)	12	98.15%	99.20%
<ul style="list-style-type: none"> <li>Taking action to develop local sectors</li> </ul>	Process national raw materials	Share of domestic raw material processed by the Avril Group - consolidated figures for Saipol, Expur, Costa d'Oro, and Animal Nutrition France	12	66.33%	68.88%
		<ul style="list-style-type: none"> <li>Taking action for our investments' impact</li> </ul>	Invest sustainably in our sectors	Cumulative annual amounts invested in our sectors since 2019	9
<ul style="list-style-type: none"> <li>Taking action for the climate</li> </ul>	Reduce the environmental footprint of our industrial activities <sup>2</sup> <small>2 Values provided for the main industrial sites</small>			Energy consumption per ton produced	7
		Ratio between the consumption of energy from renewable sources and total energy consumption	7	27.24%	28.24%
		Water consumption per ton produced	12	1.19m <sup>3</sup> /t	1.33m <sup>3</sup> /t
		Greenhouse gas (GHG) emissions associated with Avril's activities (Scope 1 and 2)	13	281 ktCO <sub>2e</sub>	275 ktCO <sub>2e</sub>
<ul style="list-style-type: none"> <li>Taking action for a collective and inclusive project</li> </ul>	Meet new client demands (low GHG biodiesel)	Percentage of GHG reduction achieved by using Saipol biodiesel (vs reference fossil diesel)	13	60.12%	67.67%
		Share common Group culture and values	Frequency rate of accidents with and without time off work (TF2)	8	9.30
<ul style="list-style-type: none"> <li>Taking action for a collective and inclusive project</li> </ul>	Develop all talents		Percentage of women in the Group workforce	5	29.50%
		Percentage of women among the Group's top managers	5	24.76%	27.78%
		Percentage of disabled people employed by the Group in France	10	4.3%	UNAVAILABLE
		Percentage of trainees and work-study students in the workforce in France	4	8.10%	8.66%
<ul style="list-style-type: none"> <li>Taking action for a collective and inclusive project</li> </ul>	Act with our external stakeholders	Number of Stakeholder Committee meetings during the year	17	3	3
		Number of Avril Communities visits during the year	17	8	12
		Progress of the annual action plan to improve the relationship between Avril employees and upstream agriculture	17	Realized	Realized
<ul style="list-style-type: none"> <li>Taking action for a collective and inclusive project</li> </ul>	Offer safe and high-quality products	Number of product safety-related withdrawals and recalls	12	5	4

For details of the SPRING priority issues, see page 22

For more details, please refer to our 2021 Extra-Financial Performance Declaration available at: [www.groupeavril.com/en/](http://www.groupeavril.com/en/)



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**AT THE HEART OF PLANT PROCESSING**  
2021 INTEGRATED ANNUAL REPORT

**Editorial Board**

Hélène Taboury, Béatrice Germain, Clément Tostivint

**Design/creation**

Heidi Agency

**Editors**

Heidi Agency and Delphine Goater

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