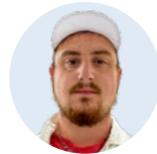


Benefiting partners in our sectors

The undertaking: to participate in developing and strengthening sustainable value chains



“ **My father and I run a dairy farm with 70 dairy cows on 90 hectares of permanent grassland.** It has been a family farm for five generations! In 2019, I developed cheese processing to produce PDO Bleu d’Auvergne and Fourme d’Ambert. Making cheese has always been my plan. We were already compliant with PDO specifications and we had built an excellent cheese dairy. For this activity to be profitable, it was necessary to adjust the feed rations of our cows to obtain an optimum cheese yield, or in other words to optimize the quantity of milk necessary to produce a kilo of cheese. The Proxiel-Sanders team helped us to find the correct concentrate formulation and its right combination with forage. And it works very well. They enquire regularly how we are doing, because they know how important this business is to us. ”

Nicolas Sudre,

Dairy farmer in the Puy-de-Dôme region



Avril in brief

Through the stakes held by Sofiprotéol, Avril supports structuring actors in French and European sectors, notably in upstream agriculture.

In 2019, the Group increased its presence among seed companies, supporting the merger of two of them to give rise to a new actor with European dimensions (Semagri), and contributing to the

creation of Innolea, a plant genetics and genomics research company dedicated to oilseed and protein species. Avril is also pursuing its contribution to the growth of oilseed sectors internationally, notably in Tunisia and Morocco. In Sub-Saharan Africa, the Fondation Avril places its engineering know-how and ability to mobilize private funds at the service of local sectors and family agriculture (in Burkina Faso, Benin, Senegal and more recently in Togo).

A new organic oilseed value chain

Avril Livestock Sectors and Sofiprotéol joined forces with the Terrena cooperative to create *Oleosyn Bio*, a value chain dedicated to organic rapeseed, sunflower and soybean which is being organized around a new crushing plant in the Deux-Sèvres region, at the heart of the production area. The aim is to use organic grain to produce both organic vegetable proteins for livestock sectors (organic meat, milk and eggs) and 100% organic French sunflower and rapeseed oils. Production should start during 2020*.

*This project also benefited from joint funding from the Nouvelle Aquitaine Region and the Fonds Avenir Bio managed by Agence Bio (the French Agency for the Development and Promotion of Organic Farming).



400,000

tonnes: the production of grain by the French (non-GMO) soybean sector in 2019. Since 2015, Sofiprotéol has been a strategic and financial partner in this sector targeting both human foods and animal feeds.

Towards a common digital language for the farming world

Driven by the Fondation Avril, the *Numagri* project is federating the agricultural ecosystem around the definition of standards for digital data. These will be used in a variety of situations: carbon balance, traceability, improvements to practices, etc. The ambition is to create value for French agricultural products and restore trust by facilitating the exchange of information between farmers and consumers.



Benefiting customers and consumers

The undertaking: to respond to demands for quality and sustainability from customers and consumers.



“ We have sold our first solution to a French manufacturer of wood-based composite panels. It is an additive made using rapeseed meal which is included in the system used to ensure the adhesion of wood fibers and it enables a 20% reduction in the use of petroleum-sourced resins while achieving equivalent performance. Use of this solution responds to a primary demand from our customers to reduce emission levels of VOCs (volatile organic compounds) that are known to be carcinogenic and have effects on the health of both those manufacturing the panels and those using them. The second benefit to customers is to reduce their dependence on a product affected by fluctuations in oil prices so that they can better manage their businesses. Working closely with the manufacturer, we have developed a tailor-made solution that facilitates the use of this additive on the production line. ”

Nicolas Masson,

CEO of Evertree (Avril Group)



Solutions for organic farming

The leader in France for organic fertilizers, Terrial offers fertilization solutions that enable farmers to restrict the use of chemical fertilizers and pesticides. This Avril subsidiary is thus supporting the strong growth of organic farming, which already represents 55% of its sales.



Avril in brief

Avril has reached a turning point in its offer of products that are increasingly in line with consumer demands, particularly through development in the organic sector. This was demonstrated in 2019 by the birth of *Oleosyn Bio* (see p.63), growth of 40% in the volumes of animal nutrition products used in organic sectors, and the five new organic products being offered by Lesieur in its oils and sauces ranges. In terms of animal welfare, the Group's guidelines on livestock unit management were deployed in 84% of its partner farms. The Group also broadened its commitment on alternative eggs to all its eggs (shell eggs and egg products). The aim to be fully alternative by 2025 was acknowledged by the Good Egg Award received from the NGO CIWF in June 2019.



1,132

The number of livestock units audited over three years (laying hens, table poultry, pigs, rabbits) using the internal guidelines on livestock management introduced by Avril in 2017



Eggs: traceability guaranteed

Where do my eggs come from? Since October 2019, all consumers of Matines and Mas d'Auge eggs can answer this question. These are the first two national brands to have launched their blockchains. The principle is simple. A QR code printed on the box enables access to the entire history of the eggs it contains: site and type of rearing, feed given to the hens, guarantees that antibiotics have not been used, good livestock practices and the entire journey from production to shipment.



Benefiting the planet

The undertaking: to protect the planet and its resources by acting at all levels in our sectors.



“**Oleon is very closely involved in the Group Sustainable Palm Policy.** Our primary ambition is to only use suppliers who can prove that their crops do not contribute to deforestation. To have a beneficial effect, we have chosen to invest directly in projects to transform the palm oil sector in the field. We are currently supporting three such projects: the APT Program¹ being run by the NGO Earthworm Foundation in Sumatra; the Mariposa crowdfunding initiative operated by our supplier Olenex and its first program in Honduras, and the *Palmas del Ixcán* project run by our partner Cargill in Guatemala. In all cases, the aim is to train small palm oil producers in more sustainable practices, to protect ecosystems and to help local communities to create alternative sources of income.”

Marjan Maes,

CSR Manager Oleon (Avril Group)



1. Areal Prioritas Transformasi (APT) - Priority transformation zones



More sustainable livestock feed

As an expert in the formulation of feeds for farmed livestock, Avril has developed a tool that can measure the environmental footprint of their diet: *Matriciel*. Integrated in the formulation software, it is able to take account of the impacts of raw materials, manufacture and transport. *Matriciel* thus facilitates decision-making with respect to formulation choices and the implementation of life cycle analysis models.

100%

of Group palm oil supplies covered by sustainability schemes: certification, credits, support to projects

More sustainable packaging

Lesieur has taken advantage of repositioning its brand to propose 100% rPET packaging (made using recycled plastic) for its 1-liter seed oil products, and 100% recyclable packaging for other oil products.



Avril in brief

With respect to the environment, the Group acts on three levers: improve its carbon footprint, favor the circular economy within and beyond the scope of its activities, and increase its contribution to the energy transition of its customers.

In 2019, Avril focused its efforts on analyzing existing data (energy, quality, production) to identify the main factors affecting the energy consumption of industrial processes. Avril has also initiated new projects such as optimizing dehulling of seeds in Lezoux plant in order to produce more biomass. By combining forces with Suez, the Group has given new impetus to its work on recycling organic and livestock waste. This has a dual ecological advantage: it can reconstitute soil reserves of organic matter and encourage practices that favor the environment in livestock units. Finally, Avril now knows how to produce highly sustainable biofuels that enable a marked reduction in GHG emissions (see p.48).



Benefiting our employees

The undertaking: to cultivate our values to work better together now and in the future.



“ I have been working for the Group since 2007 where I carry out development missions in North Africa and have a commercial job in France. As a native of Tunisia, I had long had the idea of sharing the culinary culture of the Maghreb with French consumers. I started to develop a project, but realized there was a risk of doing it alone. The Darwin call for candidacies¹ offered an excellent opportunity, so I started a training course with the aim of presenting my concept to a group of directors. Out of 40 candidates, 12 were chosen and then three of us were the winners following our presentations. I have six months to prove that my idea holds water, with help from experts in the Group. Darwin has given me expertise, methods, a budget and the possibility to build a team and include the project as part of my job. ”

Walid Lahweg,
Upstream olive project manager (Avril Group)



Integrated Annual Report 2019-2020

1. Intrapreneurship program set up in 2019 within the Group and open to all employees.

Avril in brief

In 2019, the Group posed new milestones in constructing a common managerial culture: implementation of the internal communication program WeeShare for better sharing of information; deployment of the Career Development Conversation; relaunch of the WeeLead leadership training program.

The “Rencontre Nourrir la Vie” is an annual event that highlights the successes of employees and disseminates good practices throughout the Group. Under the theme “from individual to collective performance” the 2019 edition highlighted 25 projects.



Being an intrapreneur within Avril

Darwin is an intrapreneurship program for all employees who want to share and realize their innovative ideas. It has three ambitions: generate new business for Avril; promote agile innovation methods; stimulate motivation. Selected candidates will get support from the Group to develop their project during a six-month incubation period. In January 2020, the first jury was held and three intrapreneurs were selected.

“Performance in Avril means, obviously, to meet targets which bring short-term added value. But it is also a strong focus on the methods used in order to build long term-added value.”

Marie de la Roche Kerandraon,
Vice-President for Human Resources and Engagement



3,436

Avril employees followed a training course in 2019

An insertion partnership at Adonial

This Avril subsidiary has initiated collaboration with the vocational rehabilitation center (ESAT) in Château-Gontier. Since March 2019, some ten disabled workers have joined the teams on the site to work on a manual packaging removal line.



Benefiting stakeholders and society

The undertaking: to improve our corporate social responsibility through dialog with our stakeholders.



“ **Setting up this committee was in itself a sign of Avril's increased engagement and desire for openness.** The ten people sitting round the table come from markedly different horizons, and it is to these experts, all engaged in issues of responsibility, that Avril has decided to submit its practices in order to obtain their opinions, encouragements and criticisms. It is a consultative committee that can play a role as a goad or challenger. Three times a year, we shall be discussing how Avril carries out its activities and what can be done to improve practices. The aim is to establish a constructive dialog that will serve continuing progress that combines ambition and taking account of realities. This is a highly motivating challenge and I am certain that we shall be able to address it together! ”

Jacques Kheliff,

Chairman of the Stakeholders Committee



Avril in brief



To create a relationship of trust with consumers by enabling them to see behind the scenes in its activities, Avril participated in the first edition of the “Discover what you eat” operation organized by ANIA¹ in

November 2019. Subsidiaries in the Avril Livestock Sectors Business Line were numerous in opening their doors.

The Group is also pursuing work carried out with support from NGOs: CIWF in the area of animal welfare and the Earthworm Foundation with respect to palm oil.

Driven by committed employees, Avril has also carried out several solidarity actions, notably to support cancer research, and the Avril Pink Days in 2019 mobilized 2,575 people.

Avril Communities reinforces local roots

Launched in 2019, this in-house community aims to assemble directors from all Avril's industrial sites in order to reinforce their links and dialog with their local ecosystem: local government, citizens, institutions and farmers. By fostering debate, it can highlight the initiatives under way, such as open days, site visits, etc., and encourage the emergence of good practices.

“With Avril Communities, plant managers will build relationships with key players in their territories and thus develop Avril's role in the local transitions.”

Stéphane Yrlès,
Secretary General

A fund to help farmers create value

Initiated by the Fondation Avril with a contribution from Sofiprotéol, and managed by Esfin Gestion, *Agri Impact* is the first fund to invest in farmers. It aims to provide support for their diversification projects: methanization, distribution, transformation... or any other project that will create economic, social and environmental value for their regions.

15

projects supported by the Fondation Avril in 2019, including ten in France and five in Africa

1. National Association of Food Industries

