

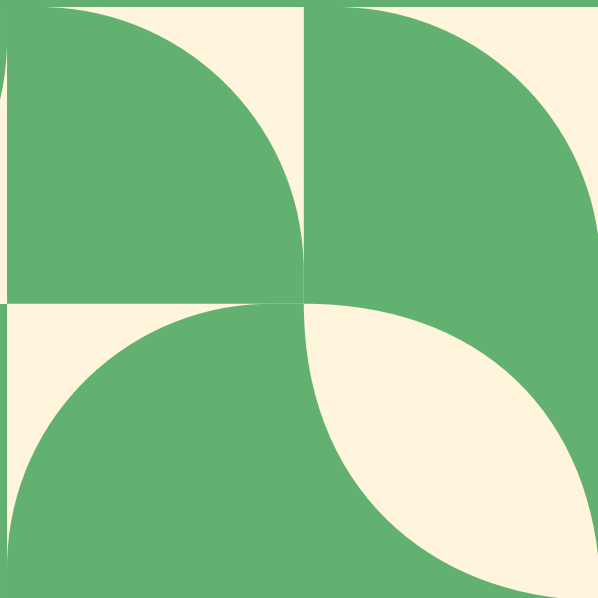
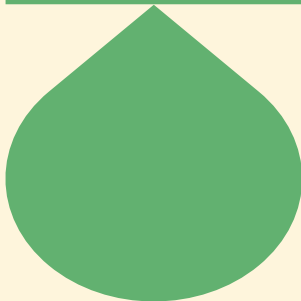
Integrated  
Annual  
Report

2022



**Avril**

Resolutely  
**HUMAN**



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## Integrated Annual Report 2022

### **Resolutely human**

Above all, Avril is a human ecosystem, actively committed to the positive transformation of our society.



In 2022, more than ever, our upstream agriculture, the employees of our business units, our stakeholders and partners enabled considerable progress to be made in strengthening our model.

For this reason, we would like them to share what unites them with Avril, and to decipher the events of the year.

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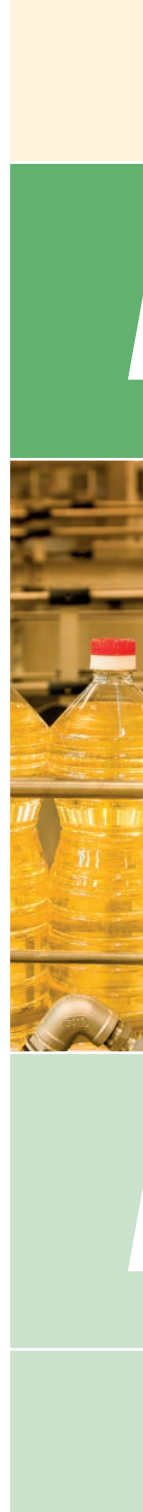
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Pascal Pinson  
Giovanni Bacheloni  
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STAKEHOLDERS**

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S

✖ 2022 seen by

# THE AGRICULTURAL WORLD



**Jean-Sébastien Loyer**  
General Manager,  
SCAEL Cooperative Group

## *Together with Saipol, SCAEL farmers are committed to low-carbon rapeseed*

Jean-Sébastien Loyer began his career working in cereal marketing. In 2016, he joined SCAEL and became head of the agricultural division, then General Manager in 2017. The Société Coopérative Agricole d'Eure-et-Loir (SCAEL) is an agricultural cooperative with 1,300 members, producing more than 80,000 tons of rapeseed per year. The Group as a whole produces 150,000 tons of rapeseed, wheat, barley, and corn each year.

### **How did the partnership between SCAEL and Avril come about?**

The Eure-et-Loir is historically a rapeseed producing county in France. We have a long-term relationship with Avril, particularly with its Saipol business unit. Our ties were strengthened in 2007 with the Lesieur "Fleur de colza" project, to which we made a significant contribution. Since then, we supported other Group projects because we both serve the same interest: that of the farmers and the sustainable development of their production. Our complementarity with Saipol enables us to collaborate on numerous projects such as low-carbon rapeseed, the development of high-protein rapeseed varieties, and intercropping camelina. In addition, the vast majority of our transport fleet runs on Oleo100<sup>1</sup>. We are moving forward confidently, ready to build the future.

### **What is the commitment of SCAEL's farmers towards OleoZE, Saipol's low-carbon rapeseed solution?**

We are highly committed to this crop, which meets both the environmental challenges involved and the need to improve cultivation methods. SCAEL's farmers are dedicated to this production for these two reasons, but also because Saipol advocates for the financial value of their contribution with the oil companies. In 2020, one

farmer out of four submitted an eligibility application, one out of two in 2021, and in 2023 nearly 70%. Our farmers are committed to this process, and will produce approximately 70,000 tons of low-carbon rapeseed in 2022, or 50% of our total production.

### **How do you see the future?**

We must continue to raise our farmers' awareness of climate issues and societal expectations, and continue to support them in their highly demanding approach. The regulatory framework within which this approach operates enables us to guarantee production is in line with the declared objectives and the expected effects. Farmers are complying because they can see the obvious benefits in terms of meaning, value, and recognition of their methods by the general public. Over and above rapeseed, we are prepared to boost our efforts in agro-ecology, in particular with the help of Saipol, to improve crop rotations, soil health, carbon balances, and the quality of vegetable food proteins. These are all key issues that mobilize us all.

<sup>1</sup> Saipol's 100% French rapeseed renewable energy

**50% rapeseed**

**LOW CARBON IN SCAEL'S GRAIN COLLECTION IN 2022**



**Jérôme Ferret**  
Farmer, Terrena

## ***The agricultural cooperative Terrena and Avril are developing the French organic sunflower and rapeseed sector with Oleosyn Bio***

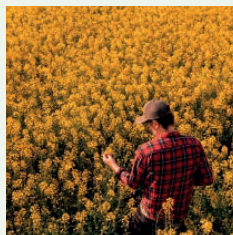
The Terrena agricultural cooperative and Avril joined forces to create Oleosyn Bio, a 100% organic production unit based on French oil seeds. The sector is structured around a crushing plant located in Thouars, Deux-Sèvres. Since its commissioning in 2020, 60,000 tons of French organic oilseeds have been processed into organic rapeseed and sunflower oil, and into oilseed meal rich in organic vegetable proteins for animal feed. 160 members of the Terrena cooperative, located near the facility, produce Oleosyn Bio seeds as a matter of priority. Jérôme Ferret and his two brothers run the family farm consisting of 22,000 laying hens and 170 ha, of which 100 ha are dedicated to agricultural production and 70 ha of grassland for 70 milking cows. They decided to devote a portion of their production to Oleosyn Bio.

### **Why did you decide to contribute to the development of this sector?**

This opportunity permits me to add rapeseed and sunflower to my crop rotation in order to obtain a complete rotational pattern. On average, 15 to 20% of my cropping is dedicated to sunflower and 10 to 15% to rapeseed. I am also an end consumer, because the oilseed meal produced by Oleosyn Bio provides a source of protein that is reincorporated into the chickens' feed. This is a virtuous circle.

### **Is the multi-annual contracting in terms of volume and price a security for the farmers?**

The three-year contract with Terrena is definitely a plus. This enables me to secure, three years in advance, the sale of all the organic rapeseed and sunflower I produce, within a defined price range. Given the current volatility of agricultural raw material prices, this is all the more reassuring for farmers. In 2021, for example, as prices plummeted on the open market, the contract guaranteed me a floor price, higher than the market. Oleosyn Bio is a major advantage in our region, benefiting many farmers working in the area.



### **How was the 2022 harvest and what are your expectations for 2023?**

I produce an average of 30 to 40 tons of rapeseed and 60 tons of sunflower per year. For winter crops such as rapeseed, 2022 was an acceptable year, although slightly impacted by dryness in the spring. For sunflower, on the other hand, the summer heat wave, right at the height of the flowering period, caused yields to fall by almost a third. To compensate for this loss, the sunflower contracts were revalued, which really helped a lot! For 2023, I count a full dozen hectares of rapeseed and ten in sunflower. I intend to build on this momentum, because Oleosyn Bio is a genuine asset for our region.



### **OLEOSYN BIO**

A 100% organic  
oilseed sector,  
100% French origin

Oleosyn Bio plant, Thouars, Deux-Sèvres, France

## Planet O-live Academy on the right track with Costa d'Oro

Launched in 2022, Planet O-live Academy is a scientific program initiated by Costa d'Oro, an Avril business unit and the leading Italian producer and distributor of quality olive oil. This program works in collaboration with Italian agricultural associations, under the scientific direction of the Scuola Superiore Sant'Anna of Pisa and the University of Perugia. The objective is to ensure that the best practices of environmental, economic, and social sustainability are accessible to all, in order to enhance the value of the entire sector, to encourage circularity of production, and to continuously improve the quality of products.



**Pascal Pinson**  
CEO, Costa d'Oro

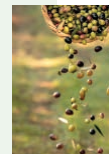
### How does the Planet O-live Academy project address Costa d'Oro's strategic challenges?

The Planet O-live Academy project is a reflection of Costa d'Oro's long history and commitment to the olive oil industry. Olive oil is a noble, healthy, and age-old product, produced by a community of enthusiasts that must continue to evolve in a beautiful and beneficial way. By means of this project, acting as a catalyst, we are also expressing the commitments linked to our purpose, Serving the Earth. In developing local supply chains, with regional suppliers and a range of products with protected designation of origin (PDO)<sup>2</sup> certification. With virtuous agricultural practices protecting the environment and landscapes; with a collective vision and an action plan benefiting all stakeholders.

<sup>2</sup> Denominazione di Origine Protetta (DOP), Italian equivalent of the protected designation of origin (PDO) label

### What are the first milestones since the launch of Planet O-live in 2022?

We maintain close contact with universities working with experts on improving olive cultivation practices, reducing the use of pesticides, managing such a rare and precious resource as water, identifying the best harvesting period, as well as recovering neglected olive groves for reevaluation. We also established close ties with the ASSOPROL UMBRIA association, which brings together 800 olive growers, and the CONFAGRICOLTURA association, which represents 400,000 agricultural enterprises, 80,000 of which are involved in olive growing. Together we agreed on the vision and mission of the project, to move forward in 2023, especially on the selected pilot projects and dissemination programs.



**Giovanni Bacheloni**  
Olive grower in Umbria

### Why are you involved in the Planet O-live Academy project?

What is interesting for us, as olive growers, is being supported along a path of sustainability. Environmental sustainability, but also social and economic sustainability. To better prepare the future of our olive groves, in Umbria in my case, and at the national level for the Academy. I strongly believe we need to work on better preparing for the future by changing our practices, especially regarding the harvest.

### What changes do you hope to bring about through this program?

Change is constant in agricultural enterprises, but it must come faster. Thirty years ago, which is my age, olive groves provided a sustainable income although harvesting was a challenge. These ancestral practices have gradually been lost. We are pleased to be able to draw on the knowledge of the Planet O-live Academy. The Academy takes a scientific approach towards changing our farming practices and making better use of the co-products of oil pressing, such as water. The Academy is actively working to transform it into a new resource, as this water remains very rich in polyphenols, noble antioxidants that can be used in pharmaceuticals and cosmetics, allowing our business to develop in a holistic and sustainable way, both environmentally and economically. It is our hope that the Planet O-live Academy outreach program will help bring us closer to consumers, making them more aware of the value created by farmers.

## Sanders Breeder Aid Plan, first year, first achievements

Laurine is a young farmer in the Haute-Marne region of France, working in mixed farming and dairy farming. She has been farming with her parents since January 2021. She turned to the Sanders Livestock Farmer Aid Plan, which aims to support the transfer, installation, and sustainable development of farms within an economically complicated context. Four months after its operational launch in September 2022, nearly a thousand livestock farmers have already submitted an application.

### Laurine

Farmer in mixed dairy and livestock production



### What kind of farm do you run?

We have 110 dairy cows in protected designation of origin (PDO) Brie de Meaux, and 230 ha of farmland, including 100 ha of grass for grazing and 130 ha of corn, barley, wheat, and meslin. We are in the process of expanding the farm to accommodate 240 dairy cows in an ultra-modern building with an emphasis on animal welfare. There will be efficient insulation against high temperatures, water mattresses in each cubicle, brushes, massage pads, and more.

### Why did you apply for the Sanders Livestock Farmer Aid Plan?

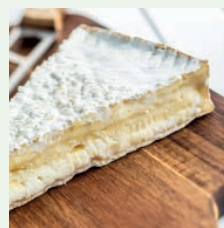
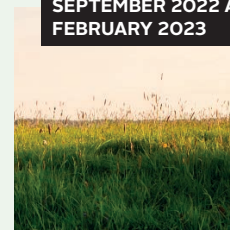
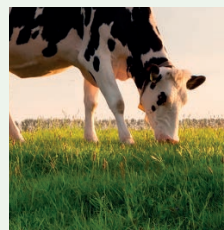
After the substantial investments planned for the expansion, we deferred some of them due to the need to control our budget. In particular, an automatic feeder to improve the quality and regularity of the calves' meals, but also to make our daily life easier. We would also like to install an additional silo to increase our feed storage capacity and secure our supplies and orders. We also needed a secure space for restraining and weighing cows, in order to trim their hooves - a rather delicate operation!

### How has the plan helped improve your farm and your lifestyle?

The support provided by Sanders enabled us to incur all these expenses simultaneously. We are truly appreciative of this willingness to support our efforts to do our job in the best way possible, with the well-being of our cows as a priority. This also includes all the means, material, and processes helping us to do the work we love even better and more comfortably. We are caring for ourselves and our animals.

€4,3M

ALLOCATED TO LIVESTOCK FARMERS UNDER THE AID PLAN BETWEEN SEPTEMBER 2022 AND FEBRUARY 2023



## Together with Sofiprotéol, Innolea invents the seeds of tomorrow

Born in Chile, Monica Menz comes from a six generation farming family. With a passion for genetic selection, she studied engineering in Mexico and then obtained a grant to complete her doctorate in the United States in applied genetic selection and genomics. She became a Professor there, then moved to Europe in 2006 to work on the SYNGENTA molecular marker platform operating on hybrid selection. Since 2021, Monica has been managing Innolea, a company specialized in research activities on vegetable genetics and genomics related to oilseed species, supported by Sofiprotéol.

**Monica Menz**  
General Manager,  
Innolea SAS



### What role does Innolea play?

Innolea conducts research in genetics and genomics on oilseed species. We are supported by three major seed companies: LIDEA Seeds, Limagrain, and RAGT, as well as the innovation fund for vegetable oils and proteins provided by Sofiprotéol. These visionary operators

intend to use cutting-edge technologies to solve complex agricultural problems. Innolea needs to produce genetic solutions to meet the climatic, environmental, and economic challenges confronting farmers.

### Why is the R&D on natural genomics crucial for the future of the rapeseed and sunflower sectors?

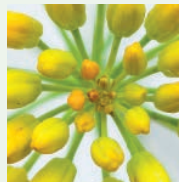
The impact of climate change is directly affecting our farmers, increasingly subject to natural disasters and crop pests. Not to mention the urgent need to replace chemical inputs with solutions offering not only greater sustainability, but also better cost effectiveness. Agriculture can also contribute to significantly slowing down climate change through photosynthesis and by capturing carbon in the soil. With the support of our partners, we are assisting farmers with these vital issues.

Indeed, new technologies, combined with genomics, enable the selection of rapeseed and sunflower varieties capable of expressing natural genetic defense mechanisms against insects and diseases, capturing more carbon than is necessary for production, limiting inputs by making them more productive, providing real solutions, and more.

### What are the major projects underway at the moment?

We are working on developing rapeseed and sunflower that are more resistant to the major diseases. We are researching genetic resistance in the natural plant material, in particular old rapeseed or sunflower plants that are no longer used because their yield was too low, yet they have very good resistance to diseases. The aim is to develop a hybrid that combines high yield with natural resistance.

We are also stepping up our research into insect resistance, which is becoming an increasingly important factor in crop production. Using the same hybridization principle as for the creation of new strains, we are looking for insect-resistant genes to better protect the rapeseed against pollinators and flea beetles. For sunflower, we are researching resistance to a parasitic plant, broomrape, which greatly reduces yield and exposes the plant to certain diseases. The objective is to transfer the natural resistance found in this material to current varieties to ensure a more resilient, sustainable, and profitable agriculture!



# 2019

Creation of the French vegetal genetic and genomic research company specialized in oilseeds and protein crops







**Khadi Tal-Desprez**

Manager of the African Division, Avril Foundation

## Avril Foundation supports Rwandan farmers

Recognized as being of public interest, the Avril Foundation emerged from the desire of the agricultural world to act and become involved in the public domain, for the common good and sustainable development, more specifically in rural areas with their most disadvantaged citizens in France and in Africa.

Khadi Tal-Desprez is the new Manager of the African Division of the Avril Foundation. She joined the division in the summer of 2022 after a legal and commercial career in France and abroad, particularly in Africa. This experience raised her awareness of the extraordinary potential of African countries in the agricultural field.

Avril's purpose, *Serving the Earth*, and its commitments appealed to her and motivated her to join the Foundation. The Foundation's Africa team, which she leads, is working on projects in Côte d'Ivoire, Togo, and Rwanda. By way of example, she spoke to us about the Rwandan project to support the structuring of the soya sector for local production to meet the protein needs of Rwandans.

### How did this project come about?

The project was initiated following a visit by the Rwandan Minister of Agriculture to the sector's stand at the International Agricultural Trade Show. This meeting opened the door for the Foundation to work with the Rwandan Office for the Development of Agriculture and Animal Resources (RAB). The objective of this department consists in ensuring the development of agriculture and animal resources through research and outreach. In July 2022, an exploratory mission was conducted and in October, the RAB and the Foundation signed an agreement on supporting the structuring of the soya sector. In terms of agriculture, Rwanda is a reform-oriented country. The alignment between the country's aspirations and the Foundation's role is ideal.

### What are the related issues?

Rwanda is a country of 26,338 km<sup>2</sup> populated by 13 million people, experiencing strong demographic growth.



Signing of the partnership agreement concerning the development support given to the soya sector for animal and human food between the Fondation Avril and the Rwanda Agriculture and Animal Resources Development Board, on October 31, 2022, in the presence of the French Ambassador Mr. Antoine Anfré.

The land is extremely enclosed and has a small surface area, which means that there is a genuine challenge to the yields of high-protein leguminous crops.

### What progress has the project made?

As is always the case within the Foundation, co-construction is the key word in our approach. Our work implies the involvement of all stakeholders, within the framework set by the political authorities. We rely on expert partners such as Agropol<sup>3</sup>, as well as on the skills of Avril and its business units such as MiXscience. At the beginning of 2023, we carried out two missions: the first with SEMAE<sup>4</sup> to identify the most suitable seeds for the agronomic and climatic context; the second was with the above-mentioned partners on agricultural production, crushing, and the manufacture of feed for livestock.



Soya plants

<sup>3</sup> Agropol: international cooperation organization for the French oilseed and protein crop sector

<sup>4</sup> French National Interprofessional Consortium for Seeds and Plants

✱ 2022 seen by

# OUR ACTIVITIES



## ***Vivien Paille: a new adventure within Avril***

Thierry Lievin joined Soufflet Alimentaire in 1988, now renamed Vivien Paille. He has been its General Manager since 2004. On July 1, 2022, Jean-Philippe Puig, CEO of Avril, and Thierry Lievin celebrated together the addition of Vivien Paille to the Group.

### **PRODUCTION CAPACITY**

At the Valenciennes site, capital expenditure will enable us to increase our milling capacity by 50% starting in 2023 for pulse and rice flours intended for the industrial markets.

#### **One year on from your arrival in the Group, what do you think of this new page in the history of Vivien Paille?**

We felt the need to open up new prospects for the legume and rice sectors, and to develop high value-added products. On both these aspects, Avril was by far the best partner, especially since we share a common vision and values, putting people at the heart of the project. Once we joined the Group, we could see that these values were real and being applied in practice in our daily work.

#### **What is Vivien Paille's strategy for the upcoming years?**

Our objective is to expand beyond commodity rice and pulses with value-added products from the French supply chain that meet consumer expectations. Rather than a simple dry lentil, offer a French green lentil that can also be extruded into pregelatinized flour to add to culinary ingredients, for example. Beyond the bags for rapid cooking of rice, we are also developing complete vegetarian dishes in microwaveable pockets, with a high proportion of organic ingredients.

#### **Are there already any collaborations within Avril?**

Yes, and there are many. In particular, we are working with the Group's vegetable protein R&D teams on a technology for manufacturing protein concentrates from legumes along with its market applications. Together with Lesieur, we are developing recipes for vegetable dishes as part of a meal, sourced in France, that are healthy, nutritious, and can be stored at room temperature. We are also looking to diversify into Camargue rice, in order to revitalize this sector and contribute to redeveloping the cultivated areas.

The Group is also undertaking major investments to develop Vivien Paille and improve the safety of its teams. At the Valenciennes site, investments will enable us to increase our milling capacity by 50% starting in 2023 for pulse and rice flours intended for the industrial markets. On the out-of-home catering market, a new packaging line is due to be opened providing us with 25% additional capacity. Finally, in Arles, the rice husk boiler is scheduled for refurbishment, to transform our by-products more efficiently into renewable energy. These investments, together with the confidence with which we operate within the Group, and the healthy balance between our three industrial markets, FMCG (Fast Moving Consumer Goods), out-of-home catering (Food Service) and Supermarkets (Supermarkets and hypermarkets), leave me feeling confident about the future!



**Thierry Lievin**  
General Manager of Vivien Paille



**Jeroen Dirckx**  
General Manager,  
Oleon Derivatives



New Oleon plant, Conroe, Texas, USA

**\$50M**

**INITIAL INVESTMENT IN THE  
CONROE SITE IN TEXAS, USA**

## ***Oleon expands into Texas***

Oleon's international expansion takes another step forward with the launch of a new production facility in Conroe, Texas, scheduled to open in late 2024. Jeroen Dirckx, Managing Director of Oleon Derivatives, describes the stakes and expectations of this move to North America.

### **Tells us about the objectives of this new production unit?**

This will be the first plant for both Oleon and Avril in the United States. This facility is designed to accelerate our expansion into the North American market, a strategic market for Oleon and one in which we already generate significant revenue. Currently, our clients are insisting on the need for local sourcing, given the complex energy and logistical situation challenging supply chains. This project also addresses the need to reduce the carbon footprint of our products. With the acquisition and optimization of the production facility in Conroe, Texas, we will offer blending and storage services starting in 2023. We will also launch a new specialty esterification unit in late 2024.

The key markets we are targeting for our blending services are oil and gas, particularly our Well'O lubricants. Our local presence also enables a reduction in supply chain costs, while at the same time working more closely with our clients.



Our esterification plant will primarily be used to manufacture base oils and additives for the lubricants industry, for clients such as Infinium, Afton, Total, and Shell. Furthermore, we will offer esters to our clients operating in the water treatment industry and additive formulations for the agricultural crop protection market.

### **What makes you especially and personally proud?**

It gives me great pleasure to be part of a team of pioneers developing local production in the American market. I am very pleased with the confidence the Group has placed in this important investment, supported by Avril's management within a very short timeframe. This represents a source of commitment for the teams managing this project. Hopefully, we will achieve the same growth in the Americas that we experienced in Asia over the past decade!

✖ A different perspective



**Nikolay Belchev**  
CEO of Expur, Avril's business unit  
in Romania, since 2022



Cogeneration plant Expur, Romania

## War in Ukraine, Expur and Lesieur take stock

The abruptness of the start of the war in Ukraine shook up the global market balance. Between industrial resilience and human commitment, a look from both France and Romania at a crisis that unfortunately continues.

### How were you prepared to deal with the immediate consequences of the war in Ukraine?

On February 24, following just over two years of COVID restrictions and all the related challenges, we were already familiar with a context of supply issues and rising energy prices. And then the war broke out. There are two types of consequences: commercial impacts and human implications.

In terms of trade and production, given the fact that Ukraine accounted for approximately 12% of world vegetable oil production, the threat of supply disruptions shifted demand very quickly over to Romania and Bulgaria. We needed to adapt our logistics and supply chains to respond to the demand.

The marketing and production teams rallied together. The factory, which has a production capacity of one hundred million liters per year, was running at full steam. We have also stayed in close contact with our distributors to reassure them of our ability to meet their supply needs, and with our logistics partners, while ensuring the availability of raw material upstream.

At the same time, the crisis created an immediate humanitarian impact, with nearly two million people, mostly women and children, fleeing across the country to other European destinations, more than 100,000 of whom settled in Romania. It was necessary to immediately provide them with shelter and food.

We were able to contribute by providing financial aid to the NGOs, as well as vegetable oil for the mobile kitchens. There is no written plan for such a scenario. It was the agility and humanity of our teams that made the difference.

### What were the impacts on your results and your strategy?

When the war started, we were already fully committed to our strategic projects such as the cogeneration plant. This is a combined heat and power facility equipped with a more efficient boiler based on sunflower husks, a unique model in Romania. Despite the difficulties, we managed to successfully engage the teams and deliver the projects on time, without any accidents, truly a tremendous achievement.

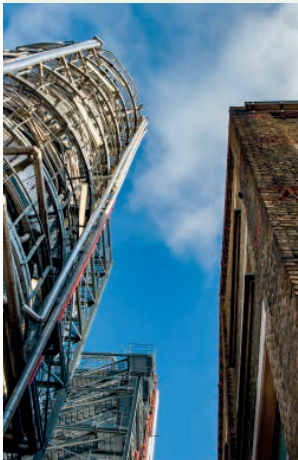
We were extremely focused on staying on track with our strategy, in a spirit of rigor and resilience. The support of our long-established local partnerships enabled us to unite the upstream agricultural community, material and packaging suppliers, and transporters, despite the pressure they were facing. The steady verification of the status of our industrial assets also greatly helped us to overcome the crisis.

For 2022, the results were commensurate with the challenges we faced. We remain fully focused on our operational excellence and on pursuing innovations to manage an unstable situation over the long term.



**Christophe Lance**  
Plant Manager, Lesieur  
Grande-Synthe and  
Coudekerque

Lesieur plant in Coudekerque,  
Nord, France



### How were you prepared to deal with the immediate consequences of the war in Ukraine?

Consumer anxiety triggered precautionary purchases of table oils, leading to a pseudo shortage. We were able to rapidly adapt and mobilize to ensure that these products were available on the shelves as soon as possible. Our employees stepped up to the challenge. We also organized night shifts and brought in external staff.

As a result, we increased our production by 30%, thanks to our plant operators, but also to the mobilization of all support functions both upstream and downstream, including purchasing, procurement, refining, safety, quality, the environment, and the various supply services. The entire team was able to manage this accelerated pace of production, without taking any risks, either for the teams or for the consumers.

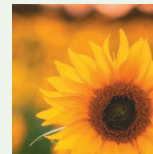
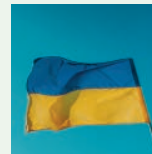
In times of crisis, it is tempting to postpone transformation or innovation projects. However, we not only maintained our focus on the fundamentals of safety and compliance, but also on developments and innovations, such as 100% recycled and recyclable Lesieur-branded packaging, contributing to our CSR commitments.

### What were the impacts on your results and your strategy?

Thanks to our teams' mobilization and our rapid response to the market, we gained the trust of our clients and succeeded in developing a 100% French product with sustainable packaging. We were able to meet most of our objectives, while adapting our processes. We needed to restore stability, while maintaining the agility that we reinforced.

We will also have to adapt to the volatility of the oil market, which currently has significant stocks in distribution, and to a complicated economic environment.

In particular, we will continue to closely monitor our energy efficiency, by means of daily tracking indicators at our Coudekerque and Grande-Synthe sites.



# 30%

*Lesieur raised  
its production  
by 30% in 2022*



Saipol plant, Sète, Hérault, France



**Philippe Granger**  
Head of Energy, Avril

## A controlled energy trajectory

For several years, Avril has been reinforcing its diversification and energy sobriety strategy to improve its operational efficiency and reduce its carbon footprint. Against the backdrop of the energy crisis, which intensified in 2022, this collective work of anticipating and managing on a daily basis enables the Group to improve its resilience. Philippe Granger, Energy Director, looks back on the progress made in 2022.

**30%**

**OBJECTIVE TO REDUCE OUR DIRECT AND INDIRECT GHG EMISSIONS BY 2030 VS. 2019**

### Which types of energy are used by Avril's sites?

Avril operates 73 industrial sites, the majority of which run on natural gas and electricity, respectively 1000 GWh for gas and 500 GWh for electricity. We rely on fuel oil and diesel in small quantities of approximately 50 GWh thermal, with the objective of drastically reducing fossil fuels, notably through the implementation of new biomass boiler projects. Pending authorizations and their construction, we are working on transition solutions to reduce gas and electricity consumption. For example, our gas boilers, which consume the most energy, are being adapted so they can run on a percentage of esters from our production. In 2022, 27% of our energy was derived from renewable sources, including six biomass boilers, two steam turbines, and several solar installations in operation.

### What is the usage trajectory of these energies over the last few years? What are the objectives looking ahead to 2030?

We are focusing on three priority drivers to achieve the goal set out in our purpose's climate commitment, namely to reduce our GHG emissions by 30% on scopes 1 and 2 by 2030 compared to our 2019 emissions. Decarbonization of gas via new biomass boiler projects, biogas supplies, methanization of our waste, and renewable origin guarantee contracts.

Decarbonization of electricity, in particular through the implementation of a Power Purchase Agreement (PPA) for long-term supplies of green electricity combined with photovoltaic power plants on our industrial sites.

And of course efficiency. Many of the Saipol, Lesieur, Oleon, and Sanders plants are already ISO 50 001 certified. The sites that are not yet certified are implementing management tools and action plans to achieve certification as quickly as possible.

### What is the impact of the energy crisis on production and how does it look for 2023?

The energy crisis has had limited impact on production this winter. Reducing consumption in absolute terms is a key priority for European governments. Avril set itself a target of reducing consumption by 10% by the end of the winter. To achieve this, in the summer of 2022 we set up a steering committee consisting of the managers of the business units and sites that consume the most energy, since in France 13 of the 55 sites account for 93% of our total energy consumption. This method is bearing fruit and will remain active in 2023. We will also be stepping up employee involvement in day-to-day energy savings. The Energy Department will continue to provide direction, impetus, and monitoring of long-term projects.



Saipol plant, Grand-Couronne, Seine-Maritime, France

✦ 2022 seen by

# OUR STAKEHOLDERS

## A recruitment charter in line with our purpose

Aurélié Orain started working for Avril in 2016. She started her career working for the MiXscience business unit, where she eventually became its HR Director. Aurélié has held the position of Director of Recruitment, Culture, and Engagement since March 2022. She contributes to enhancing the Group's inclusive culture throughout the recruitment process, in particular with the implementation of a responsible, inclusive recruitment charter.



**Aurélié Orain**  
Head of Recruitment,  
Culture, & Engagement



### Why create a responsible and inclusive recruitment charter?

During employer brand workshops conducted with the Avril HR community, we decided in 2021 to draft a recruitment charter. This charter is designed to ensure a positive candidate experience during our recruitment processes. Accordingly, inspired by the golden rules of security, we established our commitments such that candidates benefit from a fair evaluation, centered on their background, their personality, and their suitability for the position. The goal is to enable candidates to be themselves, to avoid unintentional microaggressions, and to promote equitable discussions during the interview.

### What progress has been made in 2022?

In 2022, we updated the charter to reinforce its inclusive dimension and combat discrimination. We also initiated a diagnostic, internal audit to ensure that our recruitment processes meet the criteria of inclusiveness. This work will continue in 2023 because we still have room for improvement and innovation.

Avril's business units are also committed to integrating inclusion and diversity in their recruitment processes. Vivien Paille successfully tested a recruitment process that did not require resumes, along with an on-site simulation to identify the candidates who best met the company's expectations and who felt comfortable at the company. In 2022, Lesieur introduced an initiative to promote the inclusion of LGBT+ applicants. Finally, Avril in France

and Lesieur Cristal in Morocco participated in a job dating program designed for candidates with disabilities.

### What are the challenges ahead?

We are working on a new training program for all Avril recruiters, HR and managers. This covers both recruitment techniques, awareness, and training in inclusive recruitment: writing an inclusive job offer, diversifying sourcing, avoiding bias and discriminatory questions, among others.

Other actions are in the pipeline. We are currently finalizing an international charter on disability. This charter will commit all the countries covered by Avril to work towards hiring and retaining employees with disabilities. We are also interested in expanding the inclusion of women in the industry. In this respect, a campaign will be launched in 2023 to reaffirm that our jobs are gender-neutral, thus encouraging women to apply for jobs at Avril, particularly in our plants.

All these initiatives illustrate that, through our purpose and our commitment "Acting for a collective and inclusive project", we are embarking on a transformation process towards a more inclusive corporate culture. In support of this transformation and the new attitudes associated with it, we are preparing a comprehensive program of inspiration and awareness raising on the subject of inclusion. This program will be launched in 2023 targeting all our employees, starting with managers.





## Lesieur Cristal advocates diversity

In October 2022, Lesieur Cristal launched the roll-out of its Diversity and Inclusion Charter, allowing each individual to express their uniqueness within the company. The architect of this initiative was Oussama Sabry, Deputy HRD in charge of Social Relations, Payroll Administration, and HRIS at Lesieur Cristal, with the support of Abdellah Dourou, HRD. He decided to single out three female ambassadors who are advancing the promotion of women in Lesieur Cristal's professions.

### How does the Diversity and Inclusion Charter address Lesieur Cristal's challenges?

#### Oussama Sabry

Deputy HRD, Lesieur Cristal



We consider this to be both an ethical and moral imperative. Our charter is based on the deep conviction that diversity and inclusion constitute a strength and a source of enrichment for Lesieur Cristal, as well as an important factor of attractiveness and commitment for our employees. Cultural transformation is a key pillar of our HR strategy, concerning the entire company.

In terms of increasing the proportion of women in our business lines, we found that the operational and sales functions were very male-dominated, which is why we decided to promote female profiles in these positions, with mentoring support to ensure their success. This charter contains very concrete objectives for 2027. We would like to recruit 20% women (compared with 12% today), 6% disabled employees (compared with 1.7% today), and 20% in rural areas to contribute to the economic and social dynamism of these regions.

### What impact has the diversity and inclusion charter had on your career at Lesieur Cristal?

#### Nouhate Bekkari

Key Account Manager CHR, Lesieur Cristal



I have been working for Lesieur Cristal since 2011. I worked as an assistant in the Sales Department, then I was appointed Key Account Manager CHR in October 2022. I am a woman who likes challenges. I have been mentored by my managers all these years in order to take over eventually. I am a firm believer that cultural transformation is a necessity if the company is to progress. Lesieur Cristal knows how to transform its values into reality for its employees. I intend to continue to advance in my career..

#### Fatima-Zahra Kerouach

Field Sales Manager for large and medium-sized retailers, Lesieur Cristal



I joined Lesieur Cristal in 2016 as a support supervisor, then I was a network coordinator in Trade Marketing, always in the large-scale retail channel. Since January 2023, I have been a Field Sales Manager for large and medium-sized retailers, in direct contact with our clients. My previous positions were in the back office, which was

extremely formative in preparing me for a position involving significant responsibilities. I am one of the first women at Lesieur Cristal to assume a field sales position. It is going very smoothly. I am well received by the suppliers and well supported by my hierarchy. This enables me to carry out this job with pleasure and determination!

#### Zineb Nabili

Pre-sales Manager in the FMCG (food industry) sector, Lesieur Cristal



My background is somewhat unusual, since I joined Lesieur Cristal in 2011 as a temp nurse, a position I held for over eleven years. When I was looking to change jobs, Oussama suggested I join the Sales Department, because of my strong interpersonal skills. I was coached by a more experienced mentor into becoming one of the first female pre-sales managers in the FMCG (food industry). It is a complex and demanding network, yet I love the commercial sector. After four months working in this position, I can say that I am comfortable and very happy with this move.

# 20%

share of women at Lesieur Cristal by 2027

✖ A different perspective



**Grégoire Jacob**  
Member Manager, Earthworm Foundation



**TARGET**

30 % of the market under study by the end of 2023, i.e. 120,000 tons, for a complete verification of traceability

**Earthworm's ZDC methodology, a new step forward for the sector**

Within the Earthworm Foundation, Grégoire Jacob is working to counter the deforestation caused by raw material imports, using both an environmental and social approach. Since 2016, Earthworm has been supporting Avril in the implementation of a responsible sourcing policy. In 2022, a Zero Deforestation and Conversion (ZDC) soya sector was created with the participation of Solteam, an Avril business unit.

**A few words of introduction about the Earthworm Foundation and its missions?**

Earthworm Foundation was created more than 20 years ago with the aim of helping companies increase their transparency on the origin of their supplies and support their transformation plans. We have operations in 16 countries.

**What is the Zero Deforestation and Conversion (ZDC) methodology?**

It's a completely new approach. Generally, raw material is introduced into the French market and then afterwards information is gathered to verify whether it corresponds to expectations. The ZDC methodology ensures that raw material entering France already benefits from all the necessary guarantees, verified upstream thanks to information and satellite control devices. This ensures a transparent supply chain upstream to downstream.

**How do Earthworm Foundation and Avril work together?**

Of the five major soya traders present in France, Solteam is the only one today able to provide us with the transparency guarantees corresponding to the ZDC methodology. They were immediately

interested in participating with us in the tracing exercise for their sector, by sharing their information and putting us in touch with their Brazilian partners. We were also able to use a satellite tool to verify plots in areas potentially affected by deforestation and conversion.

In 2021, we collaborated on an initial cargo of 50,000 tons, and then again in 2022 on a second cargo with full traceability verification.

**What are the prospects for 2023?**

With Solteam, we intend to have four freighters operating on the model we perfected in 2022, i.e. 120,000 tonnes, corresponding to approximately 30% of the French market, which will be studied at the end of 2023. A major Group like Avril, believing in this approach and making a concrete commitment via Solteam, enables us to drive the market forward, to develop this approach, and to implement it on other material, such as rubber or cocoa for example.



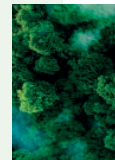
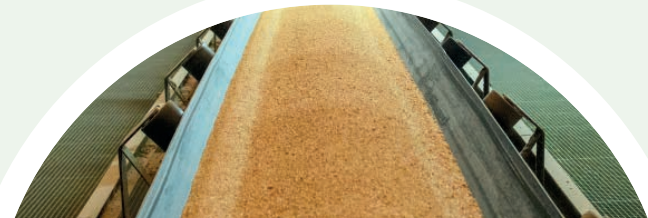
**Laurent Houis**  
Co-director and  
founder of Solteam

## ***Solteam has joined forces with Avril to continue to promote GMO-free and non-deforesting animal nutrition***

Laurent Houis is one of the two founding directors of Solteam, a company specializing since 2005 in the import of non-GMO, zero-deforestation oilseed meal for animal feed. Each year, Solteam imports 450,000 tons of oilseed meal for approximately 450 clients. In 2022, Feed Alliance, Avril's business unit specialized in the purchase and sale of agricultural raw material for animal feed manufacturers, became a majority shareholder in Solteam.

### **What is your method for ensuring the traceability of oilseed meal?**

We are building partnerships directly with suppliers capable of providing us with traceability data from the time of collection to the port of shipment in the country of origin. In Brazil, we work together with independent operators, in particular cooperatives that cover the entire supply chain, with whom we establish framework contracts compliant with regulatory requirements and provide value to both producers and consumers. For our part, we have our own silo in the port. This enables us to trace non-GMO and non-deforested products to the loading port. We then deliver to France from several port terminals, so we can be as close as possible to our clients' sites.



### **What do you hope to gain from joining forces with Avril?**

Today's markets are extremely volatile, with strong fluctuations in raw material prices. Avril enables us to secure our model within a global and worldwide environment. This also opens up new prospects for our suppliers' production, with growing volumes. This is an important condition for consolidating and developing our sectors. Solteam and Avril, via its business unit Feed Alliance, were already working together. Our respective teams were deeply involved in rapidly interconnecting our systems and processes. We are therefore fully operational.

### **Why is it crucial that players like Avril develop strategies to secure zero deforestation and non-GMO animal nutrition?**

Avril's commitment enables the sector to move forward. It is truly an added value for French livestock farmers to be able to trace and secure all of their production, thus enhancing its value for buyers and consumers. Our sourcing know-how helps them address climate, energy, and societal issues. A lot is being demanded of agriculture today, and we are pleased to be part of the solution to these challenges.



**Damien Kerrand**  
Chairman and CEO  
of Voyages Morio

## *Oleo100, a solution that has come a long way*

Damien Kerrand's grandfather founded the family business, Voyages Morio, in the 1950s in Vannes, Morbihan, France. Damien took over the company in 2019, building the tourism business since 2021. To address both economic and environmental concerns, he chose Oleo100 for the buses on his longest route, running from Brest to Grenoble.



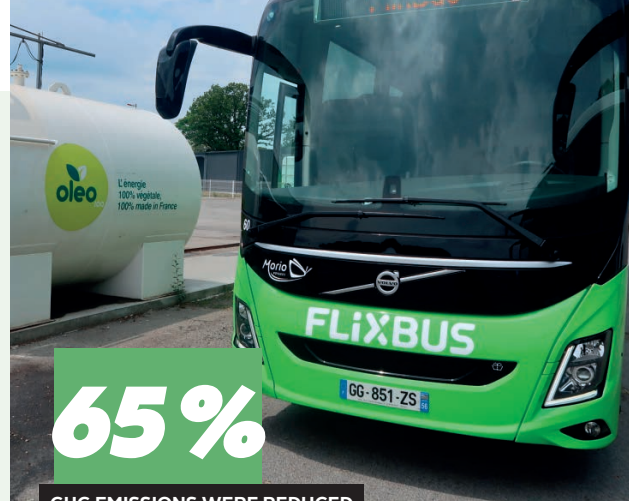
### **Why did you choose Oleo100 biofuel?**

The energy and decarbonization issue came up at the same time as my goal of offering tourism services, thus managing long-distance trips for 50% of our business. I looked at several solutions, including electric and gas, before choosing Oleo100. First of all, for the sake of autonomy, since the range of an electric bus is 400 km and 700 km for those running on liquefied gas. However, the round trip of our longest route, Brest-Grenoble, covers 2,300 km! Thanks to Oleo100, this distance can be covered without refueling, in complete autonomy. This eliminates the number of empty kilometers and optimizes operations, while decarbonizing our business.

There is also no need to convert the vehicles. Oleo100 can also be adapted to somewhat older fleets. As a result, some of our school buses also use Oleo100.

### **Does Oleo100's environmental performance make a difference?**

Of course it does. The Brest-Grenoble line reduces CO<sub>2</sub> emissions by 500 tons each year. Since October 2022, we cut our emissions by 60% on 85% of the kilometers covered by our fleet. Without the Oleo100 solution, the energy transition would have been a pipe dream in my case! In addition, Oleo100 represents only a minor



# 65%

**GHG EMISSIONS WERE REDUCED BY 60% ON 85% OF THE KILOMETERS TRAVELED BY VOYAGES MORIO**

additional cost in relation to the decarbonization results of our business. It also makes a big difference to our clients. Some of them even choose us precisely for this reason. Companies are coming to us to support their CSR approach and develop low-carbon transportation for their employees, as well as schools and green travel agencies.

### **How do you see the future?**

The strength of the product lies in the simplicity of its implementation, its economic and sustainable aspects, along with the partnership relationship with the teams, who supply our connected tank whenever necessary. We also work together to manage any minor technical problems that may arise. It is a collaborative project, contributing to our development and responsibility. We intend to pursue it in the years to come.





### **Isabelle Grellet-Dubroqua**

Assistant to Xavier Aznarez,  
Director of the Lesieur plant  
in Bassens, Gironde, France

## **The "Open factories" program**

Launched in 2019, Avril Communities brings together the directors of Avril's industrial sites, with a view to strengthening the ties and dialogue with the local ecosystem: local authorities, institutions, and citizens. In 2020, this community expanded to include leaders from the agricultural world by including directors from the French Federation of Oilseed and Protein Producers (FOP) and forming pairings with industrial directors for the purpose of sharing best practices in terms of territorial coordination.

In 2022, Avril Communities supported the "Open factories" program. The Lesieur seed processing and bottling site, based in Bassens, near Bordeaux, France, launched this initiative to offer local residents the opportunity to visit the plant. A look back at the implementation of this unifying project with Isabelle Grellet-Dubroqua, assistant to Xavier Aznarez, Plant Manager, who coordinated it.

### **Why hold an open factory campaign?**

Opening the plant to visitors allows us to reassure our neighbors, as well as to demonstrate our very high safety standards. The tour also offers the opportunity to learn about Saipol's know-how in husking and crushing seeds, refining Lesieur oil, and organizing the packaging lines. It is a source of satisfaction for our employees to meet with local residents and introduce them to their work.

The first visit took place in April of 2022. It was a successful first experience that we decided to turn into a regular event, offering one visit per month.

### **What was your role?**

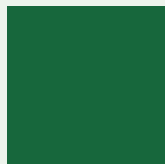
Xavier Aznarez assigned me the task of managing this project - from implementing the entire process to organizing and leading the tours. With the support of my colleagues and having one of them accompany me on each visit, I

was able to organize tours tailored to this new profile of visitors, who were not very familiar with our activities.

### **How was the operation received by the municipality and the local residents?**

The city hall is very supportive of this initiative because we respond directly to the questions that the residents may have. As for the visitors, I have received only very good feedback. They really appreciate the visits, especially discovering that Avril, a French group produces branded oils close to home that they can find in their local store. Since the beginning of the year, all dates are fully booked!

Moreover, the operation is now being exported to the Saipol site at Le Mériot in the Aube region, as well as to the sites of other Group business units, such as Puget in Vitrolles and Oleon in Venette. I had the opportunity to share my experience with my colleagues, who in turn provided me with their insights.



### **What kind of collaboration is there between Saipol and your municipality? What were the priorities and achievements during the year 2022?**

The city of Bassens collaborates closely with the management and teams of Saipol, Lesieur, and Avril. We share a common work culture regarding the joint issues of safety in public spaces, traffic, and parking.

The long-standing excellent relationship between the two organizations continues in terms of the acceptability of industrial activities in respect of potential nuisances, and in terms of taking into account the concerns of local residents and inhabitants.

The municipality is also involved in the various crisis management exercises under the IOP (Internal Operation Plan) at the plant, with the aim of acquiring the necessary habits and behavior of all those involved.

The strategy initiated by the establishment to address the issues of energy transition and decarbonization of its operations is in line with both improving the image of the Bassens industrial port area and the roadmap of the Arc Rive Droite Metropolitan Interest Operation, which I am in charge of for Bordeaux Metropole.



### **Alexandre Rubio**

Mayor of Bassens



Soap packaging on the Lesieur Cristal plant of Ain Harrouda, Morocco





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