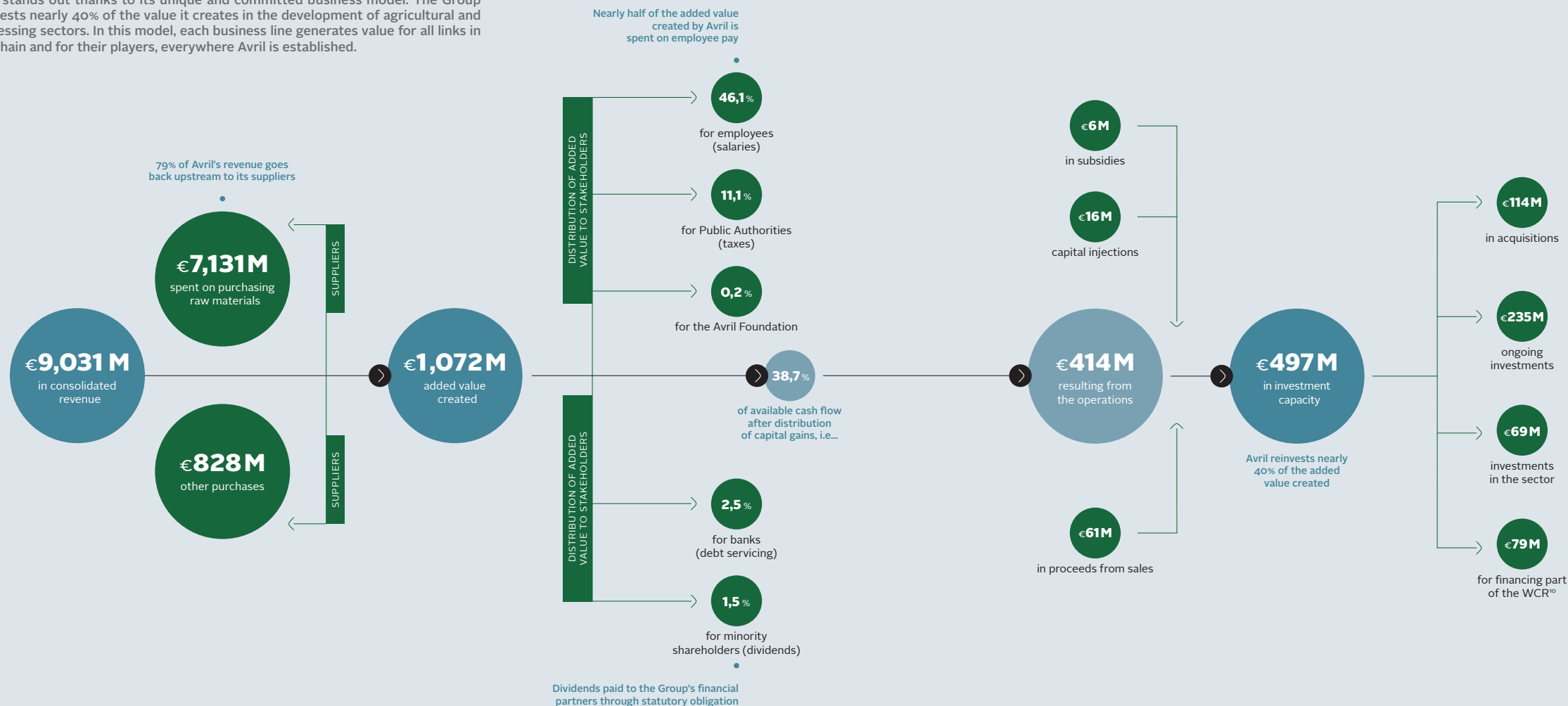


# CREATING SHARED VALUE

Avril stands out thanks to its unique and committed business model. The Group reinvests nearly 40% of the value it creates in the development of agricultural and processing sectors. In this model, each business line generates value for all links in the chain and for their players, everywhere Avril is established.



## DISTRIBUTION OF FINANCIAL FLOWS GENERATED BY AVRIL IN 2022

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

- The vast majority (**79%**) of Avril's revenue goes back upstream to its suppliers. This proportion is very closely linked to the purchase of agricultural raw material, which creates jobs in the regions.
- **Nearly half (46%)** of the added value created by Avril is spent on employee pay.
- Avril pays few dividends. These are paid to financial partners, the Group's minority shareholders.
- Lastly, the Group reinvests nearly **40%** of the added value created. This amount is used in particular for current investments (CAPEX), acquisitions, and investments in Sofiprotéol's sector.

<sup>10</sup> Working Capital Requirements