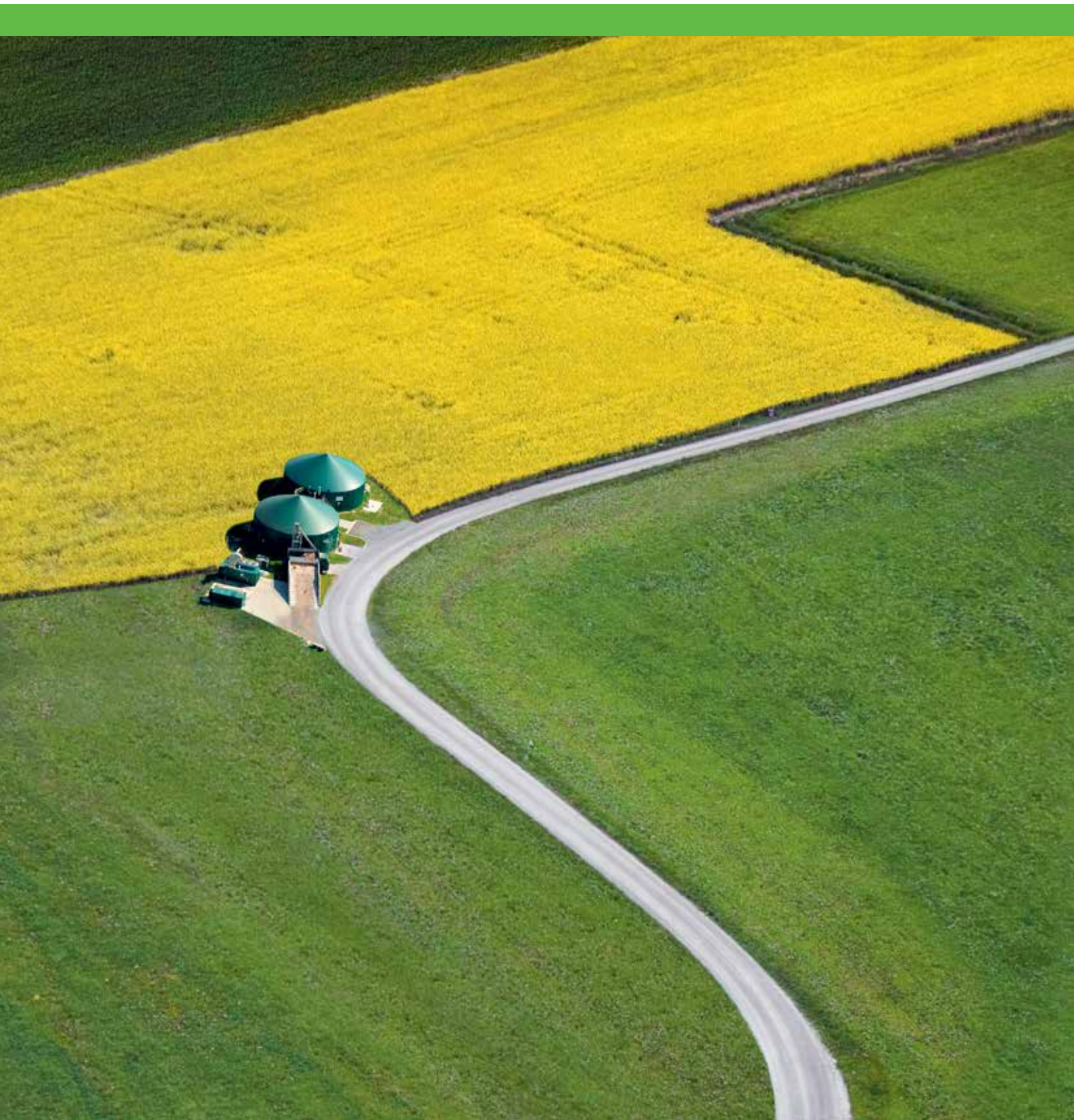


Sustainability at AGRAVIS

We help things grow. Environment and responsibility.



A profile of AGRAVIS

AGRAVIS Raiffeisen AG is a modern agricultural trading and service company in agricultural produce, animal feed, crop farming and agricultural engineering segments. In addition, it is active in the fields of energy, construction services and Raiffeisen DIY markets.

With 6,000 employees, AGRAVIS generates more than €7.5 billion revenue – making it one of the leading companies in the sector. AGRAVIS has around 400 locations throughout Germany, its main area of economic activity. International business activities consist of affiliates via associated and affiliate companies in more than 20 countries as well as export activities in more than 100 countries worldwide. The company's main offices are located in Münster and Hannover. www.agravis.de

Sustainability



Dr. Clemens Große Frie,
Chairman of the Board of
AGRAVIS Raiffeisen AG

The concept of sustainability is one of the major issues shaping the 21st century. At AGRAVIS Raiffeisen AG, sustainability is perceived as balance between economic profitability, ecological compatibility, and social acceptability. AGRAVIS is confident that “sustainability will take on even greater significance in future – especially considering that world population is growing, leading to increasing demand for food. As a major player in agribusiness, AGRAVIS contributes to sustainable development within its value chain – from seeding and harvesting to processing and delivery.”

Sustainability strategy

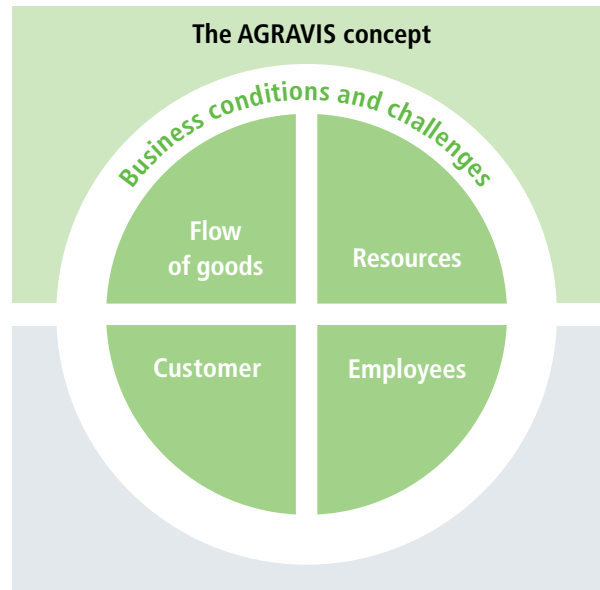
The AGRAVIS sustainability strategy was developed with two major aspects in mind:

- Stakeholder expectations and demands
- Essential issues and challenges („top issues“)

What this means is that the company has identified current and future AGRAVIS stakeholder groups as well as the resulting sustainability issues and challenges that will be of importance for AGRAVIS. A distinct selection of relevant stakeholders and issues has been compiled using the know-how of internal and external experts, by analysing documents and by interviewing AGRAVIS business unit managers.

A materiality analysis has additionally narrowed down the selection of stakeholders and issues to five fields of action: flow of goods, resources, customers, employees, and business conditions and challenges.

The five fields of action have been chosen so as to cover all the major segments and processes at an agricultural trade and service company – taking into consideration the whole AGRAVIS value chain. As such, the five sustainability fields of action are the heart of AGRAVIS’s sustainability strategy.



Sustainability reporting

As part of its sustainability reporting, AGRAVIS Raiffeisen AG provides information about its business units' sustainability-related issues. The goal is transparent and comprehensive reporting about the company, its activities and its commitment to fostering sustainable development.

AGRAVIS's sustainability reporting is structured in line with its the five fields of action:

Flow of goods	Resources	Employees	Customers	Business conditions and challenges
logistics	raw-material use	staff (including apprentices)	feed-concept development	crisis management
inland shipping	raw-material sources	fluctuation	livestock health concepts	social responsibility
quality management (feedingstuffs and seeds)	energy (savings measures)	continuing education and product training	information and declaration (feedingstuffs and seeds)	structural change
	emissions	performance appraisal	rapeseed sustainability study	innovative technologies
	water	co-determination	resource use	
	recycling	occupational safety	data security	
	packaging	health management		
	disposal	anti-discrimination		
		anti-corruption		

- The **flow of goods** field of action includes issues and challenges on which AGRAVIS only has an indirect influence, such as in the upstream and downstream supply and value chain. Quality management and logistics are the key issues. AGRAVIS's primary objective is to ensure a transparent supply chain through adequate quality and supply chain management while making sure trucking and shipping services in connection with its business activities are cost-effective, efficient in terms of the resources consumed and in line with market expectations.
- The **resources** field of action addresses aspects such as energy efficiency, greenhouse gas emissions, water usage, packaging materials, raw-material use and sources, as well as recycling and disposal. The goal is to use resources as efficiently as possible. Resource conservation lies within AGRAVIS's direct sphere of influence and serves as guideline for all employees.
- The **employees** field of action covers what goes on within AGRAVIS. It addresses topics such as staff structure, fluctuation, occupational safety, training, performance appraisal, anti-discrimination and anti-corruption. Its objectives include promoting employee health and continuing education as well as target management development. As motivated and well-educated employees are the key to a company's long-term success, AGRAVIS aspires to be an attractive employer for up-and-coming talents in the wide range of business fields in which it is active.
- The **customer** field of action includes issues such as product management, efficient resource use, information and declaration, as well as data protection. This field of action focuses on the quality of customer contact as well as services and consultation in addition to specific product attributes. AGRAVIS Raiffeisen AG's foremost objective is to contribute to the customers' economic success and guarantee customer satisfaction – always while taking sustainability targets into account.
- The **business conditions and challenges** field of action combines sustainability issues that fall within AGRAVIS's direct scope of influence, yet call for social and industrywide solutions due to their complexity. Examples include crisis management and social responsibility as well as environmental protection and innovative technologies. AGRAVIS's aim is to be an expert partner in dealing with business challenges and to use innovative technologies and processes to tackle sustainability issues.



How AGRAVIS is tackling the issue of sustainability

AGRAVIS Raiffeisen AG uses a project structure to organize and implement its sustainability targets. This allows the company to react flexibly to internal and external requirements.

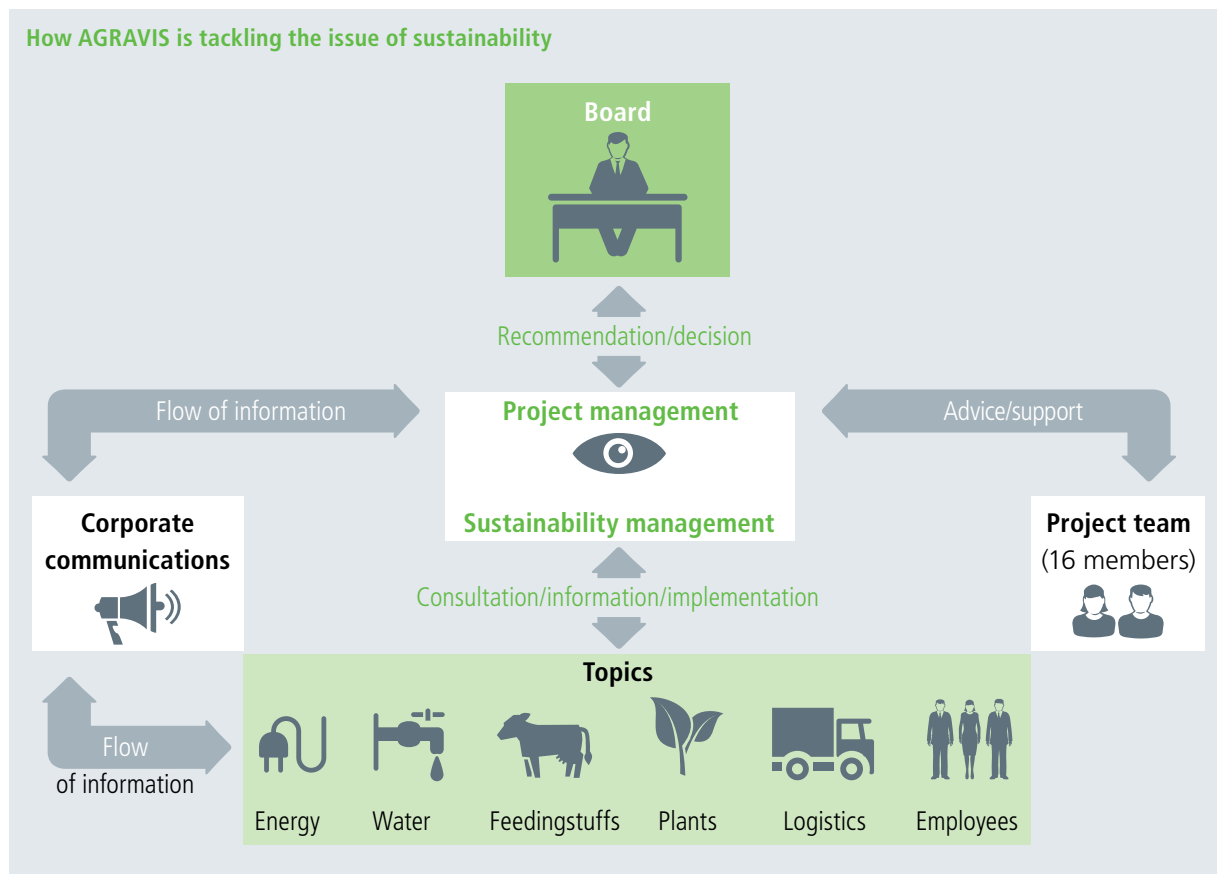
Project management’s responsibilities include the development of key sustainability performance indicators as well as the overall AGRAVIS sustainability strategy.

The project team consists of 16 representatives of the various departments at AGRAVIS (such as feedingstuffs, human resources, energy and corporate communications). The project team supports and advises project management regarding sustainability strategy and management.

When it comes to sustainability reporting, corporate communications is also included in the flow of information.

Project management and the sustainability project are directly under the board’s control.

Project management is responsible for the implementation of sustainability targets at the company and in the departments that are included in the scope of AGRAVIS’s sustainability reporting.

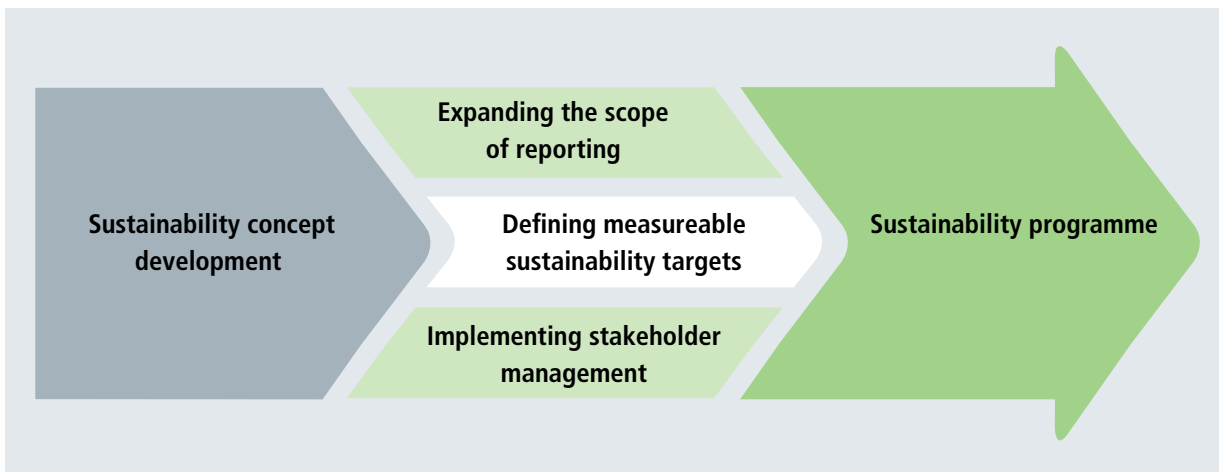


Outlook

In addition to analysing sustainability indicators regarding employees, feedingstuffs, energy and water, plants, and logistics, AGRAVIS plans to expand its sustainability reporting in the coming years to include additional issues that it has yet to cover so as to ensure the long-term success and acceptance of its sustainability concept.

The company also strives to develop a sustainability programme. Its main tasks on the path to achieving this goal are to define measurable sustainability targets and implement consistent stakeholder management.

Determining sustainability goals is aimed at facilitating the monitoring of sustainability-related measures at AGRAVIS. Communication with various AGRAVIS stakeholders shows the company the impact its actions have on its environment while also revealing risks, opportunities, trends and expectations. Defining sustainability targets and stakeholder dialogue play a pivotal role in the ongoing development of sustainability activities at AGRAVIS.



We help things grow.

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