




SUSTAINABILITY REPORT 2016



**SOJA DE
PORTUGAL**

since 1943



A person with long hair, wearing a light-colored shirt, is seen from the side, reaching out towards a vast field of golden wheat. The scene is set during sunset or sunrise, with a warm, orange glow across the sky and the field. The text is overlaid on a red rectangular frame in the center of the image.

**PRIDE IN
THE PAST,
STRENGTH IN
THE PRESENT
SIGHTS SET ON
THE FUTURE!**



**SOJA DE
PORTUGAL**

since 1943

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€75,000,000

ANIMAL NUTRITION
TURNOVER



€70,000,000

POULTRY
TURNOVER



€10,000,000

UTS
TURNOVER



650

DIRECT
EMPLOYEES
(AVERAGE)



1,350

INDIRECT
EMPLOYEES
(AVERAGE)



3,250

ACTIVE
CUSTOMERS



5

INDUSTRIAL SITES

3

POULTRY
PRODUCTION SITES

1

LOGISTIC PLATFORM



20%

TOTAL EXPORT
SALES



€9,000,000

R&D INVESTMENT IN
THE LAST 5 YEARS

MAINTAINING AN ANNUAL REPORTING CYCLE, THIS IS THE FIFTH SUSTAINABILITY REPORT OF SOJA DE PORTUGAL. THIS PUBLICATION AIMS TO INFORM ALL THE STAKEHOLDERS ON THE ECONOMIC, ENVIRONMENTAL AND SOCIAL PERFORMANCE OF THE GROUP'S ACTIVITIES AND COMPANIES.



Reporting period and scope

The Report refers to the activity of SOJA DE PORTUGAL during 2016 - period from 1 January to 31 December - including, whenever possible, information on previous years in order to evaluate and monitor its progress.

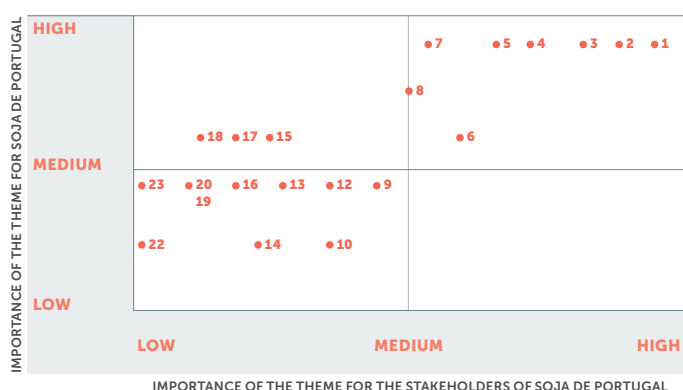
Global Reporting Initiative (GRI)

In line with the most recent reporting trends, SOJA DE PORTUGAL prepared the Report of 2016 pursuant to the new version of the Global Reporting Initiative (GRI) - GRI Standards, for the option "in accordance - **i** Essential" (see "GRI Table with the respective correspondence").

Materiality

SOJA DE PORTUGAL has selected the most relevant topics for its activity, based on the results of the stakeholder hearing and the importance of the different topics to the group:

- **PRODUCT QUALITY**
- **FOOD SAFETY**
- **ECONOMIC PERFORMANCE / VALUE CREATION**
- **ENVIRONMENTAL RESPONSIBILITY**
- **EMPLOYEE TRAINING AND DEVELOPMENT**
- **OCCUPATIONAL HEALTH AND SAFETY**
- **RESPONSIBLE SUPPLY CHAIN**
- **INVOLVEMENT WITH THE LOCAL COMMUNITY**



LABELS			
Nº	TOPIC	Nº	TOPIC
1	Product quality	13	Promotion of healthy and accessible food
2	Food Safety	14	Product labeling
3	Economic development Value Creation	15	Efficient water use
4	Environmental responsibility	16	Respect for human rights
5	Employee training and development	17	Efficient energy use and associated CO ₂ emissions
6	Occupational health and safety	18	Quality of effluents and waste
7	Sustainable supply chain	19	GMO policy
8	Local community involvement	20	Diversity and equal opportunities
9	Enhancement of by product and other industries	21	Sustainable innovation
10	Certification	22	Optimization of packaging
11	Involvement with stake holders	23	Noise and odour levels
12	Animal well-being		

This Report is structured according to the relevant topics for SOJA DE PORTUGAL.

CONTACTS

For further clarifications on the information published in this Report, please contact the corporate website <http://www.sojadeportugal.pt/pt> or send an e-mail to the electronic address marketing@sojadeportugal.pt.



ANTÓNIO ISIDORO

SOJA DE PORTUGAL'S
PLANNED STRATEGY
WILL PREPARE US
TO ADDRESS THE
CONSTANT CHALLENGES
AND MAJOR CHANGES
FACED BY THE
AGRI-FOOD SECTOR.

INTRODUCTION TO 2016 SUSTAINABILITY REPORT

These days, sustainability is an integral part of SOJA DE PORTUGAL's daily routine. It is regarded by the group as a collection of essential actions for creating long-term value, in view of our creation in 1943 with the ambition to keep growing for many years. As such, we have stayed on a steady path of maturing in this area. This fifth edition of our Sustainability Report is proof positive of this, where we report annually on what we have achieved in the three main areas of sustainability: environmental, social and economic, along with initiatives with positive impacts both in and outside the company. Our long-term vision has always steered us towards responsible business growth and development from an integrating, sustained standpoint to create confidence, founded on the values we so cherish as part of our group's DNA, namely: cooperation, ambition, responsibility, rigor, innovation and reliability.

SOJA DE PORTUGAL's planned strategy will prepare us to address the constant challenges and major changes faced by the agri-food sector. We aim to create added value, which is why our efforts in our current undertakings will be combined with new initiatives to take this dynamic of change even further.

Our strategy is rooted in a privileged position, insofar as we sustain it by focusing on innovation and differentiation, upholding a commitment to the sustainability of our business and portfolio, strengthened by a proactive stance in tune with emerging transformations, where a fast response capacity is essential.

The ability to innovate and develop, the bolstering of our management and quality systems, the soundness of the company's economic and financial position and controlling the environmental impacts of our business – coupled with initiatives for customer and community involvement and engagement – are all worthy of note, and can be learned about in this report.

I am truly proud, and wish to congratulate all of the group's employees who make up this great SOJA DE PORTUGAL team, who at a number of different levels and throughout the world are responsible for the good performance we are now reporting. I believe their daily efforts should be viewed as an incentive for us to keep growing and developing in a sustainable way as we achieve our goals and targets.

The purpose of this report is to disclose what SOJA DE PORTUGAL accomplished in 2016 in the area of sustainability, reciprocating the confidence that our stakeholders have in us, and assuming the commitment in 2017 to continue down the path of being recognized as a benchmark group of excellence in the agri-food sector, now even more sustainable.





SINCE
1943

An economic group, founded in 1943 which incorporates some of the most important companies of the Portuguese agro-industrial sector, such as SORGAL, AVICASAL and SAVINOR, owning 5 industrial sites, 3 poultry production sites and 1 logistics platform located in Ovar, Trofa, São Pedro do Sul, Pinheiro de Lafões, Torres Novas and Pinhel. SOJA DE PORTUGAL has focused on strong brands which have enabled achieving positions of leadership in the national market, as well as conquering market shares abroad.

Alongside its highly innovative and dynamic economic and business activity, SOJA DE PORTUGAL always maintains Social and Environmental Responsibility in its activities.

1.1 MISSION, VISION AND VALUES

OUR MISSION

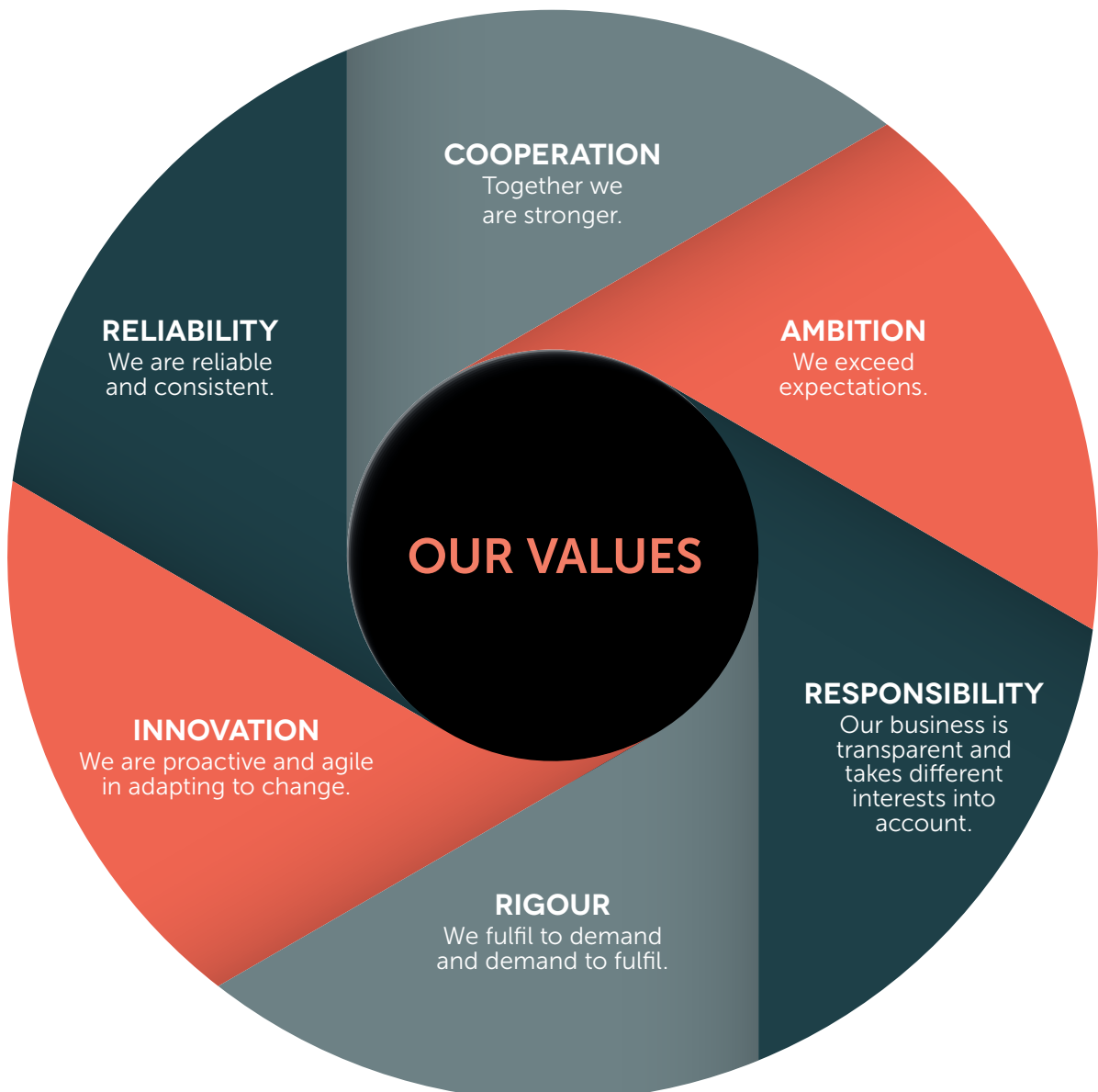
Soja de Portugal aims to develop business in the agri-food industry, in synergy-generating areas, by creating and providing the market with competitive, innovative and sustainable solutions, while maintaining high levels of service and quality and balancing the legitimate interests of different stakeholders.

OUR VISION

Soja de Portugal aims to be recognized as a reference and excellent business group in the sector of the agri-food industry.

The development of Soja de Portugal's activities is built on the following cornerstones:

- Loyalty and Reliability in customer relations;
- Innovation;
- Risk management;
- Sustainability; and
- Operating efficiency.





**SOJA DE PORTUGAL AIMS
TO DEVELOP BUSINESS IN
THE AGRI-FOOD INDUSTRY,
IN SYNERGY-GENERATING
AREAS.**

1.2 THE SOJA DE PORTUGAL UNIVERSE

ONE GROUP



3 FUNCTIONAL AREAS

ANIMAL NUTRITION

POULTRY

U.T.S.

5 BUSINESS AREAS

COMPOUND FEED FOR
POULTRY FARMING AND
LIVESTOCK BREEDING

COMPOUND FEED
FOR AQUACULTURE

DRY DOG AND
CAT FOOD

BREEDING, SLAUGHTER,
CUTTING AND
MARKETING OF POULTRY

COLLECTION, TREATMENT
AND RECOVERY OF
ANIMAL BY-PRODUCTS

7 AREAS

 RAÇÕES
SOJAGADO

RAÇÕES
ProNutri

 **AQUASOJA**

 **PET'S BEST**
NUTRITION

 **avicasal**
CARNE DE AVES

 **Savinor**

 **Savinor**
UTS

3 COMPANIES

SORGAL

AVICASAL

SAVINOR

1.2.1 BUSINESS AREAS

COMPOUND FEED
FOR POULTRY FARMING
AND LIVESTOCK BREEDING



This is soja de Portugal's oldest business area, which is integrated in the company sorgal and has two brands: sojagado and pronutri. Thanks to these brands, sorgal has become one of the reference companies in the area of compound feed for poultry, cattle, sheep, pigs, ruminants and horses. This business area has a group of specialized technicians supporting producers in the best nutritional solutions, in their search for higher economic value.

COMPOUND FEED
FOR AQUACULTURE



AQUASOJA is the brand of the aquaculture feed brand, and part of the company SORGAL. This is the business area primarily focused on foreign markets. It exports over 80% of its production with its main market being Spain, Greece, Cyprus, Armenia and Albania. This brand provides feed solutions for species such as the Gilthead Bream, European Sea Bass, Salmonidae, Turbot, Prawn, Sturgeon and Catfish.

DRY DOG AND CAT FOOD



PET's BEST is the brand that designs, produces and sells complete dry pet food for dogs and cats, and is part of the company SORGAL.

POULTRY



This is the business area responsible for the breeding, slaughter, cutting and marketing of poultry. It has two brands of two companies of Soja de Portugal, SAVINOR and AVICASAL. This business area has two plants for slaughtering, cutting and processing, with a slaughtering capacity of around 12,500 chickens per hour, a logistics platform in Pinhel, three poultry farms and a fleet with over 70 vehicles of daily distribution.

UNIT FOR THE TREATMENT
AND RECOVERY OF
BY-PRODUCTS (U.T.S.)



SAVINOR UTS, integrated in company SAVINOR, is Soja de Portugal's most recent venture. This business area is in charge of collecting meat and fish by-products in more than 250 locations in Portugal and Spain, their treatment and recovery. The processing and enhancement of animal by-products results in products such as meat meal, fish meal and animal fats and oils.

Our value proposition is...

To design, produce and market high-quality food enhancing the profitability of livestock operations, supported by integrated and tailor-made solutions, personalized technical assistance and solid partnerships.

Our value proposition is...

To design, produce and market integrated nutritional solutions for fish and crustaceans, tailor-made in close co-operation with the producer, creating sustainable value in harmony with the environment.

Our value proposition is...

Reliability: we guarantee quality in a timely manner
Flexibility: we aim to sell the most personalized solution possible.
Proximity: ongoing feedback from customers.

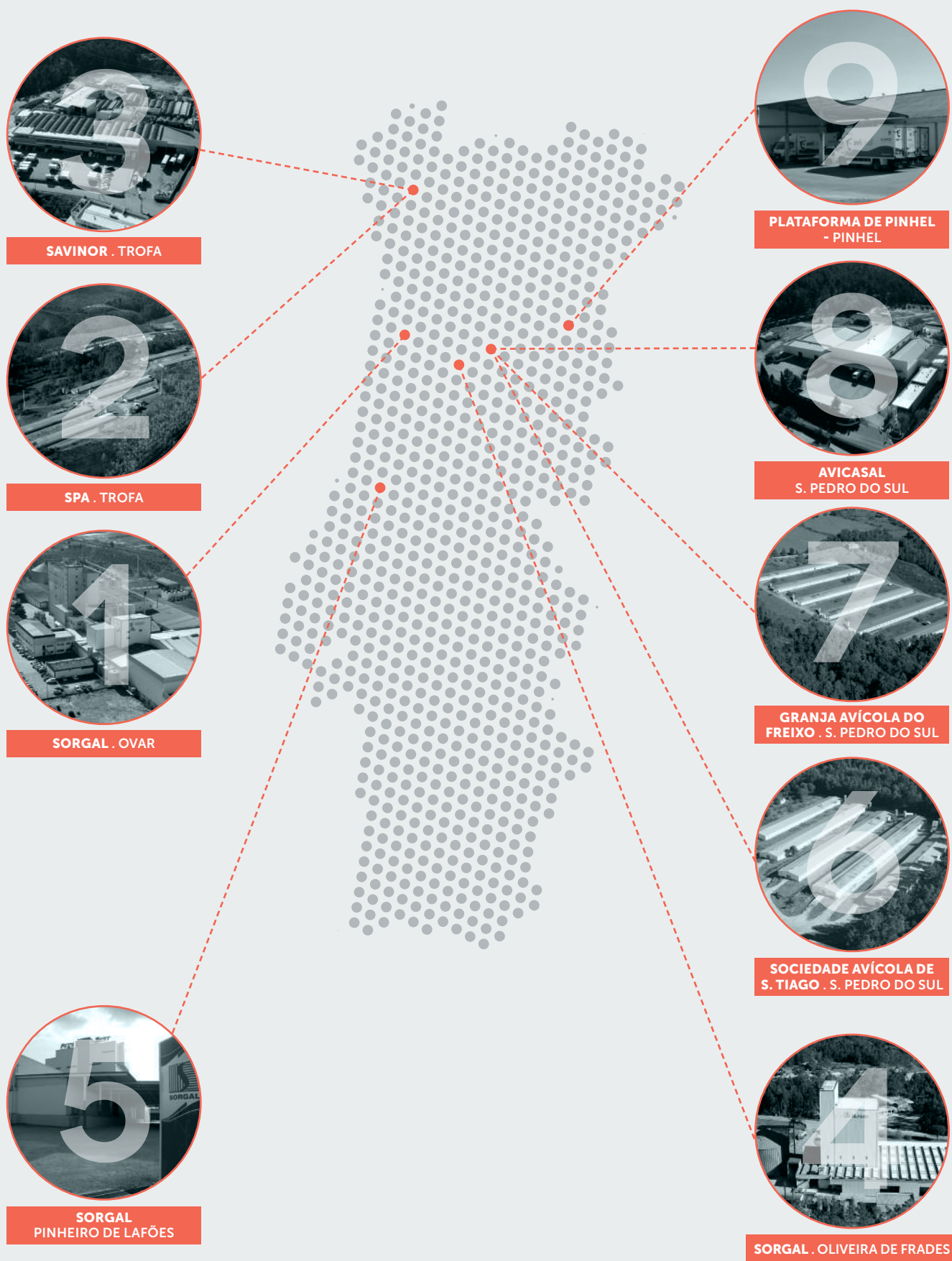
Our value proposition is...

Breeding, slaughter and distribution of fresh poultry products with an excellent price/quality ratio, supplemented by a portfolio of complementary products, providing our customers with a daily distribution service that strictly complies with delivery schedules.

Our value proposition is...

A reliable and competitive service for the collection, treatment and recovery of animal by-products, supported by innovative and sustainable processes within a culture of social responsibility.

1.3 MAP WITH THE GEOGRAPHIC LOCATION OF SOJA DE PORTUGAL



1.4 MAIN AWARDS AND DISTINCTIONS



SAVINOR DISTINGUISHED WITH THE "CONSUMER CHOICE 2017" AWARD

In December 2016, SAVINOR was selected as the "Consumer Choice 2017" brand, for the quality of its chicken.

A distinction "where the consumer is heard in all the stages of assessment - identifying the most important satisfaction criteria for the consumer and appraising products and services in accordance with these criteria, and always comparing them directly with all the competing brands in each category."



AVICASAL DISTINGUISHED WITH THE "FLAVOUR OF THE YEAR 2016" AWARD

Through its chicken, AVICASAL was distinguished for its quality of flavour. This is a certification for the food sector, based exclusively on the quality of the taste of the products.

After winning this award, AVICASAL decided to develop a strategy focused on experimentation and the integration of its product in the most diverse situations and recipes. Thus, and under the partnership between the "Flavour of the Year" and the Alegro Shopping Centre, the AVICASAL chicken was exhibited, cooked and tasted by all the consumers that were present at the time.

SORGAL RANKED AMONG THE 500 BIGGEST AND BEST BY EXAME MAGAZINE IN 2016

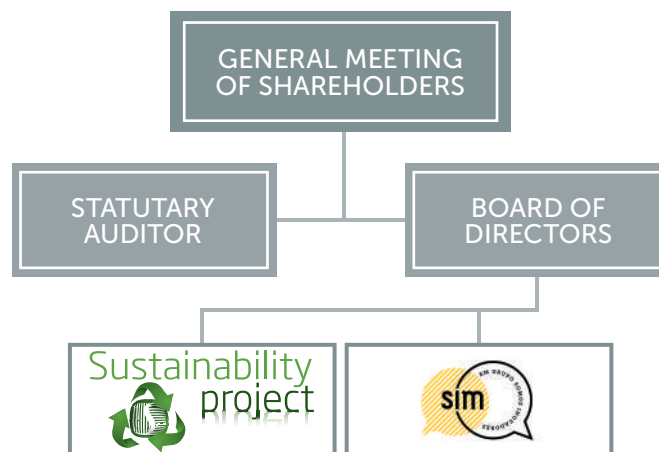


AVICASAL, THE LARGEST COMPANY OF SÃO PEDRO DO SUL

In October 2016, the newspaper Notícias de Vouzela published the ranking of the 100 largest Companies of São Pedro do Sul. AVICASAL featured in first place. In this same edition, the newspaper also highlighted that, as the largest local employer, Avicasal does not neglect its social and environmental action.

2.1 GOVERNANCE MODEL

The Governance Model of SOJA DE PORTUGAL is composed of the General Meeting of Shareholders, the Board of Directors and the Statutory Auditor. The Sustainability Committee and Innovation Committee also support the Board of Directors. Under this model, the senior management is responsible for making Sustainability and Innovation a part of the company's day-to-day management.



GENERAL MEETING OF SHAREHOLDERS

The General Meeting of Shareholders takes place at least once each calendar year for shareholders to make their recommendations.

BOARD OF DIRECTORS

The Board of Directors of SOJA DE PORTUGAL is composed of two directors, António Isidoro (Chairman) and Manuel Silva (Director), both of whom are executive. It is in charge of supervising, controlling and monitoring strategic issues (goals, indicators and corporate targets). The Board of Directors is also responsible for monthly reporting to shareholders. Ordinary meetings are scheduled annually, with 12 meetings per year. Its self-evaluation system reflects the economic, social and environmental performance of all of SOJA DE PORTUGAL's department and teams.



ANTÓNIO ISIDORO
CHAIRMAN OF THE EXECUTIVE BOARD



MANUEL SILVA
MEMBER OF THE EXECUTIVE BOARD

STATUTORY AUDITOR

The Statutory Auditor is responsible for overseeing the company's management in terms of compliance with the law, articles of association and applicable regulations. Furthermore, the Statutory Auditor is also in charge of checking and giving its opinion on the individual and consolidated presentation of accounts through audits which assure compliance with the legal standards.

SUSTAINABILITY COMMITTEE

The Sustainability Committee's mission is to define the sustainability strategy and ensure its implementation throughout the entire group. This Committee is composed of the Chairman of the Board of Directors and the managers of the various operating areas (Marketing and Sustainability, Human Resources, Management Control, Industrial and Technical, Quality and Environment).

Multidisciplinary in nature, the Committee meets quarterly, with its agenda including the monitoring of the status quo of the actions foreseen in the sustainability strategy and the discussion of actions and projects to improve its performance.



INNOVATION COMMITTEE

The Innovation Committee's mission is to define the innovation strategy and ensure its implementation throughout the entire group. This Committee is responsible for ensuring the promotion of a dynamic and revitalising culture in the organisation, and for strengthening the communication and integration of information among all the employees and between the companies of the Group, fostering an appropriate management of knowledge and the stimulation of in-house creativity.

Multidisciplinary in nature, the committee meets quarterly, with its agenda including final decisions on the implementation of ideas/projects, the allocation of project managers to RDI projects, the monitoring of the status quo of planned initiatives and discussion of future activities and projects.



2.2 RISK MANAGEMENT

SOJA DE PORTUGAL believes in the importance of a solid culture of compliance and, as such, has worked on its development where risk management plays a key role in the group's management. The meticulous monitoring of the risks inherent to the company's various activities is instrumental in supporting the management boards to control and mitigate any situations that may seem problematic - in particular concerning **Economic, Financial, Food Safety, Environmental and Insurance** risks.



FOCUSES ON RISK MANAGEMENT ARE TO:

- 1 Safeguard against future uncertainty;
 - 2 Ensure preventive behaviour and measures in accordance with the identified risks;
 - 3 Conveys confidence and address stakeholder expectations;
 - 4 Take best risk governance practices into account;
 - 5 Contribute to ensuring compliance with legal requirements;
 - 6 Contribute to improving efficiency and efficacy;
 - 7 Boost the identification of opportunities for improvement;
 - 8 Act as a crucial instrument in supporting the management boards;
 - 9 Encourage proactive management by constantly identifying new risk events;
 - 10 Contribute to improving SOJA DE PORTUGAL's knowledge as a whole.
-

ECONOMIC RISKS



The current domestic and international scenario brings in added challenges to the Group's business, both through the lower domestic consumption and the reduction of company support from financial institutions.

The following means of mitigation have been identified:

- Diversification of the business portfolio (prioritizing projects of less maturity that can add value to the group's business, and help to fully capitalize on the synergies of more mature businesses);
- Search for new export markets;
- Search for new partners, thereby diversifying sources of financing, as well as the origin of these funds (local or international).

INSURANCE RISKS

Soja de Portugal has an insurance program covering property, auto, occupational accidents, life, personal injury, civil liability, lost profits and other areas, and regularly updates its insurance amounts and policies.

In terms of coverage for business relations with customers, namely coverage for risks linked to default on the payment of sales made on credit, Soja de Portugal has a combined domestic and international credit insurance policy, in order to maintain the necessary management and mitigation of risk brought about by an adverse economic environment.



FINANCIAL RISKS



During 2016 there continued to be a positive evolution in loan concession and improvement in the associated pricing conditions, although still showing a retraction in the loans granted to certain sectors and companies. We believe that this is due to the adoption of domestic measures triggered via the regulator and international rules that are more stringent in terms of analysis and concession. It is important to stress that within the Soja de Portugal Group comfortable liquidity levels were maintained to finance the business. In 2016, once again there was an increased coverage of the risk associated with sales made by the insurance market, as well as the extension of State support in granting specific credit insurance guarantees for countries in which the Group operates.

In view of the above, we have succeeded in improving our mitigation of risk associated with customer default, as well as maintaining our capacity to boost and increase commercial business.

ENVIRONMENTAL RISKS

Soja de Portugal has a financial guarantee of its own through a term deposit established solely for this purpose, in accordance with legislation in force.

In this regard, together with its insurance and environmental consulting partners, Soja de Portugal has monitored developments in legislation and has sought solutions for establishing a guarantee by another legally acceptable means (for instance, an insurance policy to cover environmental damages).



FOOD SAFETY RISKS



The Purchasing Department evaluates suppliers beforehand, and does not purchase products whose technical specifications have not been approved by the respective technical department. It also ensures that the formal purchasing of raw materials is carried out in accordance with the national and Community legislation in force.

The raw materials are periodically analysed under their food quality and safety management systems, both through the company laboratory and outside laboratories, as selected by the technical department. To mitigate food quality and safety risks, Soja de Portugal has several support tools such as an information system for tracking products throughout the entire chain, along with other information systems.

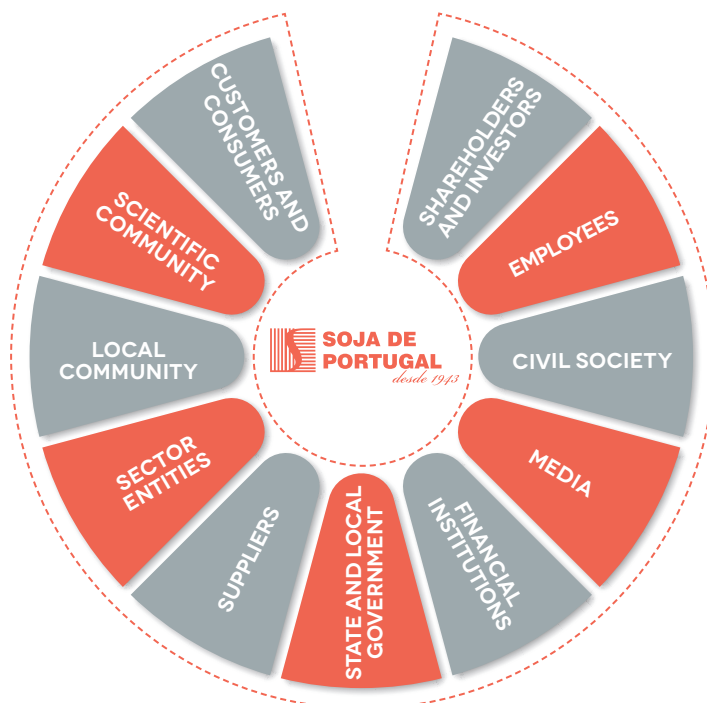
During 2016, QUALIACA (protocol between DGAV and IACA) was incorporated as an additional measure in the internal control of raw materials, aimed at strengthening these types of measures.

3. STAKEHOLDER ENGAGEMENT

WITH A VIEW TO BETTER UNDERSTANDING STAKEHOLDER EXPECTATIONS AND CONCERNS, AND TO INCORPORATE THESE INTO ITS CORPORATE POLICIES AND COMMITMENTS TO CREATE MORE SHARED VALUE, SOJA DE PORTUGAL FOSTERS AN ONGOING DIALOGUE WITH ITS STAKEHOLDERS.

3.1 THE STAKEHOLDERS OF SOJA DE PORTUGAL

The stakeholders of SOJA DE PORTUGAL were identified based on criteria of responsibility, influence and dependence. In other words, all the persons and institutions that affect and/or may be affected by SOJA DE PORTUGAL's activities, products or services and its associated performance.



3.2 PRIMARY MEANS OF COMMUNICATION WITH THE STAKEHOLDERS

SOJA DE PORTUGAL has numerous forms of internal and external communication with its stakeholders:

SHAREHOLDERS AND INVESTORS	CUSTOMERS AND CONSUMERS	EMPLOYEES	SCIENTIFIC COMMUNITY
<ul style="list-style-type: none"> General Meeting of Shareholders Board of Directors meetings Statement of Accounts Management Information 	<ul style="list-style-type: none"> Website Customer satisfaction assessment Open-door policy Complaint response policy Specialized event promotion and participation Direct customer support line for complaints and feedback 	<ul style="list-style-type: none"> Website Bulletin boards Staff meeting Principles and policies on human resources management Open-door policy 	<ul style="list-style-type: none"> Website Partnerships with research centres and universities Publication of scientific articles Specialized event promotion and participation Co-financing of masters and doctoral scholarships
LOCAL COMMUNITY	SECTOR ENTITIES	SUPPLIERS	STATE AND LOCAL GOVERNMENT
<ul style="list-style-type: none"> Website Participation in trade shows and conferences Donations Initiatives for the involvement with the local community Projects with schools on environmental issues 	<ul style="list-style-type: none"> Website Support for initiatives/projects Participation in working groups 	<ul style="list-style-type: none"> Website Periodic contacts and meetings Supplier Assessment 	<ul style="list-style-type: none"> Website Support for initiatives/projects
FINANCIAL INSTITUTIONS	MEDIA	CIVIL SOCIETY	
<ul style="list-style-type: none"> Website Statement of Accounts 	<ul style="list-style-type: none"> Website Press releases Open-door policy 	<ul style="list-style-type: none"> Website Specialized event promotion and participation 	

3.3 KEY RESULTS OF THE STAKEHOLDER HEARING

3.3.1 DESCRIPTION OF SAMPLE GROUP AND RESPONSE RATE

At the end of 2016, SOJA DE PORTUGAL carried out yet another stakeholder hearing on sustainability issues. The hearing process was based on an initial sample of 68 stakeholders, from which a total of 50 responses were obtained, giving rise to a response rate of 74%.

The hearing revolved around 3 main areas:

- Sustainability Performance;
- Key Issues; and
- Stakeholder Relations



3.3.2 KEY RESULTS OF THE STAKEHOLDER HEARING

ANALYTICAL AREA	RESULTS												
1. SUSTAINABILITY PERFORMANCE	<p>The stakeholders consider that SOJA DE PORTUGAL presents a clear vision of its responsibilities in each pillar.</p> <table border="1"> <thead> <tr> <th>Pillar</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Economic Responsibility</td> <td>90%</td> </tr> <tr> <td>Environmental Responsibility</td> <td>84%</td> </tr> <tr> <td>Social Responsibility</td> <td>74%</td> </tr> </tbody> </table>	Pillar	Percentage	Economic Responsibility	90%	Environmental Responsibility	84%	Social Responsibility	74%				
Pillar	Percentage												
Economic Responsibility	90%												
Environmental Responsibility	84%												
Social Responsibility	74%												
2. KEY ISSUES	<p>The results of the hearing enable identifying the most relevant topics for the stakeholders.</p>												
3. STAKEHOLDER RELATIONS	<p>The stakeholders consider that their level of involvement with SOJA DE PORTUGAL is "Very Good" or "Good".</p> <table border="1"> <thead> <tr> <th>Involvement Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Good</td> <td>36%</td> </tr> <tr> <td>Good</td> <td>36%</td> </tr> <tr> <td>Sufficient</td> <td>18%</td> </tr> <tr> <td>Weak</td> <td>6%</td> </tr> <tr> <td>NR</td> <td>4%</td> </tr> </tbody> </table>	Involvement Level	Percentage	Very Good	36%	Good	36%	Sufficient	18%	Weak	6%	NR	4%
Involvement Level	Percentage												
Very Good	36%												
Good	36%												
Sufficient	18%												
Weak	6%												
NR	4%												

WHAT DO THE STAKEHOLDERS SAY ABOUT SOJA DE PORTUGAL?

 <p>CREATING VALUE AND FOSTERING CONTINUOUS IMPROVEMENT</p>	<ul style="list-style-type: none"> • It's an employment generating group (Employees) • Concerned with the scope of and compliance with the environmental objectives delineated in the strategy (Employees) • Shows resilience and capacity to adapt to market requirements (Sector Entities)
 <p>PROMOTING SUSTAINABILITY IN THE VALUE CHAIN</p>	<ul style="list-style-type: none"> • Complies with supplier payment periods (Suppliers) • Concerned with selecting sustainable ingredients for the various feeds that it produces (Scientific Community)
 <p>ENCOURAGING RESPONSIBLE CONSUMPTION</p>	<ul style="list-style-type: none"> • Concerned with complying with the standards for food safety and tracking (Suppliers) • Promotes training activities with its customers (Shareholders and Investors) • Promotes seminars open to the community (Media) • Has exemplary relations with the different stakeholders and a positive response to all requests made (Scientific Community) • Constantly focused on innovation (Local Community)
 <p>PROMOTING ENVIRONMENTAL RESPONSIBILITY</p>	<ul style="list-style-type: none"> • Obtained Environmental Licensing for all the facilities (Financial Institutions) • Implements environmental agreements with government institutions (Employees) • Implements environmental performance monitoring tools (Employees) • Gives an appropriate treatment to (animal) by-products and effluents (Scientific Community, Local Community) • Ensures the correct disposal of the waste produced at its facilities (Suppliers) • Monitors the quality of the air and establishes partnerships with municipal councils for waste treatment (Local Community) • Implements less polluting production solutions (Employees) • Invests in improving the most sustainable processes and technologies in terms of production, with the corresponding environmental benefits, and has searched for new sources of raw materials (Sector Entities) • Has replanted a pine forest area close to the Ovar plant (Employees)
 <p>ENHANCING THE EMPLOYEES</p>	<ul style="list-style-type: none"> • Concerned with monitoring the well-being of its Employees (Employees) • Promotes the integration of Employees by holding events and focusing on Environmental Education (Financial Institutions)
 <p>INVOLVING LOCAL COMMUNITIES</p>	<ul style="list-style-type: none"> • Supports local communities and entities, both at an economic level and at a social level, supporting causes and/or contributing with products, as well as through support to charitable associations and institutions where the companies are located (Employees, Local Community, Sector Entities, Suppliers) • Sponsors various events not directly associated to commercial activities (Scientific Community)

**SOJA DE PORTUGAL
HAS REPLANTED A
PINE FOREST AREA
CLOSE TO THE
OVAR PLANT**



SUSTAINABILITY STRATEGY

4. SUSTAINABILITY STRATEGY

The Sustainability Strategy of SOJA DE PORTUGAL for the period of 2016-2018 took into account various reviews and sources of information, namely:

1. BENCHMARK ANALYSIS	<ul style="list-style-type: none"> Results of the benchmark analysis of the peers of Soja de Portugal on its Sustainability Strategy.
2. STAKEHOLDER HEARING	<ul style="list-style-type: none"> Results of the stakeholder hearing regarding: Assessment of the sustainability performance of Soja de Portugal; Identification and prioritisation of relevant sustainability issues and opportunities for improvement.
3. MATERIALITY MATRIX	<ul style="list-style-type: none"> Results of correlating the stakeholder hearing outcomes with the perspective of the members of the Sustainability Committee in terms of priority action towards sustainability.

Based on the steps described above, 6 strategic priorities were defined, for each setting goals, specific actions to be developed, KPIs and targets, which are reflected in the action plan presented on the following pages.

4.1 STRATEGIC PRIORITIES



4.2 2016–2018 ACTION PLAN

STRATEGIC PRIORITY	STRATEGIC GOAL	ACTIVITY
CREATING VALUE AND FOSTERING CONTINUOUS IMPROVEMENT	Strengthen the identification of Research, Development and Innovation (RDI) and continuous improvement projects to create value.	Create new products adding value to the business
		Develop successful RDI Projects
		Promote the Generation of Ideas in the RDIMS - Research, Development and Innovation Management System
	Review strategic execution model based on guidelines.	Review the Strategic Execution Model together with the staff of SOJA DE PORTUGAL
	Define 2019-2021 strategic guidelines.	Create strategy map with 2019-2021 strategic guidelines
		Hold strategic reflection meetings with the staff of SOJA DE PORTUGAL
	Improve economic/financial ratios based on best market practices.	Benchmarking with best companies in the sector
		Monitor key indicators, targets and goals related to strategic plan
		Develop Business Intelligence tool to monitor key business indicators
PROMOTING SUSTAINABILITY IN THE VALUE CHAIN	Gradually select and hire suppliers by including environmental, economic, social and human rights criteria.	Revise tender specifications for classifying and selecting raw materials suppliers, subsidiaries and service providers to include sustainability requirements which increase or decrease their final score
		Include the topic of sustainability in best practices manuals delivered to constituents to disseminate this topic throughout the entire value chain
		Include the topic of sustainability in Avicultural Days for constituents
		Create ranking of most sustainable suppliers by business area (poultry, UTS and animal nutrition)
	Communication and joint actions with producers to promote intensive animal production as a sustainable business, including the concept of sustainability and best environmental practices.	Multimedia dissemination of the theme "Traditional breeding versus intensive breeding in the areas of Nutritional Value and Ecosystem Sustainability"
		Consumer promotion, via our customers, of the ecosystem benefits of intensive animal production

	KPI	TARGET	IMPLEMENTATION (SCHEDULE)
	New products' contribution to turnover	€225,000	31-12-2018
	Number of RDI projects completed resulting in new products or processes	5	Annual
	Number of ideas generated and pre-screened in the RDI Management System portal	20	Annual
	Reviewed Strategic Execution Model	-	31-12-2017
	Completed 2019-2021 strategy map	-	31-12-2018
	Number of strategic reflection meetings held to define guidelines for the three-year period	1	3-12-2018
	Number of economic/financial benchmarkings per business area	1	Annual
	Number of staff meetings held	1	Annual
	Business Intelligence tool implemented	-	31-12-2017
	Revised tender specifications (including sustainability criteria)	-	31-12-2017
	Revised best practices manual (including the topic of sustainability)	-	31-12-2017
	Percentage of breeders involved in events (on date of Avicultural Days)	60%	Annual
	Sustainable supplier ranking created	-	31-12-2018
	Number of disseminations	3	Annual
	Script on ecosystem benefits of intensive animal production produced	-	31-12-2017

4.2 2016–2018 ACTION PLAN

STRATEGIC PRIORITY	STRATEGIC GOAL	ACTIVITY
ENCOURAGING RESPONSIBLE CONSUMPTION	Ensure/expand compliance of the Food Safety and Quality Management System	Integrate the management systems into a single integrated management system (IMS)
		Certify IMS in new ISO 9001:2015 standard
	Improve best practices in food safety, handling and food nutrition	Obtain ISO 22000 certification at Savinor
		Hold training activities with customers whose business involves animal breeding
		Create a checklist of requirements relative to Food Safety at the SORGAL manufacturing plants
		Create a best handling practices manual for the Aquaculture sector
		Certify aquaculture business area through the GLOBAL GAP standard
	Foster the dissemination of best practices relative to product quality control throughout the entire value chain	Disseminate quality control activities among stakeholders
	Implement, whenever possible, precision nutrition and the use of little-studied ingredients (by-products, yeasts, bacteria, algae) as a means of boosting performance and reducing nutritional inefficiencies	Develop partnerships with the science-technological community for the use of new ingredients
PROMOTING ENVIRONMENTAL RESPONSIBILITY	Implement initiatives boosting the control and efficient use of water and energy resources	Implement integrated management system in all group companies for monitoring all energy and water consumption, by business area and activity sector, which simultaneously ensures correlation and integration with production levels
		Progressively replace the lighting system of industrial facilities with LED lighting
		Promote the reuse of water whenever possible at SOJA DE PORTUGAL companies
		Implement initiatives/projects at schools on environmental issues (in schools of geographic circles adjacent to the industrial locations of SOJA DE PORTUGAL)
	Calculate SOJA DE PORTUGAL's water and carbon footprint as an indicator of comparative strategic positioning	Assess the possibility of calculating the water and carbon footprint for several standard products
	Implement initiatives aimed at reducing water and gas emissions	Build a new wastewater treatment plant at SAVINOR
		Analyse benefits of installing a biofilter at SAVINOR
		Connect SORGAL to multi-municipal effluent treatment system

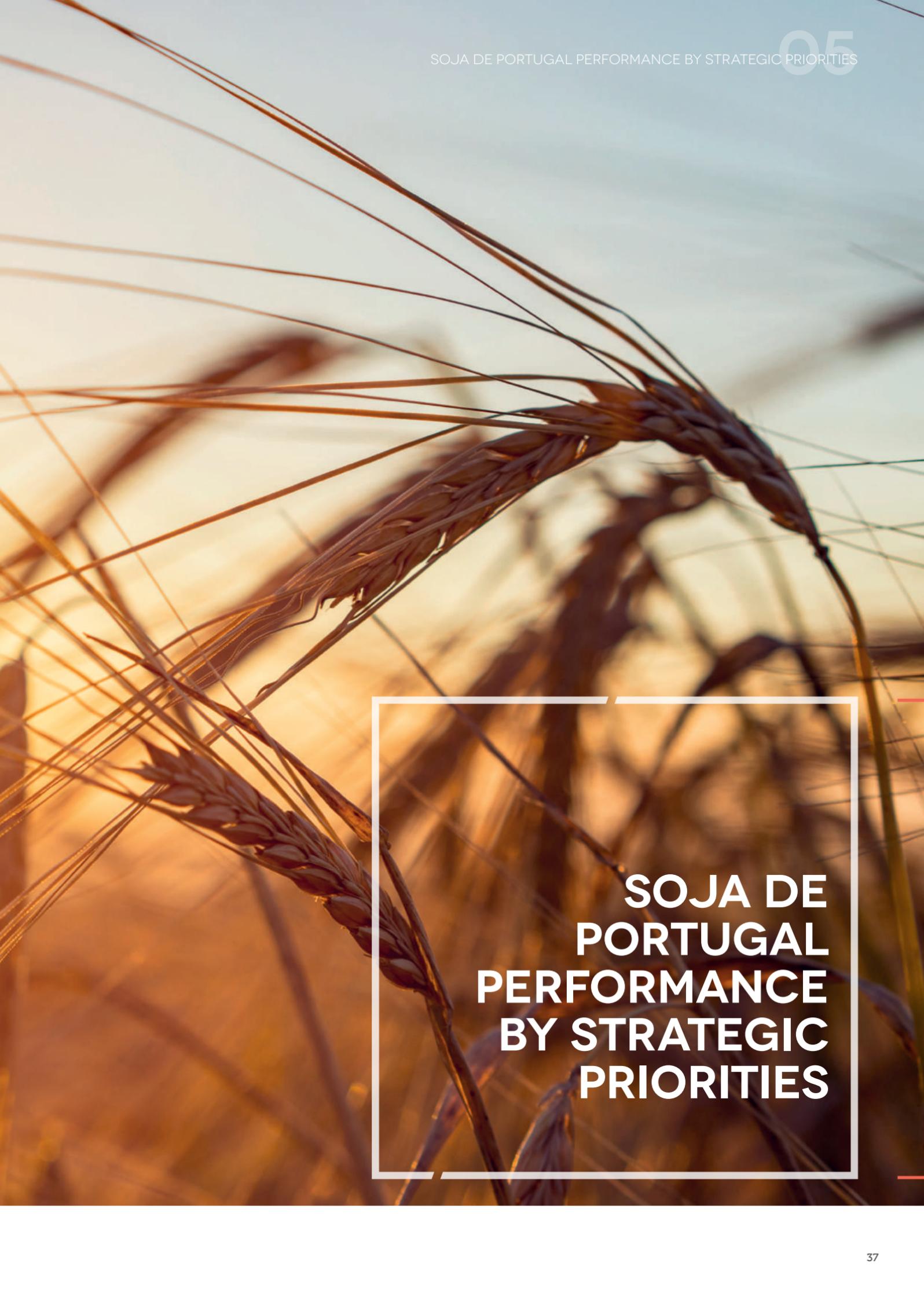
	KPI	TARGET	IMPLEMENTATION (SCHEDULE)
	IMS in a single management system	-	31-12-2016
	IMS certified under ISO 9001:2015	-	31-12-2016
	Obtaining of certification	-	31-12-2017
	Number of training activities	3	Annual
	Checklist implemented	-	31-12-2016
	Manual created	-	31-12-2017
	Certification obtained	-	31-12-2016
	Number of dissemination activities	2	Annual
	Number of new ingredients validated	3	31-12-2018
	Integrated management system for monitoring energy and water consumption implemented	-	31-12-2016
	Percentage of LED lighting in all industrial facilities	90%	31-12-2018
	Consumption of water collected	Decrease by 5%	31-12-2018
	Number of initiatives/projects implemented on environmental issues in the SOJA DE PORTUGAL Group	3	Annual
	Actual possibility of calculating the carbon footprint	-	31-12-2017
	New wastewater treatment plant in operation	-	31-12-2016
	Analytical report completed	-	31-12-2016
	Connection to multi-municipal effluent treatment system completed	-	31-12-2016

4.2 2016–2018 ACTION PLAN

STRATEGIC PRIORITY	STRATEGIC GOAL	ACTIVITY
ENHANCING EMPLOYEES – TRAINING AND DEVELOPMENT	Make a formal policy for talent management and development aimed at improving levels of employee motivation and commitment at SOJA DE PORTUGAL	Implement a welcoming policy by functional group, describing and formulating mandatory training needs after the first 6 months of employment
		Stabilize performance management and evaluation system for functional groups (1st and 2nd lines and commercial areas).
		Measure the level of SOJA DE PORTUGAL employee involvement
		Define the level of technical and behavioural skills needed for each job position
ENHANCING EMPLOYEES – OCCUPATIONAL HEALTH AND SAFETY	Formalise a Hygiene, Health and Safety Policy	Map out the risks of job positions
		Create a six-monthly occupational safety, hygiene and health report, containing the key safety, hygiene and health indicators (number of work accidents, working hours lost, rate of recurrence, etc.)
		Analyse and implement operational, administrative and infrastructure controls to eliminate or minimise risks
INVOLVING LOCAL COMMUNITIES	Formalise the action strategy of SOJA DE PORTUGAL on matters of Social Responsibility, including definition of strategic areas and goals	Prepare synopsis report
	Develop projects/initiatives with positive social impacts for the community in the areas of health, education, environment and sports	Implement academic merit awards program for school cycles 1, 2 and 3 in schools of geographic circles adjacent to the industrial locations of SOJA DE PORTUGAL
		Make monetary investments in the community
		Make monetary investments in national patronage

	KPI	TARGET	IMPLEMENTATION (SCHEDULE)
	Welcoming plans created, disseminated and implemented by functional group	-	31-12-2017
	Percentage of employees, included in the project, assessed	100%	31-12-2017
	Percentage of employees who answered the involvement questionnaire	80%	31-12-2017
	Percentage of positions with descriptions of technical and behavioural skills	100%	31-12-2017
	Mapping of risks completed	-	31-12-2017
	Occupational health and safety reports completed	1	Half yearly
	Degree of implementation of the occupational safety, hygiene and health plan	80%	Annual
	Synopsis report prepared	-	31-12-2017
	Number of programmes implemented	2	31-12-2017
	Value of the investment in the local community	150,000 €	Annual
	Value of the investment in national patronage	50,000 €	Annual





**SOJA DE
PORTUGAL
PERFORMANCE
BY STRATEGIC
PRIORITIES**

5. SOJA DE PORTUGAL PERFORMANCE BY STRATEGIC PRIORITIES

5.1 CREATING VALUE AND FOSTERING CONTINUOUS IMPROVEMENT



The chapter “Creating Value and Fostering Continuous Improvement” is a summary of how SOJA DE PORTUGAL ensures solid and efficient financial and operational management, creating value for its stakeholders and fostering continuous improvement.

WHAT WERE THE HIGHLIGHTS IN 2016?

CENTRALISATION OF THE MANAGEMENT OF PROCESSES, CENTRALISING THEM IN A PLATFORM DEVELOPED BY OUTSYSTEMS

FOCUS ON THE QLIK GROUP FOR ITS DATA MANAGEMENT

STARTUP OF THE OPERATION OF THE NEW WASTEWATER TREATMENT PLANT AT SAVINOR

WHAT WAS THE STATUS IN 2016 IN RELATION TO THE DEFINED GOALS?

STRATEGIC PRIORITY	ACTIVITY	KPI	TARGET	IMPLEMENTATION (SCHEDULE)	STATUS
STRENGTHEN THE IDENTIFICATION OF RESEARCH, DEVELOPMENT AND INNOVATION (RDI) AND CONTINUOUS IMPROVEMENT PROJECTS TO CREATE VALUE	Create new products adding value to the business	New products' contribution to turnover	€225,000	31-12-2018	€90,000
	Develop successful RDI Projects	Number of RDI projects completed resulting in new products or processes	5	Annual	6
	Promote the Generation of Ideas in the RDIMS - Research, Development and Innovation Management System	Number of ideas generated and pre-screened in the RDI Management System portal	20	Annual	50
REVIEW STRATEGIC EXECUTION MODEL BASED ON GUIDELINES	Review the Strategic Execution Model together with the staff of SOJA DE PORTUGAL	Reviewed Strategic Execution Model	-	31-12-2017	In progress
DEFINE 2019-2021 STRATEGIC GUIDELINES	Create strategy map with 2019-2021 strategic guidelines	Completed 2019-2021 strategy map	-	31-12-2018	In progress
	Hold strategic reflection meetings with the staff of SOJA DE PORTUGAL	Number of strategic reflection meetings held to define guidelines for the three-year period	1	31-12-2018	1
IMPROVE ECONOMIC/ FINANCIAL RATIOS BASED ON BEST MARKET PRACTICES	Benchmarking with best companies in the sector	Number of economic/ financial benchmarkings per business area	1	Annual	1
	Monitor key indicators, targets and goals related to strategic plan	Number of staff meetings held	1	Annual	4
	Develop Business Intelligence tool to monitor key business indicators	Business Intelligence tool implemented	-	31-12-2017	Tool implemented in Dec-16

5.1.1 ECONOMIC PERFORMANCE

	SORGAL	AVICASAL	SAVINOR
DIRECT ECONOMIC VALUE GENERATED (€)	75,766,904	49,302,199	30,715,041
ECONOMIC VALUE DISTRIBUTED (€)	74,069,434	50,364,240	30,362,984
OPERATING COSTS	67,317,298	44,643,685	25,800,959
EMPLOYEE SALARIES AND BENEFITS	3,952,287	3,878,772	2,604,514
PAYMENTS TO INVESTORS	2,712,358	1,694,000	1,948,587
PAYMENTS TO THE STATE	3,529	102,456	-43,862
DONATIONS AND OTHER INVESTMENTS IN THE COMMUNITY	83,962	45,327	52,787
ACCUMULATED ECONOMIC VALUE (€)	1,697,470	-1,062,040	352,056

5.1.2 PERFORMANCE MANAGEMENT

FOCUS ON QLIK FOR DATA MANAGEMENT	<p>"We needed to compile the available data in the format of reports and dashboards to present them to the company in a fast and reliable manner, in real time. With Qlik Sense, these reports and dashboards are obtained in a fast and flexible way, compared to other solutions on the market, which heavily influenced our choice of Qlik",</p> <p>António Isidoro, chairman of the Board of Directors of SOJA DE PORTUGAL, <i>IT Insights</i>, November 2016</p>
PLATFORM DEVELOPED BY OUTSYSTEMS, IMPLEMENTED BY KEYVALUE TOGETHER WITH THE IT TEAM	<p>SOJA DE PORTUGAL committed to another step in improving the management of its processes, centralising them in a platform developed by Outsystems, implemented by Keyvalue together with the IT team.</p> <p>This initiative emerged from the need to centralise the processes of the different business areas of SOJA DE PORTUGAL into a single technological platform able to permit the flexible development of Internet applications.</p>
STARTUP OF THE OPERATION OF THE NEW WASTEWATER TREATMENT PLANT AT SAVINOR	<p>A new automated wastewater treatment plant at SAVINOR became operational in 2016, with online monitoring 24 hours a day.</p> <p>This system will have performance indicators, as well as alarms and security aspects aimed at mitigating possible errors caused by manual operations - making the operation must safer.</p>

DID YOU KNOW that on a daily basis SOJA DE PORTUGAL deals with large volumes of information, derived from an operation that involves seven production lines of feed for animal nutrition, two poultry slaughterhouses and five units for treatment and recovery of by-products of animal origin, with around 650 direct employees and 1350 indirect employees. The reconciliation, systematisation and organisation of the information from all the business areas, adapted to the particularities of each, which results in an easy and rapid view of the data, for their analysis and decision-making, is a priority for SOJA DE PORTUGAL.

CASE STUDY

(Adapted from the text by Carlos Caldeira, journalist – agriculturaemar.com)

SOJA DE PORTUGAL GROUP RELIES ON QLIK TO MANAGE ITS DATA

SOJA DE PORTUGAL sought a solution that would enable reconciling, systematising and organising the information of all the business areas, adapted to the particularities of each, which would result in an easy and rapid view of the data, for their analysis and decision-making. And it found Qlik Sense through Passio Consulting, a company specialised in the management and development of information systems.

“WE NEEDED TO COMPILE THE AVAILABLE DATA IN THE FORMAT OF REPORTS AND DASHBOARDS TO PRESENT THEM TO THE COMPANY AND THE EMPLOYEES, IN A FAST AND RELIABLE MANNER, IN REAL TIME. WITH QLIK SENSE, THESE REPORTS AND DASHBOARDS ARE OBTAINED IN A FAST AND FLEXIBLE WAY, COMPARED TO OTHER SOLUTIONS ON THE MARKET, WHICH HEAVILY INFLUENCED OUR CHOICE OF QLIK”.

António Isidoro, chairman of the Board of Directors of Soja de Portugal.

SOJA DE PORTUGAL implemented Qlik Sense by modules, starting with the commercial module for assessment of its business, answering questions such as the turnover by business area or sales by type of customer and product.

The success in the implementation of the commercial modules in all the business areas led to moving to the production module, which enabled identifying information such as quantities produced by business areas and type of product, quantity of raw material consumed by area and product, as well as stock assessment.

The financial module was the last to be implemented for analysis and consultation of information on the costs associated with the departments of each company and demonstration of results by areas.

Currently, around 30 people use the Qlik Sense platform, from first line directors to operational managers, in addition to the administration. The user friendly nature of the Qlik platform is indicated as one of its main advantages.

Qlik Sense is a solution with which all the employees are satisfied, enabling savings and gaining time for other activities.

IMPROVEMENTS IN PERFORMANCE:

- With a circular economy, in which all the business areas are interlinked and some are suppliers of other areas, the collaboration within SOJA DE PORTUGAL “improved” with Qlik Sense;
- The provision of the information of each area substantially increased its performance in terms of collaboration – in an easy and rapid manner each area is able to extract and show data underpinning its decisions.

“NOW, OVER BREAKFAST I CAN DO A VERY QUICK MONITORING OF WHAT’S GOING ON IN THE ORGANISATION – VIEW THE BIG NUMBERS AND SEE HOW THE GOALS ARE PROGRESSING IN TERMS OF KPIS IN THE DIFFERENT AREAS – THROUGH SMARTPHONE OR IPAD. IF ANYTHING IS OUTSIDE THE PARAMETERS I AM ONLY AN EMAIL OR TELEPHONE CALL AWAY TO ACT ACCORDINGLY AND INTERVENE IMMEDIATELY. THIS IS THE ADVANTAGE THAT QLIK BROUGHT”.

António Isidoro, chairman of the Board of Directors of Soja de Portugal.



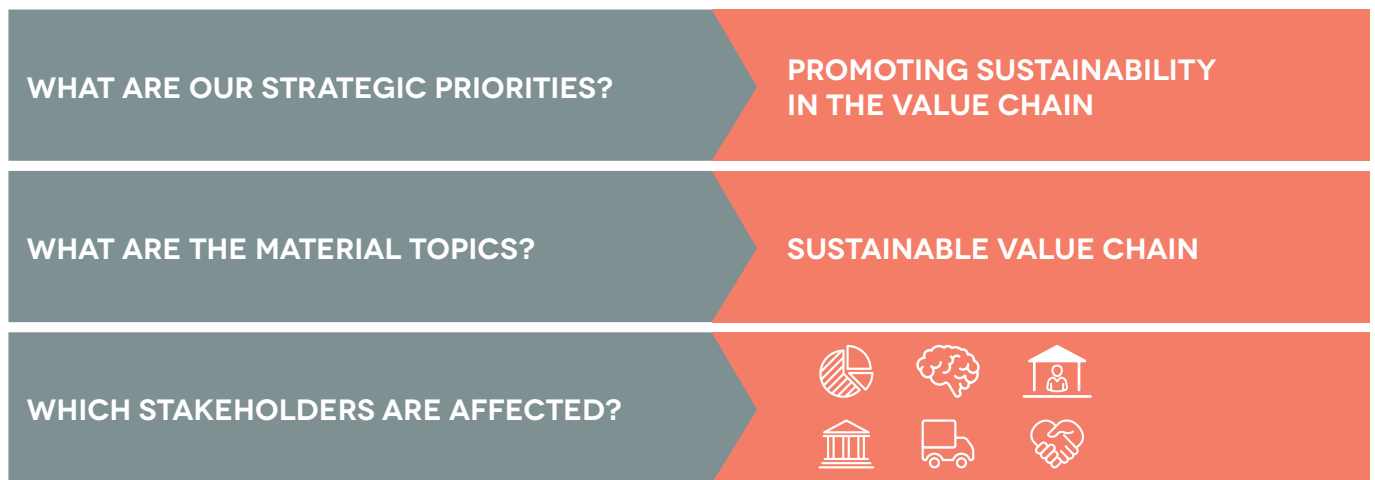
On the other hand, the secret of the success of SOJA DE PORTUGAL is in its ongoing drive to adapt to the evolution of the markets in which it operates. So, it is constantly engaged in transversal projects:



INITIATIVES TO
BE DEVELOPED
IN 2017

Continue to implement interface management methods,
aimed at gathering knowledge that is useful to the organisation

5.2 PROMOTING SUSTAINABILITY IN THE VALUE CHAIN



The chapter "Promoting sustainability in the value chain" is a summary of how SOJA DE PORTUGAL encourages best practices throughout the entire value chain, gradually introducing environmental and social selection criteria in supplier management.

WHAT WERE THE HIGHLIGHTS IN 2016?

NEW TECHNICAL DATA AND TENDER SPECIFICATIONS FOR SUPPLIERS WHICH INCLUDE TOPICS ON SUSTAINABILITY

BEST PRACTICES MANUAL WITH TOPICS ON SUSTAINABILITY

AVICULTURE AND MILK DAYS WITH SPEAKERS WHO ADDRESS THE TOPIC OF SUSTAINABILITY

BUSINESS MODEL BASED ON CIRCULAR ECONOMY PRINCIPLES DERIVED FROM THE CREATION OF SYNERGIES BETWEEN DIFFERENT BUSINESS AREAS.

WHAT WAS THE STATUS IN 2016 IN RELATION TO THE DEFINED GOALS?

STRATEGIC PRIORITY	ACTIVITY	KPI	TARGET	IMPLEMENTATION (SCHEDULE)	STATUS
GRADUALLY SELECT AND HIRE SUPPLIERS BY INCLUDING ENVIRONMENTAL, ECONOMIC, SOCIAL AND HUMAN RIGHTS CRITERIA	Revise tender specifications for classifying and selecting raw materials suppliers, subsidiaries and service providers to include sustainability requirements which increase or decrease their final score	Revised tender specifications (including sustainability criteria)	-	31-12-2017	Revised tender specifications (including sustainability criteria)
	Include the topic of sustainability in best practices manuals delivered to constituents to disseminate this topic throughout the entire value chain	Revised best practices manual (including the topic of sustainability)	-	31-12-2017	In progress
	Include the topic of sustainability in Avicultural Days for constituents	Percentage of breeders involved in events (on date of Avicultural Days)	60%	Annual	67%
	Create ranking of most sustainable suppliers by business area (poultry, UTS and animal nutrition)	Sustainable supplier ranking created	-	31-12-2018	In progress
COMMUNICATION AND JOINT ACTIONS WITH PRODUCERS TO PROMOTE INTENSIVE ANIMAL PRODUCTION AS A SUSTAINABLE BUSINESS, INCLUDING THE CONCEPT OF SUSTAINABILITY AND BEST ENVIRONMENTAL PRACTICES	Multimedia dissemination of the theme "Traditional breeding versus Intensive breeding in the areas of Nutritional Value and Ecosystem Sustainability"	Number of disseminations	3	Annual	3
	Consumer promotion, via our customers, of the ecosystem benefits of intensive animal production	Script on ecosystem benefits of intensive animal production produced	-	31-12-2017	In progress

5.2.1 CONSUMPTION OF RAW MATERIALS AND USE OF BY-PRODUCTS OF OTHER INDUSTRIES

CONSUMPTION OF RAW MATERIALS IN 2016 (AS % THE TOTAL)

	AVICASAL	SAVINOR		SORGAL
DAY-OLD CHICKS	21.2%	16.2%	WHEAT	7.6%
DAY-OLD TURKEYS	2.7%	-	SOYA BEAN	21.4%
ANIMAL FEED	75.4%	46.8%	CORN	48.3%

USE OF BY-PRODUCTS OF OTHER INDUSTRIES

SOJA DE PORTUGAL has a business model based on circular economy principles using , using by-products and creating synergies between different business areas.

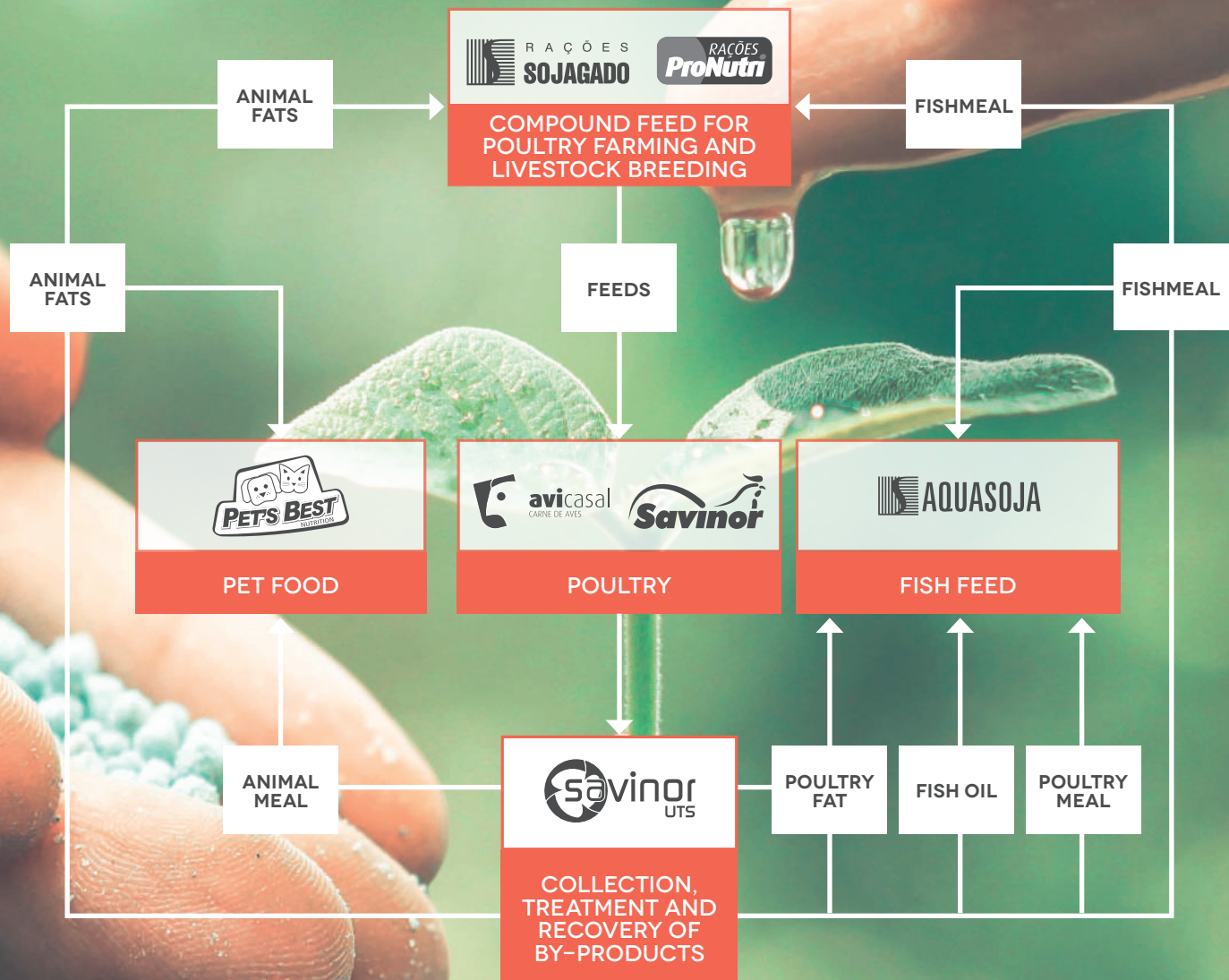
By processing and adding value to by-products of other industries, SOJA DE PORTUGAL is able to:

- Provide competitive, innovative and sustainable solutions, while maintaining high levels of service and quality;

- Ensure that the principal raw material of poultry business area (animal feed) comes from a SOJA DE PORTUGAL company, which enables tighter control over its origin and quality;
- Reduce its carbon footprint, since raw materials such as fish meal and oils to produce compound feed travel much less as there is no need to import them.
- Ensure greater control of traceability the finished products.

(For further information on traceability, see chapter 5.3 Encouraging responsible consumption).

SOJA DE PORTUGAL INTENDS TO INCREASINGLY STRENGTHEN THESE SYNERGIES TO IMPROVE QUALITY.



In 2016, the work already developed by animal nutrition technical department of SOJA DE PORTUGAL Group was continued, to promote the precision nutrition of formulated feeds. This enables, through the increased efficiency of nutrients in its components, increasing zootechnical performance and intestinal integrity of the animals. In addition to this, it boosts the economic viability of this to this, it boosts the economic viability of this to this, it boosts the economic viability of this type of industry and the sustainability environment. In 2016, the monitoring of quality internal processes was also strengthened through audits conducted by bodies that supervise this act by bodies that supervise this activity, namely DGAV (Directorate General for Food and Veterinary) and external companies (Zoetis and MSD).

CASE STUDY

(Adapted from the text by Nuno Medina, sales director of SAVINOR UTS)

SOJA DE PORTUGAL IN WORKING GROUP ON CIRCULAR ECONOMICS

BCSD Portugal – Business Council for Sustainable Development is involved in various fronts of promoting the concept of circular economics, having recently created a working group dedicated to the circular economy and industrial symbiosis, of which the Portuguese Environment Agency (APA) is a partner. A working group that SOJA DE PORTUGAL joined, aware of the current importance of the topic.

THESE ARE ECONOMIC ACTIVITIES THAT CAN LEAD TO THE TRANSITION TOWARDS A CIRCULAR ECONOMY, BUILDING THE NECESSARY CHANGE TO SUSTAINABLE PRODUCTION AND CONSUMPTION, WHICH HAS BEEN ONE OF THE STRATEGIC GOALS OF SOJA DE PORTUGAL.

In fact, it is SOJA DE PORTUGAL's primary objective to preserve and increase natural capital by controlling finite stocks, balancing the flows of renewable resources and making products, components and materials circulate at the very highest level of utility, both in technical and biological cycles. In the branch of animal nutrition, the production of compound feed for poultry farming and livestock breeding, aquaculture and pet food use raw materials produced by the by-product recovery plants belonging to SOJA DE PORTUGAL. These, in turn, use fish and meat by-products of the agri-food industry as raw material, including those derived from the slaughter and cutting of poultry at SOJA DE PORTUGAL companies. These by-products normally would have had other destinations, but in this way they are being used efficiently to produce compound feed, reintegrated in productive processes.

Fostering efficacy is another of the major drivers of SOJA DE PORTUGAL. Nowadays, SOJA DE PORTUGAL's business areas act in perfect synergy. Thus, and beginning in the production of poultry, this is done in an integrated system, with its own production in the poultry farms of SOJA DE PORTUGAL but also through producer outsourcing.

The poultry produced for SOJA DE PORTUGAL is fed with animal feed produced within the group and is slaughtered at the group's slaughterhouses, with a slaughtering capacity of 12500 chickens per hour. The by-products generated in the slaughtering and cutting process are immediately processed at SAVINOR UTS and transformed into ingredients for animal nutrition, namely poultry meal and fat. Moreover, SAVINOR UTS also produces mammal meal and fat and fishmeal and fish oil from by-products of the agri-food industry.

These ingredients are intended for the production of food for animal nutrition, essentially being used for pet food and feed for aquaculture.

Additionally, there are a series of measures aimed at continuous improvement, in particular through a transition to using energy from renewable sources and the optimisation of all the circulating resources.

SUPPORTED BY 73 YEARS OF EXPERIENCE IN THE AREA OF ANIMAL NUTRITION, SOJA DE PORTUGAL DESIGNS SOLUTION THAT GIVE RISE TO ADDED VALUE FOR ITS CUSTOMERS, UNDERPINNED BY A CIRCULAR ECONOMY STRATEGY.

CIRCULAR ECONOMY HIGHLIGHTS

- The United Nations Agenda 2030 for sustainable development includes 17 targets to combat the most pressing social and environmental challenges - Ensuring sustainable patterns of consumption and production, where the circular economy model has much to contribute to this agenda: providing an opportunity to move away from processes of intensive use of resources, while maximising the use of existing resources and creating new revenue flows.
- Each citizen of the European Union generates per year, on average, over 4.5 tons of waste, with almost half of this waste being deposited in landfills. Hence, the linear economy, which depends exclusively on the extraction of resources, is simply no longer a feasible option, favouring a circular system. Therefore, the transition towards a circular economy redirects the focus on the reuse, repair, renovation and recycling of the existing materials and products. What was formerly seen as "waste" can be transformed into a resource.
- In 2014, the World Economic Forum disclosed a report stating that more than US\$ 1 trillion per year could be generated for the global economy in 2025 and that 100,000 new jobs could be created over the next five years if companies focus on building circular supply chains to increase the rate of recycling and reuse.
- Recent research by the Foundation of the European Commission, launched in June, projected that Europe could create a net benefit of €1.8 trillion by 2030, or €0.9 trillion more than through the current path of linear development, by adopting circular economic principles. This would buffer the effect that transforms low costs into increased consumption levels, through "growth from within", extracting value from stocks.
- Reinventing a regenerative food system, based on the optimisation of nutrients, will also help with various problems addressed in the Sustainable Development Goals (SDG), in particular the impact of water, biodiversity, nutrition, among others.

INITIATIVES TO BE DEVELOPED IN 2017

- Continue the search for new raw materials
- Optimise the circular economy policy in force

5.2.2 SUSTAINABILITY CRITERIA FOR SUPPLIERS AND CONTROL OF ORIGIN

In order for SOJA DE PORTUGAL to be able to maintain a high service level and product quality, the process of selection and qualification of suppliers is fundamental.

This process does not yet include environmental or social criteria, although this is a concern of SOJA DE PORTUGAL.

Criteria related to the supplier's organisation, the quality of the product/service and commercial aspects are currently defined.

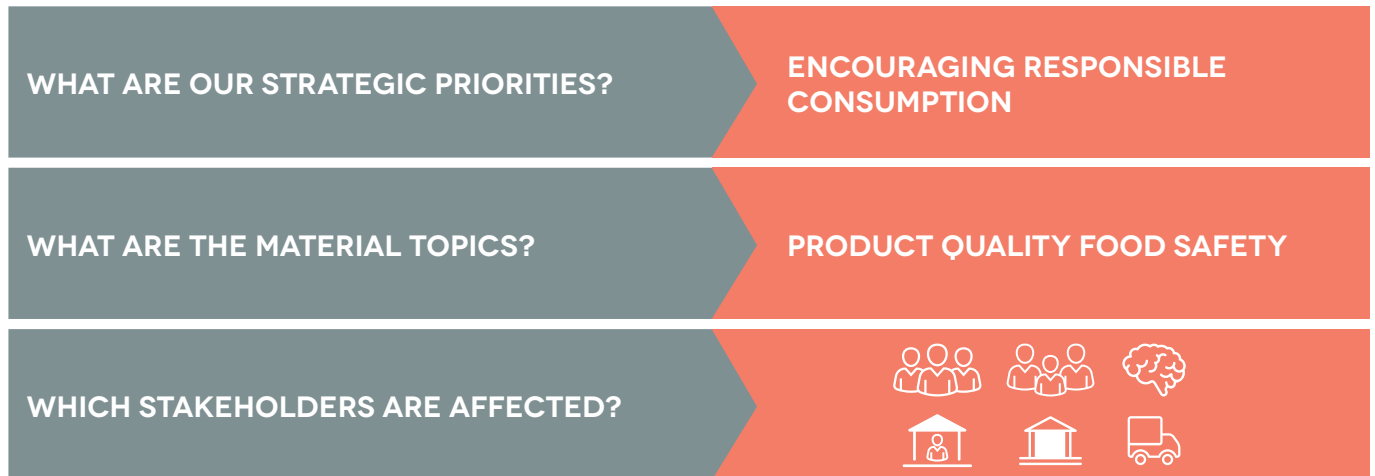
1. SUPPLIER SELECTION AND QUALIFICATION CRITERIA	Criteria related to the supplier's organisation, the quality of the product /service and commercial aspects are currently defined.
2. ASSESSMENT OF THE SUPPLIER ACCORDING TO THE CRITERIA DEFINED IN THE LIST	Each supplier is assessed in relation to its fulfilment of each criteria, on a scale of 0 to 3: 0 Does not fulfil the specified purchase requirements; 1 Fulfils them irregularly; 2 Fulfils them in a satisfactory manner; 3 Supplier / partner with positive impact on the quality system.
3. SUPPLIER QUALIFICATION	An average of the assessment of each criteria is calculated, which enables classifying the supplies as follows: < 50% Excluded > 50% and < 75% Qualified > 75% Preferential with positive impact on the quality system.

RESULT OF THE SELECTION AND QUALIFICATION PROCESS IN 2016

	AVICASAL						SAVINOR			SORGAL					
	Own Brand*	Services*	Poultry (Food)	Goods (Food)	Goods*	Maintenance*	Non-Food	Food	UTS	Finished Product Transport	Raw Materials Transport	Packaging Materials*	Raw Materials*	Product*	Services*
PREFERENTIAL	2	5	2	13	18	46	39	19	22	40	10	28	98	4	37
QUALIFIED	0	1	0	8	4	1	17	9	7	8	0	0	0	0	1
EXCLUDED	0	0	0	1	0	0	0	1	0	4	0	0	0	0	1

* In this case, the qualification of suppliers meets the following criteria: <45% | Excluded; >45 and <65% | Qualified; >65% | Preferential

5.3 ENCOURAGING RESPONSIBLE CONSUMPTION



The chapter “Encouraging responsible consumption” is a summary of how SOJA DE PORTUGAL ensures an approach aimed at fostering product quality and food safety, contributing to mitigate risks associated to consumer health and safety, encouraging responsible consumption.

WHAT WERE THE HIGHLIGHTS IN 2016?

FISH FEED BUSINESS AREAS CERTIFIED WITH GLOBAL GAP

OBTAINING OF HIGH LEVEL IN IFS CERTIFICATION AT THE TORRES NOVAS SITE.

STARTUP OF WORKS AIMED AT OBTAINING ISO 22000 CERTIFICATION AT SAVINOR

WHAT WAS THE STATUS IN 2016 IN RELATION TO THE DEFINED GOALS?

STRATEGIC GOAL	ACTIVITY	KPI	TARGET	IMPLEMENTATION (SCHEDULE)	STATUS
ENSURE/EXPAND COMPLIANCE OF THE FOOD SAFETY AND QUALITY MANAGEMENT SYSTEM	Integrate the management systems into a single integrated management system (IMS)	IMS in a single management system	-	31-12-2016	IMS in a single management system
	Certify IMS in new ISO 9001:2015 standard	IMS certified under ISO 9001:2015	-	31-12-2016	IMS certified by ISO
IMPROVE BEST PRACTICES IN FOOD SAFETY, HANDLING AND FOOD NUTRITION	Obtain ISO 22000 certification at Savinor	Obtaining of certification	-	31-12-2016	In progress
	Hold training activities with customers whose business involves animal breeding	Number of training activities	-	31-12-2016	3
	Create a checklist of requirements relative to Food Safety at the SOR-GAL manufacturing plants	Checklist implemented	-	31-12-2016	Checklist implemented
	Certify aquaculture business area through the GLOBAL GAP standard	Manual created	-	31-12-2016	In progress
	Certify aquaculture business area through the GLOBAL GAP standard	Certification obtained	-	31-12-2016	Certification obtained
FOSTER THE DISSEMINATION OF BEST PRACTICES RELATIVE TO PRODUCT QUALITY CONTROL THROUGHOUT THE ENTIRE VALUE CHAIN DISSEMINATE QUALITY CONTROL ACTIVITIES AMONG STAKEHOLDERS	Disseminate quality control activities among stakeholders	Number of dissemination activities	-	Annual	-
IMPLEMENT, WHENEVER POSSIBLE, PRECISION NUTRITION AND THE USE OF LITTLE-STUDIED INGREDIENTS (BY-PRODUCTS, YEASTS, BACTERIA, ALGAE) AS A MEANS OF BOOSTING PERFORMANCE AND REDUCING NUTRITIONAL INEFFICIENCIES	Develop partnerships with the science-technological community for the use of new ingredients	Number of new ingredients validated	3	31-12-2018	In progress



**FISH FEED
BUSINESS AREAS
CERTIFIED WITH
GLOBAL GAP**

5.3.1 MANAGEMENT AND CERTIFICATION SYSTEM

MANAGEMENT SYSTEM

In order to standardise the Group and focus on the best use of synergies, optimisation of resources and the definition of a single management system, SOJA DE PORTUGAL implemented an Integrated Management System.

SOJA DE PORTUGAL decided to implement a Management System aimed at the continuous improvement of management action that maximises the results and performance concerning quality, food safety, environment and innovation, and is a fundamental factor in its good performance. This is a system consolidated on the experience and knowledge of SOJA DE PORTUGAL, being at the same time flexible and capable of responding to current needs. This system has become a critical factor for success and significantly increases the company's ability to satisfy its stakeholders.






CERTIFICATION

Following the implementation of the Integrated Management System and monitoring of the regulatory requirements, the existing certification moved on to standard NP EN ISO 9001:2015.

The certification related to quality and food safety represents a guarantee of reliability to the stakeholders. The full monitoring of the productive process in accordance with the certification assures quality and food safety, as well as the traceability of production.

For this purpose, the certification of the Ovar and Lamarosa plants by the IFS Food - version 6 standard was maintained in the Pet Food business area, which enables recognition in terms of quality and food safety by the stakeholders and especially by the consumers. SORGAL maintained the certification pursuant to standard NP 4457:2007, which is aimed at defining the requirements of an effective Research, Development and Innovation (RDI) system. This certification shows SOJA DE PORTUGAL's full and unwavering commitment to innovation, making it the first company in the Compound Feed sector to secure this certification, representing an achievement with a clear competitive edge and future affirmation.

- As a further gain in innovation and product/service quality, we certified the Fish Feed business area with the GlobalGap standard. GlobalGap is a Business to Business certification, in other words, used in relations between companies for agricultural products worldwide, and aims to establish a Good Agricultural Practices standard, highlighting the quality of the products of diverse companies and products. This is one of the most stringent, most prestigious and also most adaptable certifications. Apart from assessing agricultural practices, GlobalGap also confirms the company's responsible attitude to the health and safety of its workers, and is therefore a gateway into various markets.

	QUALITY MANAGEMENT	GLOBAL FOOD SAFETY STANDARD FOR FOOD PROCESSING AND PACKAGING COMPANIES	FOOD SAFETY	RESEARCH AND DEVELOPMENT	GLOBAL FOOD SAFETY STANDARD IN THE PRODUCTION OF COMPOUND FEED FOR AQUACULTURE
					
AVICASAL	✓		✓		
SAVINOR	✓				
SORGAL	✓	✓ (at the Pet Food factories - Ovar Plant and Lamarosa Plant)		✓	✓ (at the Fish Feed factory - Ovar Plant)
SOCIEDADE AVÍCOLA DE S. TIAGO	✓		✓		
SOC. AVÍCOLA DO FREIXO	✓		✓		
INITIATIVES TO BE DEVELOPED IN 2017	<ul style="list-style-type: none"> Implement Standard NP 4457:2007 at SAVINOR and AVICASAL, and obtain the certification of the system Obtain Certification of the Food Safety Management System pursuant to standard EN ISO 2200:2005 (SAVINOR); 				

5.3.2. PRACTICES IN FOOD SAFETY, HANDLING AND FOOD NUTRITION

SOJA DE PORTUGAL's action concerning food safety, handling and food nutrition is developed throughout the entire value chain, from the action among its suppliers right up to the offer of products and awareness-raising of customers. On the other hand, the adapted formulas are directly linked to the principle of precision nutrition, in other words, the formulation of the products takes into account the assured combination of efficiency, quality and sustainability of the entire production.

AVICASAL and SAVINOR own 3 chicken breeding farms and, under an integration arrangement, work with around 150 integrated breeders. These companies comply strictly with the Hazard Analysis and Critical Control Point (HACCP) requirements and endeavour to develop their activities by carefully working the three principle factors involved in chicken and turkey breeding: 1 – Feed; 2 – Handling e 3 – Genetics.

During breeding, it is fundamental to ensure the ongoing monitoring of the poultry, checking ventilation, heating, water and food distribution and, above all, observing bird behaviour.

The majority of the poultry is created in farms located in the region of Lafões, where the quality of the water and air is recognised, providing good natural conditions for production.



BEST PRACTICES MANUAL

SAVINOR and AVICASAL have a Best Practices Manual which primarily aims to disseminate certain rules and procedures to be considered in poultry breeding, as well as to contribute to the identification of critical points of production that are important in obtaining a compliant and safe finished product.

This in-house manual addresses aspects of biosafety, rules on handling and animal well-being, in addition to the implementation of principles of traceability and self-control in order to identify the origin, following the entire path of the raw material, up to the transport of the birds to the slaughterhouse.



TRAINING IN FOOD SAFETY

In 2016, SOJA DE PORTUGAL conducted various training sessions for its employees and integrated entities in terms of food safety:

EMPLOYEES WHO RECEIVED TRAINING IN FOOD SAFETY:

SOJA DE PORTUGAL (all the companies)

677 HOURS OF TRAINING IN FOOD SAFETY
138 EMPLOYEES COVERED

AVICASAL

192 HOURS OF TRAINING IN FOOD SAFETY
10 EMPLOYEES COVERED

SAVINOR

324 HOURS OF TRAINING IN FOOD SAFETY
88 EMPLOYEES COVERED

SORGAL

161 HOURS OF TRAINING IN FOOD SAFETY
40 EMPLOYEES COVERED

INTEGRATED ENTITIES
THAT RECEIVED TRAINING
IN POULTRY BREEDING:

70

TRAINING IN FOOD SAFETY

In 2016, SOJA DE PORTUGAL conducted various training sessions for its employees and integrated entities in terms of food safety:

INTEGRATED ENTITIES
AND CUSTOMERS
THAT RECEIVED TRAINING
IN ANIMAL WELL-BEING:

188

INITIATIVES TO BE DEVELOPED IN 2017

- Increase the number of employees with training in food safety and increase the number of hours of training in this area
- Strengthen the training of the integrated entities and customers in food safety, with lectures and days for sectors and by species

(For further details on the Days held in 2016, see chapter 5.3.11 Dissemination actions and participation in specialised events).

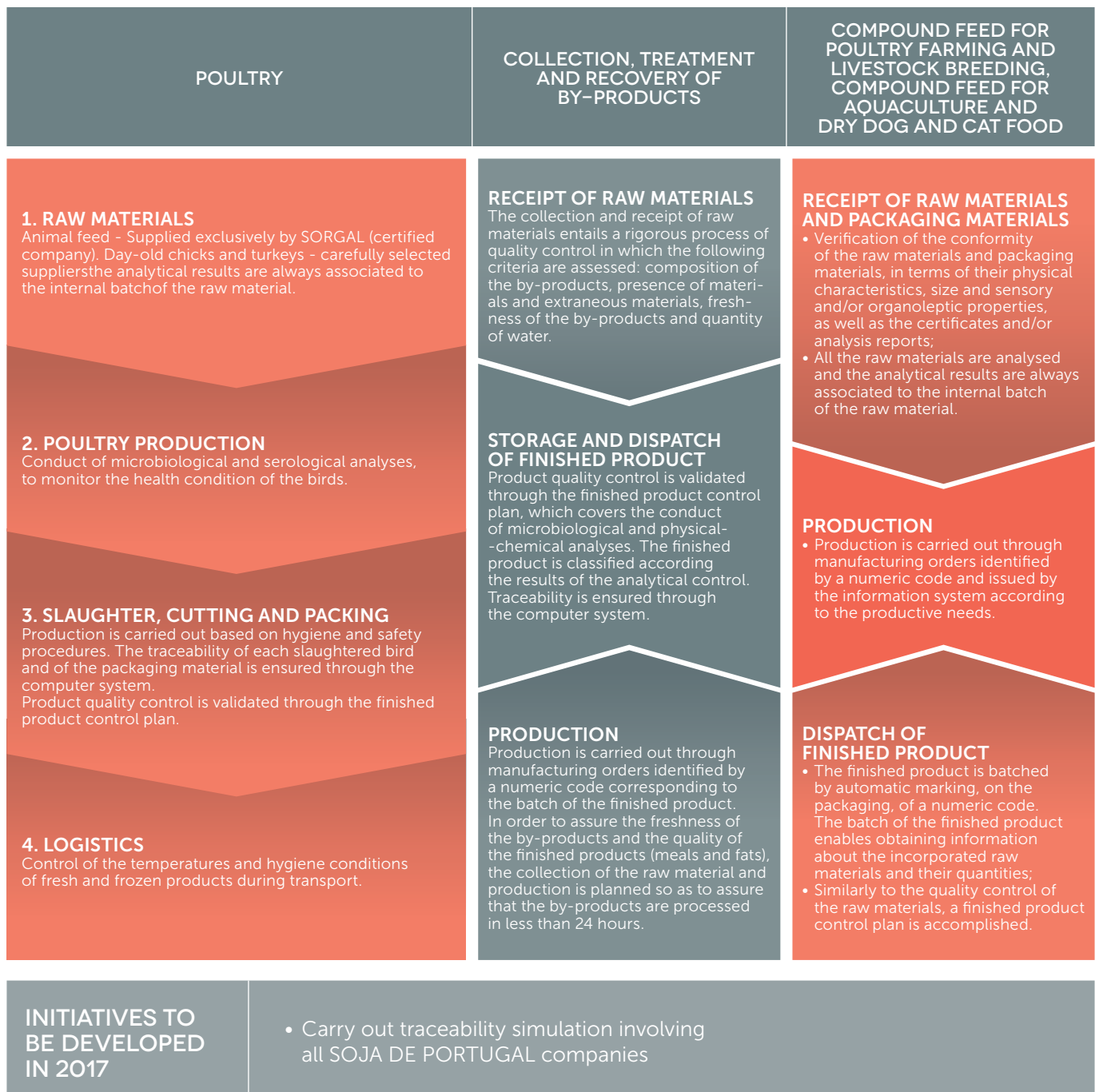
5.3.3 TRACEABILITY

SOJA DE PORTUGAL has implemented an information system which ensures the traceability of the product throughout its production cycle, following a “from the farm to the plate” logic.

The tracking process implemented in each business area is presented below. In 2016, tracking simulations were conducted in an audit context.

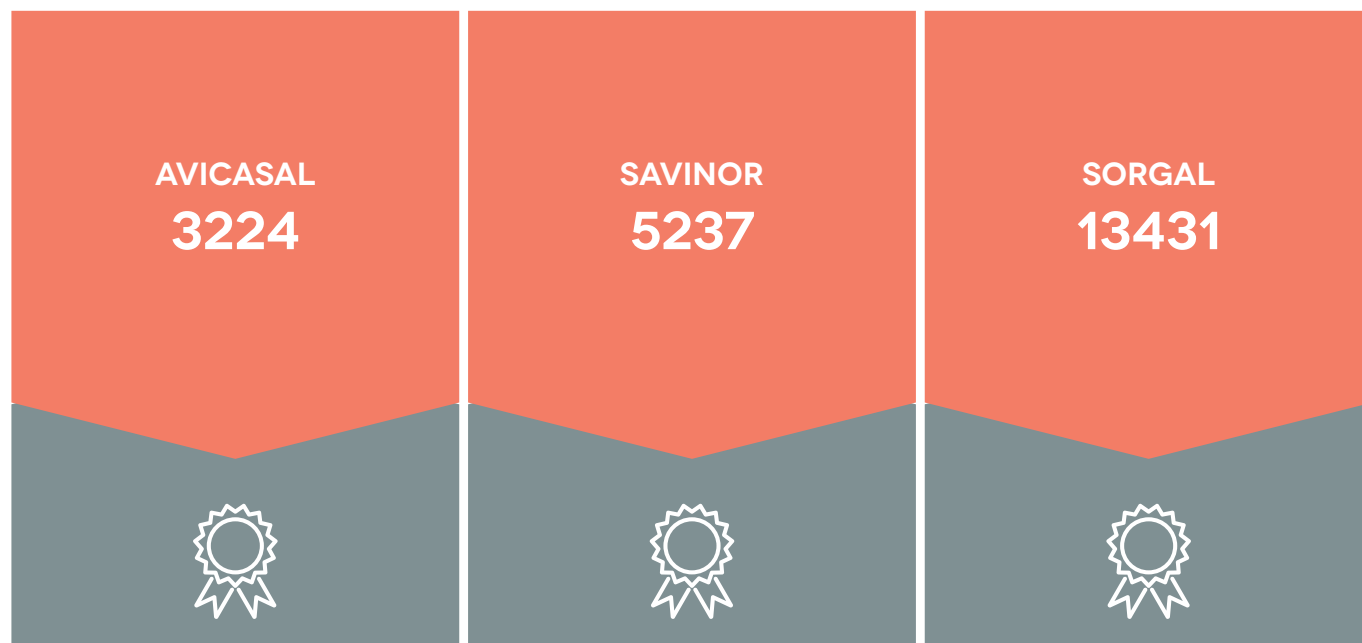
The entire traceability management system is managed by a computer application that enables:

- The identification of products, batches and logistic units;
- The recording of all the successive links in the supplier chain and of the relevant information to be tracked along this chain;
- Providing the next participant in the chain with all the necessary information to continue the process.



5.3.4 PRODUCT QUALITY

Each company carries out a series of analyses on the raw materials and finished product, in their own laboratories or at external laboratories, whose number is described in the table below:

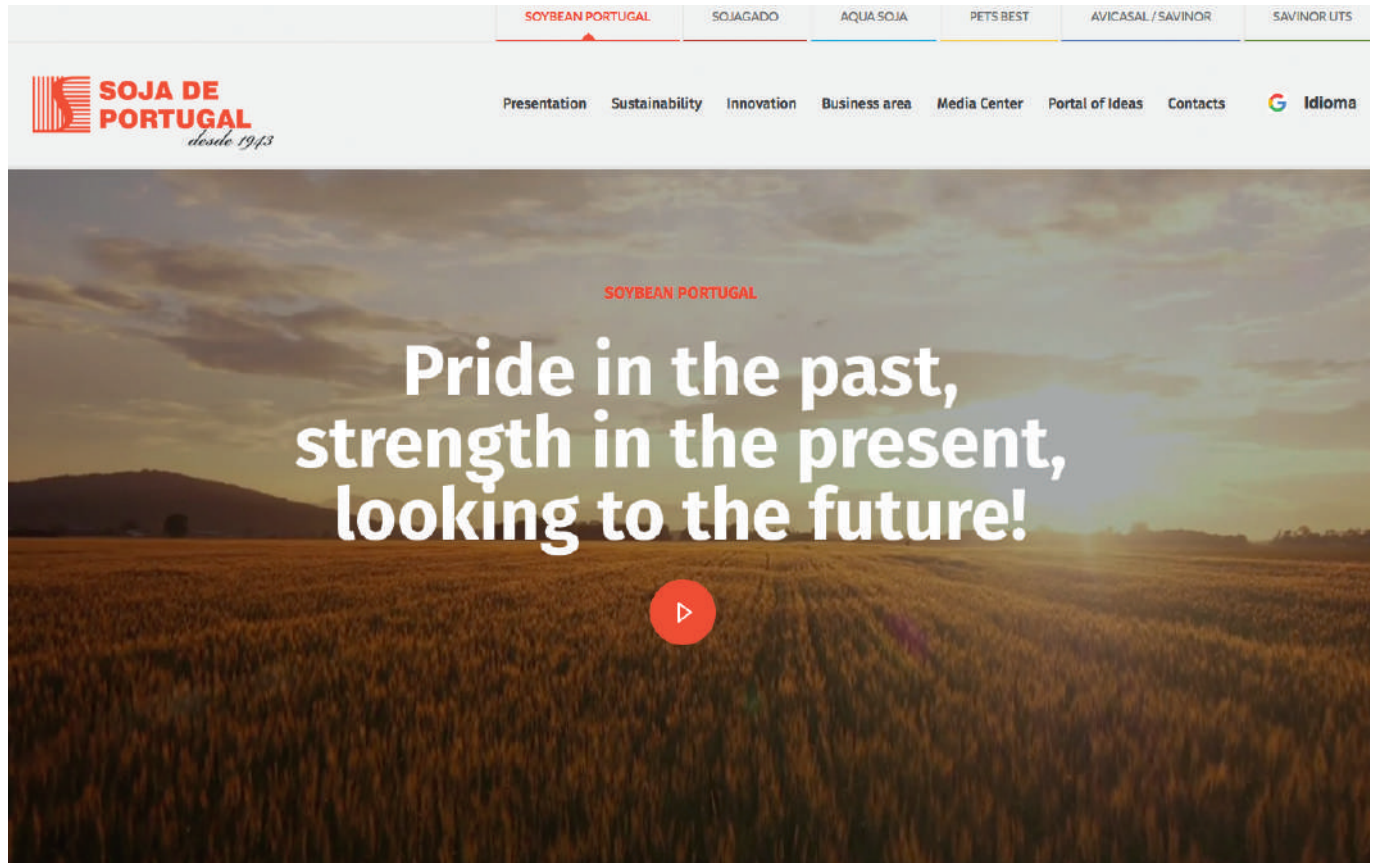


SAVINOR – DETAILS OF THE ANALYSES CARRIED OUT		ANALYSES CARRIED OUT
Poultry		1108
Fish By-product Processing Plant (cat.3)		1725
Poultry By-product Processing Plant (cat.3)		1612
Mammal By-product Processing Plant (cat.3)		597
Meat By-product Processing Plant (cat.2)		195
SORGAL – DETAILS OF THE ANALYSES CARRIED OUT		ANALYSES CARRIED OUT
Raw materials		5038
SOJAGADO and PRONUTRI Finished Product		7606
AQUASOJA Finished Product		343
PET'S BEST Finished Product		444
AVICASAL – DETAILS OF THE ANALYSES CARRIED OUT		ANALYSES CARRIED OUT
Poultry		1224

5.3.5 INFORMATION ABOUT THE PRODUCT

SOJA DE PORTUGAL has endeavoured to provide the maximum amount of information possible to its customers about its products.

To this end, it uses various channels, from communication in product portfolios on institutional websites to product technical sheets.



WHO WE ARE

We operate in the food industry sector and we are present in the areas of animal nutrition, poultry, collection, treatment and recovery of animal by-products.

On the other hand, all the products placed on the market are labelled in line with the legal requirements. Customer satisfaction in relation to labelling is monitored regularly through customer satisfaction questionnaires.

INITIATIVES TO BE DEVELOPED IN 2017

- Create websites for all the other business areas of SOJA DE PORTUGAL.

5.3.6 NEW PRODUCTS

In order to develop new products and enhance improvements in the existing products, SOJA DE PORTUGAL's specialists in animal nutrition are attentive to the changes taking place in the market.

SOJA DE PORTUGAL also seeks to offer products that are perfectly adapted to the animals' needs, both regarding taste and in terms of nutritional balance. We highlight the following new products developed during 2016 by SOJA DE PORTUGAL:

AQUAJOSA	AVICASAL
<p>In 2016, AQUASOJA focused on developing diets for species with which it had not yet worked, with new ranges having been launched:</p> <ul style="list-style-type: none"> • Tilapia • Polychete • Prawn <p>A new range of floating feed for seabass and gilt-head seabream having been launched, which enables reduce food waste at the fish farms, giving rise to greater economic and environmental sustainability for the producers.</p>	<p>In 2016, AVICASAL started its own production of free range chicken, under the brand Frango d'Avó. A marketing campaign was also developed, aimed at publicising this new range of products among current and potential customers.</p>

CASE STUDY

(Adapted from the article by Virginia Alves, journalist of Dinheiro Vivo)

SORGAL HAS DEVELOPED A "PROPHYLACTIC SOLUTION FOR THE WINTER DISEASE IN GILTHEAD SEABREAM"

Elisabete Matos, biologist and innovation director of SORGAL, explained that the idea for this project emerged from an aquaculture problem: the difficulty of feeding gilthead seabream correctly following the thermal shock suffered in March, after the water temperature fell 14 degrees in December.

In effect, this represents economic losses to producers that are customers of SOJA DE PORTUGAL. Therefore, SORGAL initiated research in collaboration with Sparos, a spin-off of the University of Algarve, aimed, not at attacking the problem, but at finding a solution to improve the liver metabolism of gilthead seabream. In other words, creating additives that protect the liver of the fish, protecting them from the physiological problems caused by thermal shocks.

The Dorin product is not a cheap solution, but the customers have already confirmed that the money that they invest in this solution is worth it, in view of the positive results, namely:

- It prevents fish mortality and weight loss, about one hundred grams that are not lost in the winter, and the fish are ready to fully recover in the warmer weather, thus increasing the operation's profitability.

SORGAL DEVELOPED A PROPHYLACTIC SOLUTION FOR THE WINTER DISEASE IN GILTHEAD SEABREAM, WITH THE PROJECT HAVING BEEN ONE OF THE RUNNERS UP OF THE NOS INNOVATION AWARD: DORIN. THIS SOLUTION IS ALREADY BEING MARKETING IN GREECE AND SPAIN.

The Dorin product is practically all sold abroad, in particular to Greece and Spain. In Portugal, there has been intensive production in earth tanks in the past that produce fish of a superior quality, but as the market does not differentiate this and since the costs are higher, it is impossible to compete with other countries such as Greece or Spain.

AS FOR THE FACT THAT SORGAL WAS ONE OF THE MAJOR RUNNER-UP COMPANIES OF THE NOS INNOVATION AWARD, THROUGH THIS INNOVATION PROJECT, THE INNOVATION DIRECTOR OF SORGAL, ELISABETE MATOS STATED THAT "THIS IS RECOGNITION OF THE WORK DONE AT THE COMPANY. WE DIDN'T EVEN IMAGINE THAT ANIMAL FEED COULD ENTER IN THESE AWARDS, WE MUST BE THE ONLY ONES IN THIS AREA AND THAT IS THE CHERRY ON THE CAKE", SHE SAID. AND ADDED: "WE ARE NOT GOING TO STOP, WE WILL CONTINUE MAKING PARTNERSHIPS. THIS IS TO BE CONTINUED."

5.3.7 NEW PROCESSES AND IMPROVEMENT OF PROCESSES

SOJA DE PORTUGAL has continued the implementation of improvements in processes and the development of new processes, namely:

SORGAL

- Optimisation/replacement of the transport paths for Finished Product at the packet line in Ovar;
- Optimisation/redesign of the paths in the bulk silos for compound feed of Ovar, creating the possibility of the granulation silos being used simultaneously as silos for finished product;
- Redesign/optimisation of all the heating (steam) of fat at the Compound Feed factory of Ovar;
- Acquisition of variable-speed compressed air at the Lamarosa industrial plant;
- Logistic optimisation of the warehouses and improvement of storage conditions;
- Relocation of the general workshops (maintenance);
- Restructuring of the circulation circuits and creation of an external circulation road.

SAVINOR

- Increased storage capacity for fish and poultry meal;
- Redesign of the industrial maintenance facilities;
- Remodelling of the slaughterhouse infrastructures;
- Overhaul of the category 2 digester no. 1 of SAVINOR UTS, with installation of a system to monitor temperature, time, pressure and humidity, so as to optimise the timing of the productive cycles and consequently increase the energy efficiency of the equipment;
- Internal restructuring of the vehicle workshop, so as to reduce the environmental impact generated in this activity;
- Relocation of an internal tank for storage of hot water for the hygienisation processes of the by-product processing plants (UTS);
- Conducting of tests to validate antioxidants in products derived from the UTS, as an alternative to the use of ethoxyquin in the fish and poultry by-product processing lines;
- Redesign of the hygienisation system of the infrastructures and equipment of the UTS, by installing new equipment and using new products.

AVICASAL

- Acquisition of a new desensitisation and bleeding system for the poultry that complies with the new European guidelines on animal welfare;
- Full redesign of the station for washing and hygienisation of meat transportation vehicles;
- Construction of a car park for heavy goods vehicles for live poultry;
- Structural alterations of the industrial buildings with a view to improving their comfort and energy performance.

5.3.8 PRODUCT FORMULATION

AVISTART	STUDIES FOR SNAIL ANIMAL FEED
<p>AVISTART WAS REACTIVATED IN 2016.</p> <p>This project was developed in 2012, following the implementation of the innovation system, and aims to improve the performance of meat chicken and increase the homogeneity of the batch, based on the assumption that an improvement in the initial stage will be reflected in the final yield.</p>	<p>This project was developed in 2016 in partnership with the Snail Farming Cooperative, WIDEHELIX, aimed at creating an exclusive formula for this animal species.</p>

DID YOU KNOW that SORGAL with AviSTART was national champion in the Innovation category in the "European Business Awards" and European runner up, having received an honourable mention.

INITIATIVES TO BE DEVELOPED IN 2017

- Search for new products in order to improve precision nutrition
- Search for new raw materials and their optimisation

5.3.9 SUSTAINABLE INNOVATION

One of the Values of SOJA DE PORTUGAL is Innovation and, as such, it has progressively developed its work guided by Research and Development (R&D) standards. On the other hand, SOJA DE PORTUGAL has used an open innovation methodology, both internally and externally, thus having fostered:

- Close dialogue with customers, which results in the development of products that meet the needs presented by the customers;
- Dialogue with partners, which results in the proposal of new concepts and in their active participation in their development;
- The creation of solutions in processes, namely in energy management, which resulted in improvements in the overall consumption of energy within the organisation.

RESEARCH, DEVELOPMENT AND INNOVATION MANAGEMENT SYSTEM

SOJA DE PORTUGAL has a Research, Development and Innovation Management System, with the following objectives:



SIM

SOJA INNOVATION & IMPROVEMENT

Considering innovation as an integral part of its DNA, SOJA DE PORTUGAL created the SIM - Soja Innovation & Improvement Project.

This project is based on the way that innovation is perceived by all of SOJA DE PORTUGAL, aimed at transforming and materialising ideas of various functional areas, especially focused on products and services.

The following actions were carried out in 2016 under this project:

- Research projects were developed together with customers, suppliers and entities of the National Scientific and Technological System;
- The MinDog and ANIMAL4Aqua projects were started, which are R&D projects in co-promotion funded under the System of Incentives of Portugal 2020;
- The partnerships of financing advanced training scholarships (IJUP, SANFEED and CIIMAR BYT) were continued;
- 50 SIM Points were collected at SORGAL. Of these, 24 ideas were approved for implementation by the Innovation and Improvement Committee.
- The new Portal of Ideas was developed, an online platform which all the employees can access to suggest their ideas: <http://ideias.sojadeportugal.pt/>;
- The WikiSoja platform was also developed, a document management platform on which technical information is provided to the employees. This platform, apart from other having functionalities, is an essential tool for the management of the knowledge of the companies of SOJA DE PORTUGAL;
- The SIM Point (system to capture the employees' ideas) was provided on all the websites.



RESEARCH, DEVELOPMENT AND INNOVATION POLICY

Soja de Portugal recognises innovation as a fundamental aspect in its market leadership and acquisition of an outstanding position in the international market.

To this end, through the present Policy, Soja de Portugal is committed to continuously promoting the following as differentiating factors leveraging the competitiveness of its offer:

- The sharing of knowledge and boosting of the generation of ideas;
- The development of industrial research and/or experimental development and/or innovation projects;
- The efficacy of the RDI management system and compliance with the applicable requirements. Its guiding principles should be understood as a priority by all the employees and followed in their daily work, with a view to the creation of value.

DID YOU KNOW that over the last 6 years SOJA DE PORTUGAL has funded 6 doctoral theses and 16 master's theses?

5.3.10 CUSTOMER RELATIONS

SOJA DE PORTUGAL has progressively implemented a variety of initiatives, in order to assure the full satisfaction of its customers, in particular the following:



CUSTOMER SUPPORT LINE

SOJA DE PORTUGAL provides its customers and all other stakeholders a direct support line for attendance of complaints and suggestions, available at AVICASAL, SAVINOR and SORGAL. All the contacts with this direct line are perceived as opportunities for improvement.

AVICASAL

COSTUMER SUPPORT

avicasal.customer.support@sojadeportugal.pt

+232 700 020

SORGAL

COSTUMER SUPPORT

sorgal.customer.support@sojadeportugal.pt

+256 581 100

SAVINOR

COSTUMER SUPPORT

savinor.customer.support@sojadeportugal.pt

+229 865 250

HUMAN RESOURCES

drh@sojadeportugal.pt

+256 581 100

THE FOLLOWING COMPLAINTS/SUGGESTIONS FOR IMPROVEMENT WERE RECORDED IN 2016:

AVICASAL: 52

SAVINOR: 90

SORGAL: 196



SATISFACTION STUDIES

SOJA DE PORTUGAL ENDEAVOURS TO CARRY OUT AN ANNUAL CUSTOMER SATISFACTION STUDY, WHICH ENABLES APPRAISING SATISFACTION AT THE LEVEL OF EACH BUSINESS AREAS.

5.3.11 RELATIONS WITH UNIVERSITIES AND SCIENTIFIC CIRCLES

SOJA DE PORTUGAL has progressively implemented a variety of initiatives, in order to assure the full satisfaction of the interest of the universities and scientific

circles, and deepen its relations with them, in particular the following:



OPEN-DOOR POLICY

In view of the growing interest of some students and teaching staff in experiencing practical activities, SOJA DE PORTUGAL offers them this opportunity by promoting visits to its facilities.

Visit of teaching staff of the Finnish school

A committee of Finnish teachers visited the region of S. Pedro do Sul, to learn about the region's industry, with AVICASAL having been one of the companies visited. During the visit they were able to learn about the entire productive process and best practices of the company and of SOJA DE PORTUGAL.



Visit of UTAD students

Under the theme of promoting knowledge on the productive process of Poultry, AVICASAL opened its doors to various students, placing and integrating them in the fullest manner in the culture experienced at the company.

These students presented interesting feedback, which enabled understanding that this type of initiative ends up being having extremely positive and bidirectional impacts.



5.3.12 PARTNERSHIPS AND PROJECTS WITH THE SCIENTIFIC COMMUNITY AND FUNDING OF RESEARCH GRANTS

In order to contribute to the development of new products and services, SOJA DE PORTUGAL develops partnerships and projects with the Scientific Community, namely with renowned Research Centres and Universities.

Scientific research is fostered by SOJA DE PORTUGAL through the funding of grants stimulating research for higher education students.

PARTNERSHIPS WITH THE SCIENTIFIC COMMUNITY

In 2016, SOJA DE PORTUGAL established 8 partnerships with the scientific community:

- Universidade Católica Portuguesa;
- University of Porto (Abel Salazar Biomedical Science Institute; Faculty of Science; Faculty of Pharmacy; Faculty of Engineering);
- Universidade de Trás-os-Montes e Alto Douro;
- REQUIMTE (Chemistry and Technology Network);
- CIIMAR (Interdisciplinary Centre for Marine and Environmental Research).

PROJECTS WITH THE SCIENTIFIC COMMUNITY

PROJECTS	 <p>ANIMAL4AQUA New Range of Compound Feed for Seabass using Animal Ingredients (P2020 R&D project in co-promotion)</p>	 <p>MinDog Organic Minerals in Dog Feed (P2020 R&D project in co-promotion)</p>
PARTNERS	<p>SORGAL (leading promotor), SAVINOR, AVICASAL, Abel Salazar Biomedical Science Institute of the University of Porto (P2020 R&D project in co-promotion)</p>	<p>SORGAL (leading promotor), Alltech, Abel Salazar Biomedical Science Institute (UP) and Faculty of Pharmacy of the University of Porto</p>

FUNDING RESEARCH GRANTS

IJUP	
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To learn about the program, click here: <https://ijup.up.pt/2017/>

SOJA DE PORTUGAL sponsored 3 scholarships in the IJUP 2014 program – Multidisciplinary Projects. The approved topics were as follows:

TOPIC	<p>New strategies for monitoring the main pollutants responsible for malodours in animal by-products</p>	<p>Study of the potential to reduce acidity of animal fats derived from the processing of by-products</p>	<p>Assessment of the level of contamination meals and fats of animal origin with antibiotic residues</p>
PARTNERS	<p>Faculty of Science of the University of Porto; Abel Salazar Biomedical Science Institute of the University of Porto; REQUIMTE</p>	<p>Faculty of Engineering of the University of Porto, Faculty of Pharmacy of the University of Porto</p>	<p>faculty of Science of the University of Porto; Interdisciplinary Centre for Marine and Environmental Research</p>

The projects started in May 2015 and ended in February 2016, giving rise to various publications, namely Mater's Theses and Papers presented at scientific conferences.

BYT CIIMAR

IJUP	
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To learn about the program, click here: <http://www.ciimar.up.pt/>

SOJA DE PORTUGAL sponsored a scholarship of the Blue Young Talent program. The following topic was approved in 2016: "Glycerol as alternative ingredient for fish feed - potential for aquaculture", with its Partners being the Interdisciplinary Centre for Marine and Environmental Research; Faculty of Science of the University of Porto.

SANFEED

SANFEED DOCTORAL PROGRAMME IN AN INDUSTRIAL SETTING

To learn about the program, click here: <http://sanfeed.icbas.up.pt/>

The first grant was funded in 2014, for the topic "Evaluating the effects of animal by-products supplementation in diets for European seabass (*Dicentrarchus labrax*)". The work started in 2014, and will continue up to 2018. The second grant was funded in 2015, for the topic "Improving bioavailability of trace elements in dog feed: The role of organic sources". The work started in 2015, and will continue up to 2019. In 2016, two distinct grants were offered, which will operate from 2017 up to 2020, namely:

Improving immune condition and growth performance in marine fish using nutraceuticals and prebiotics.

- Microbiome in poultry: influence of nutritional facts.
- Microbiome in poultry: influence of nutritional facts.

Other theses supported by SOJA DE PORTUGAL:

1. "The amino acids lysine and methionine in the nutrition and feed of the milk cow".
2. "Optimisation through automated processes of operation of cooling systems in industrial facilities according to predicted energy costs".
3. "Potential use of poultry meal in diets for gilthead seabream (*Sparus aurata*): effect on growth performance, feed utilization and digestibility".
4. "Influence of the use of methionine and lysine in milk quality"

INITIATIVES TO BE DEVELOPED IN 2017

- Form new partnerships with the scientific community and consolidate the existing ones, in particular through the development of new projects in co-promotion
- Develop research in all business areas to support the development of innovative products and the improvement of the quality and safety of the existing portfolio

5.3.13 DISSEMINATION ACTIONS AND PARTICIPATION IN SPECIALISED EVENTS

SOJA DE PORTUGAL promotes its products at various dissemination events and participates in specialised events. In 2016, we highlight its participation in the following events:

APRIL/MARCH

SOJAGADO and PRONUTRI present at Agricultural and Animal Husbandry events

SOJAGADO and PRONUTRI were present at the 2016 editions of Portugal's three largest agricultural and animal husbandry events:

- Trofa Annual Fair;
- Agrobraga;
- Ovibeja.

These events allow the massive exhibition of the product portfolio of both brands, representing key moments of contact with their target groups.



APRIL

AQUASOJA and SAVINOR UTS present at "Seafood Expo Global"

For the first time, SOJA DE PORTUGAL was given exhibition space at the largest fair dedicated to aquaculture: "Seafood Expo Global", proving that it continues to delineate ambitious strategies for the future of its International operations.

AQUASOJA participates in the X Edition of the Aquaculture Seminar

AQUASOJA participated in the X Edition of the Aquaculture Seminar. The major objective of this seminar is to review current and future topics of the Portuguese agricultural sector.

Elisabete Matos, representing AQUASOJA, attended the event, having addressed the topic of the impact of diet on fish quality, sustainability and nutritional value.



JULY

SOJAGADO present at the cattle husbandry competition

Copagri's field hosted the cattle husbandry competition, inserted in the program of festivities in honour of Senhor dos Aflitos in Lousada, an event in which SOJAGADO participated.



SEPTEMBER

SOJA DE PORTUGAL partner of the III Workshop of the Doctoral Program on Animal Science - ICBAS - University of Porto

As an industrial partner of the Doctoral Program on Animal Science of the ICBAS, SOJA DE PORTUGAL joined the third workshop, which enabled publicising the work being developed by students of the Doctoral Program, as well as fostering discussion on the main research topics in this scientific area. Presentations were made of the work of the employee Sara Magalhães, the AQUASOJA doctoral student Inês Campos and the PET'S BEST doctoral student Ana Margarida Pereira.

**Doctoral Program
on Animal Science**
III Workshop

AVICASAL and SAVINOR participate in the 1st edition of "So Food So Good"

AVICASAL and SAVINOR participated in the 1st edition of "So Food So Good" as exhibitor and sponsor. The companies of SOJA DE PORTUGAL also had shown cooking sessions where the brands invited the chef of the national football team, Luís Lavrador, to create recipes with AVICASAL and SAVINOR products.

This event is intended to be a future national reference for the agri-food, bakery, restaurant, hotel and tourism sectors, serving as a qualified platform between supply and demand, exhibiting products, equipment and services of these sectors in a differentiated manner.



SOJAGADO and PRONUTRI mark their presence at Expo Barcelos

Expo Barcelos once again counted on the presence of the SOJAGADO and PRONUTRI brands, being one of the most stimulating events of the agricultural and animal husbandry sector of the city of Barcelos and surrounding areas.



SOJAGADO and PRONUTRI organise yet another edition of the Milk Days

In order to strengthen the spirit of partnership with its customers, SOJAGADO and PRONUTRI organised yet another edition of the Milk Days.

The event was attended by various speakers who exchanged ideas and experiences with the guests on the milk sector in Portugal. The meeting ended with a visit to the stand of SOJAGADO and PRONUTRI at Expo Barcelos which opened on that same day.



SOJAGADO organises lecture at Arcos de Valdevez Cooperative

SOJAGADO held yet another lecture, which was attended by over 30 people. These lectures aim to debate and clarify technical topics for customers of SOJAGADO and the Cooperative.



AQUASOJA joins the "Sea Week 2016"

The population of Setúbal and the River Sado once again gathered together during the "Sea Week 2016", a result of the partnership between APSS – Administração dos Portos de Setúbal e Sesimbra, SA and Setúbal Municipal Council, with the collaboration of the Portuguese Navy, Aporvela and the participation of over thirty partnerships, among which AQUASOJA.

The program included very varied activities, such as exhibitions; workshops; reenactments; a concert by Banda da Armada; lectures and a seminar on "Sustainable Recovery of Sea Resources – Blue Economy Opportunities for the Region of Setúbal".



AQUASOJA e SAVINOR UTS present at BUSSINESS2SEA 2016

AQUASOJA and SAVINOR UTS attended the Business2Sea, formerly named the SEA FORUM International Event (organised by the Ocean Forum in partnership with the AEP - Business Association of Portugal).

This is an event that promotes the dissemination of projects, studies and knowledge about topics linked to the Sea, as well as business meetings and presentation of Portuguese technologies, services and products in the area of the Sea.



AVICASAL and SAVINOR organised the 2016 Technical Conferences on Poultry

AVICASAL and SAVINOR organised the Technical Conferences on Poultry in November in São Pedro do Sul. A day designed for poultry producers, which was attended by over 100 people.



SOJAGADO and PRONUTRI join the 8th edition of the Cuniculture Days

Yet another edition of the Cuniculture Days was held in November in Alfândega do Porto, organised by the ASPOC.

This is a meeting of national and foreign rabbit producers, vets, researchers and technicians invited to debate the current challenges of the cuniculture sector.



SOJA DE PORTUGAL participate in "Meet 2030"

SOJA DE PORTUGAL joined BCSD Portugal – Business Council for Sustainable Development and sponsored "Meet 2030: Energy, climate and economic growth – business opportunities in Portugal".

This is a BCSD project which, based on the implementation of the Paris Agreement, aims to identify how the Portuguese business sector might be positioned in 2030, methodologically substantiated by the crucial role played by energy in economic growth, in sector competitiveness and in the development of new business models.



AVICASAL receives a visit of the Secretary of State for Industry

AVICASAL received a visit of the Secretary of State for Industry, Dr João Vasconcelos and the Mayor of São Pedro do Sul Municipal Council, Dr Vítor Figueiredo.

António Isidoro and Manuel Silva, directors of AVICASAL/SOJA DE PORTUGAL welcomed these illustrious visitors.



5.3.14 PUBLICATION OF TECHNICAL ARTICLES AND IN THE MEDIA

SOJA DE PORTUGAL promotes its products at various dissemination events and participates in specialised events. In 2016, we highlight its participation in the following events:

Optimisation of methods of extraction for antibiotic analyses in poultry and mammal meal Master's in Chemistry, Faculty of Science of the University of Porto, Portugal	Sustainability vs. Quality in gilthead seabream (<i>Sparus aurata</i> L.) farming: are trade-offs inevitable? Reviews in Aquaculture
Determination of antibiotics enrofloxacin, ciprofloxacin and norfloxacin in poultry or feather meal by microwave assisted extraction (MAE) followed by RPLC-DAD or HILIC-MS / MS liquid chromatography Master's in Food Science and Technology Faculty of Science of the University of Porto, Portugal	Economic and environmental assessment of a process to reduce acidity of animal fats Master's in Environmental Engineering Faculty of Engineering of the University of Porto, Portugal
Enhancement of the value of fish oil by reducing its acidity index Integrated Master's in Chemical Engineering Faculty of Engineering of the University of Porto, Portugal	Reduction of acidity of fats derived from the processing of poultry by-products Integrated Master's in Chemical Engineering Faculty of Engineering of the University of Porto, Portugal
The amino acids lysine and methionine in the nutrition and feed of the milk cow Integrated Master's in Veterinary Medicine Abel Salazar Biomedical Science Institute, Portugal	Evaluating the effects of using poultry fat as fish oil replacement on the growth and tissue composition of European seabass (<i>Dicentrarchus labrax</i>) juveniles
Apparent digestibility and digestive enzymes activities of dried distillers grains with solubles (DDGS) solid after solid state fermentation by <i>Aspergillus ibericus</i> in European seabass (<i>Dicentrarchus labrax</i>)	Effect of dietary replacement of fishmeal by poultry meal in gilthead seabream diets (<i>Sparus aurata</i>)
Application of microwave-assisted extraction (MAE) for the analysis of norfloxacin, ciprofloxacin and enrofloxacin in animal meals by HPLC	Identification of chemical compounds responsible for malodours in the animal by-products processing industry
Identification of chemical compounds responsible for malodours in the animal by-products processing industry	Fatty acids apparent digestibility of different animal fat sources in European seabass (<i>Dicentrarchus labrax</i>)
The dietary inclusion of wheat germ improves protein apparent digestibility coefficient and feed utilization of European sea bass (<i>Dicentrarchus labrax</i>) Luisa M. P. Valente, Alexandra Marques, M. Custodio, Inês Campos, Ema Dias, Elisabete Matos	Chemical characterization of malodours of an animal by-products processing industry. Hugo M. Oliveira, Carlos D. Vaz, Rui M. Ramos, Inês M. Valente, Margarida R. G. Maia, Elisabete Matos, António J. M. Fonseca, Ana R. J. Cabrita, José A. Rodrigues
Acidity reduction in chicken fat by enzymatic esterification	Enzymatic Esterification of Fish Oil for Acidity Reduction
Study of the process of reducing fish oil acidity by enzymatic catalysis Integrated Master's in Chemical Engineering Faculty of Engineering of the University of Porto, Portugal	Enhancement of the value of fish oil by reducing its acidity index Integrated Master's in Chemical Engineering Faculty of Engineering of the University of Porto, Portugal

IN 2016, A NUMBER OF SOJA DE PORTUGAL EMPLOYEES WERE INTERVIEWED BY VARIOUS MEDIA ENTITIES:

ALIMENTAÇÃO ANIMAL EDITORIAL



António Isidoro
Diretor da IACA

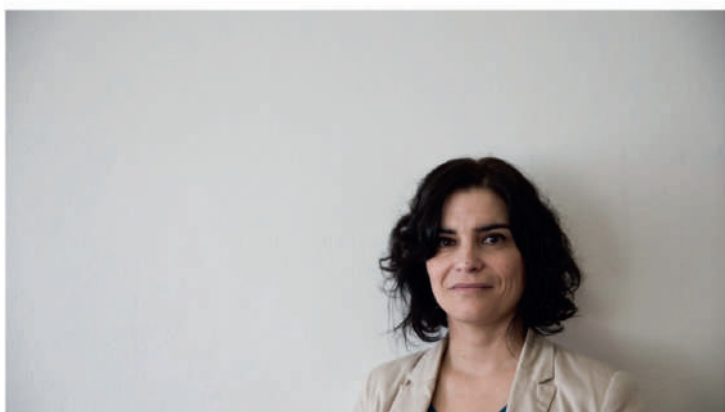
AINDA VAMOS A TEMPO DE VIRAR A PÁGINA

Olhando para os últimos números da nossa Revista, há um sentimento recorrente que me acompanha: preocupação. Preocupação com o futuro do setor, dos mercados, das pessoas que diariamente se dedicam a esta indústria de alma e coração. A necessidade de inovar, de ser mais eficiente, de estar um passo à frente, acompanha-nos desde sempre e dita o caminho a seguir. É um caminho difícil, sem dúvida. Nos últimos anos, tivemos muitos percalços e dificuldades e necessitámos de todas as nossas forças para nos mantermos em atividade. A história da nossa indústria é uma história de superação e de resiliência, da qual nos orgulhamos muito. Mas chegou o "momento de virar a página".

Para garantir um futuro seguro, competitivo e sustentável, a FEFAC apresenta a visão 2030 da indústria dos alimentos compostos, num trabalho de reflexão que envolveu as suas Associações filiadas, entre as quais a IACA, Comitês e Grupos de Peritos. Esta visão assenta em três pilares indissociáveis: segurança alimentar, nutrição animal e sustentabilidade. Um dos pontos que deve ser realçado é a convicção de que apenas seremos bem-sucedidos se tivermos o envolvimento de todos os atores da cadeia de valor. As iniciativas não devem partir

ALIMENTAÇÃO
ANIMAL
- IACA -
EDITORIAL

Sorgal Inovar para ajudar os peixes a sobreviver ao inverno



Elisabete Matos, bióloga e diretora de inovação da Sorgal. Fotografia: Adélino Mendes / Global Images

DINHEIRO VIVO
- ENTREVISTA

Qlik auxilia empresa portuguesa do setor agroalimentar a gerir dados

O Grupo Soja de Portugal, um player do setor agroalimentar, escolheu a plataforma Qlik Sense para melhorar a colaboração entre as diferentes áreas de negócio através da análise visual de dados

07/11/2016



ITINSIGHT

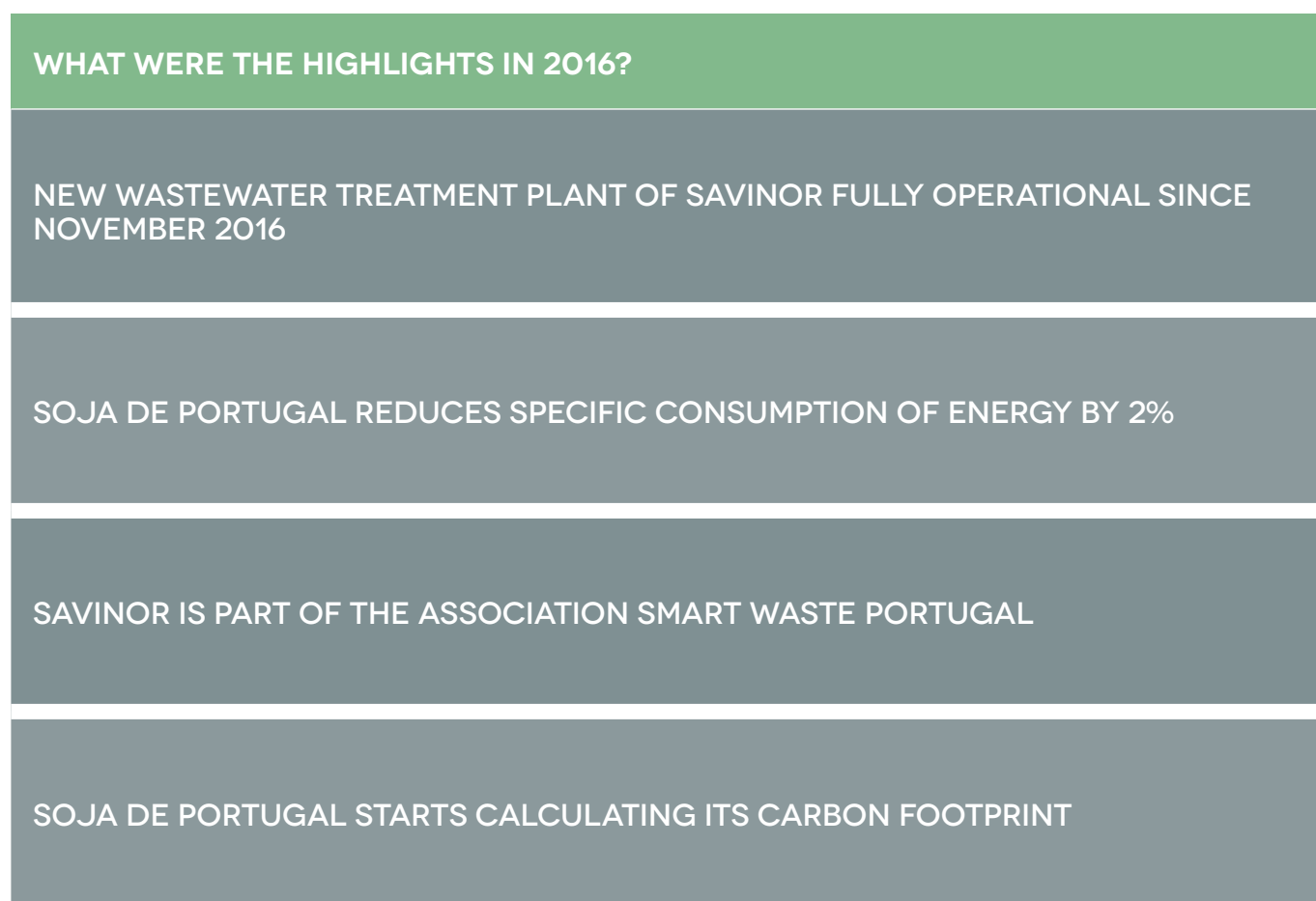


**SOJA DE PORTUGAL
HAS FOCUSED ON THE
EFFICIENT USE OF
ENERGY RESOURCES
IN ALL ITS COMPANIES.**

5.4 PROMOTING ENVIRONMENTAL RESPONSIBILITY



The chapter "Promoting Environmental Responsibility" is a summary of how SOJA DE PORTUGAL implements best practices to reduce the environmental impact of its operations by efficiently managing natural resources, thereby reducing emissions.




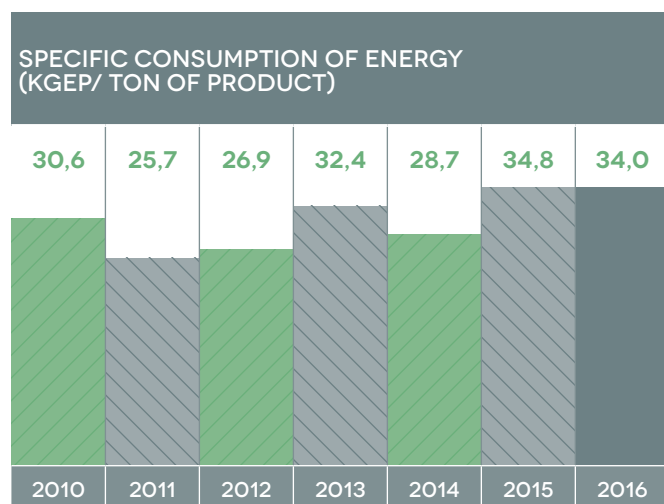
STRATEGIC GOAL	ACTIVITY	KPI	TARGET	IMPLEMENTATION (SCHEDULE)	STATUS
IMPLEMENT INITIATIVES BOOSTING THE CONTROL AND EFFICIENT USE OF WATER AND ENERGY RESOURCES	Implement integrated management system in all group companies for monitoring all energy and water consumption, by business area and activity sector, which simultaneously ensures correlation and integration with production levels	Integrated management system for monitoring energy and water consumption implemented	-	31-12-2016	Project at phase of tests
	Progressively replace the lighting system of industrial facilities with LED lighting	Percentage of LED lighting in all industrial facilities	90%	31-12-2018	In progress (30% implemented)
	Promote the reuse of water whenever possible at the Group's companies	Consumption of water collected	Decrease by 5%	31-12-2018	In progress
	Implement initiatives / projects at schools on environmental issues (in schools of geographic circles adjacent to the Group's industrial locations)	Number of initiatives / projects implemented on environmental issues in the SOJA DE PORTUGAL Group	3	Annual	3
CALCULATE SOJA DE PORTUGAL'S WATER AND CARBON FOOTPRINT AS AN INDICATOR OF COMPARATIVE STRATEGIC POSITIONING	Assess the possibility of calculating the water and carbon footprint for several standard products	Actual possibility of calculating the carbon footprint	-	31-12-2017	Project (carbon footprint at initial implementation phase)
IMPLEMENT INITIATIVES AIMED AT REDUCING WATER AND GAS EMISSIONS	Build a new wastewater treatment plant at SAVINOR	New wastewater treatment plant in operation	-	31-12-2016	Fully operational since 1 November 2016
	Analyse benefits of installing a Biofilter at SAVINOR	Analytical report completed	-	31-12-2016	At project phase
	Connect SORGAL to multi-municipal effluent treatment system	Connection to multi-municipal effluent treatment system completed	-	31-12-2016	Connection completed in early 2016

5.4.1 EFFICIENT ENERGY USE AND ASSOCIATED REDUCTION OF CO2 EMISSIONS

ENERGY CONSUMPTION

Regarding the use of energy resources by SOJA DE PORTUGAL in 2016, we highlight the following:

	19,601,212 KWH – 2% IN RELATION TO 2015	CONSUMPTION OF ELECTRICITY
	2,112 TONS + 56% IN RELATION TO 2015	CONSUMPTION OF FUEL OIL
	0 LITRES – 100% IN RELATION TO 2015	CONSUMPTION OF GAS OIL
	7,238 TONS – 13% IN RELATION TO 2015	CONSUMPTION OF BIOMASS
	257,794 GJ + 2% IN RELATION TO 2015	TOTAL ENERGY CONSUMPTION
	34.0 KGEP/TON PRODUCT – 2% IN RELATION TO 2015	SPECIFIC CONSUMPTION OF ENERGY

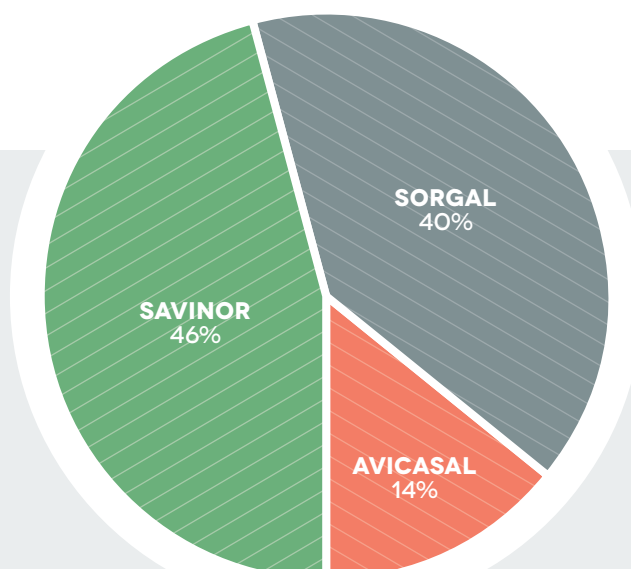


SPECIFIC CONSUMPTION OF ENERGY

In conformity with previous years, SOJA DE PORTUGAL has focused on the efficient use of energy resources in all its companies. Despite the 2% increase in total consumption of energy recorded in relation to 2015, there was also an increase of production, which gave rise to a 2% reduction of the specific consumption of energy. SOJA DE PORTUGAL thus improved the energy efficiency of its activities in 2016.

sumption by company, the highest consumption occurred at SAVINOR (46%), followed by SORGAL (40%) and in last place AVICASAL (14%).

TOTAL ENERGY CONSUMPTION PER COMPANY



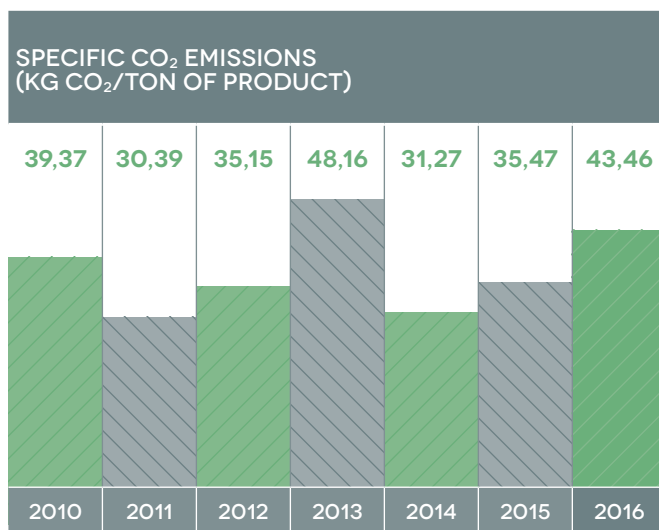
TOTAL ENERGY CONSUMPTION PER COMPANY

Regarding energy consumption by company, the highest consumption occurred at SAVINOR (46%), followed by SORGAL (40%) and in last place AVICASAL (14%).

CO₂ EMISSIONS

Regarding the CO₂ emissions derived from the activities of SOJA DE PORTUGAL in 2016, we highlight the following:

	11,173 TON CO₂ + 26% IN RELATION TO 2015	TOTAL CO ₂ EMISSIONS (SCOPE 1 AND 2)
	43.5 KG CO₂/TON PRODUCT + 23% IN RELATION TO 2015	SPECIFIC CO ₂ EMISSIONS

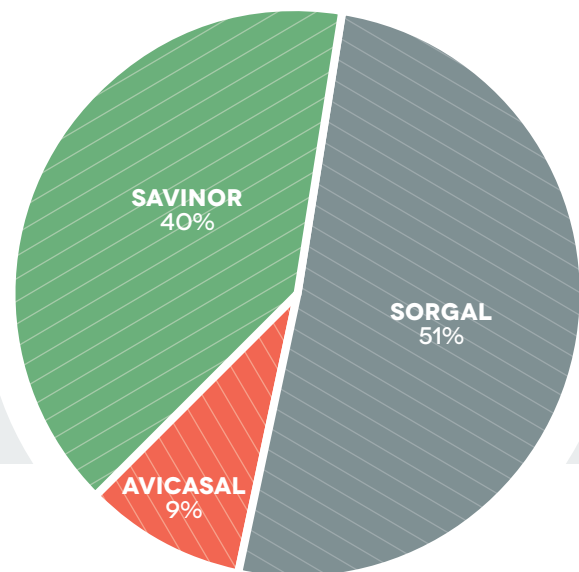


SPECIFIC CO₂ EMISSIONS

In spite of SOJA DE PORTUGAL's efforts to implement measures to reduce energy consumption and emissions, total CO₂ emissions increased, especially due to the increased consumption of fuel oil, with the emission of 2,339 tons of CO₂ more in 2016 than in 2015, corresponding to an increase of 26%.

In 2016, specific CO₂ emissions also increased by 23%.

CO₂ EMISSIONS PER COMPANY



CO₂ EMISSIONS PER COMPANY

The majority of the CO₂ emissions of SOJA DE PORTUGAL in 2016 was due to the activity of SORGAL (51%), followed by SAVINOR (40%) and AVICASAL (9%).


The following initiatives were carried out in 2016 related to the use of energy resources and the reduction of CO₂ emissions:

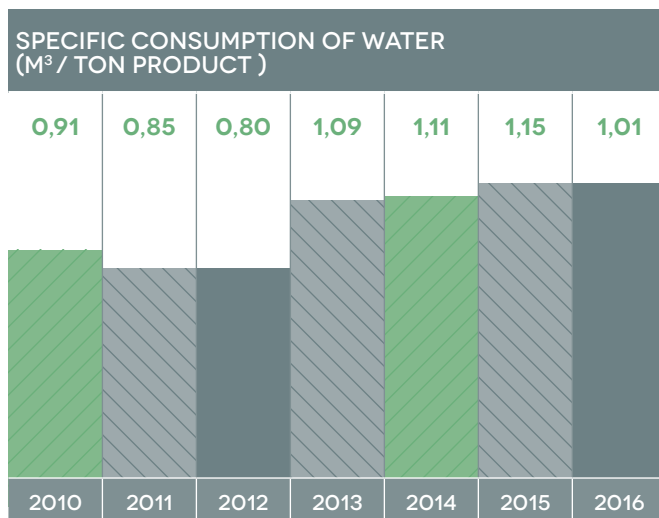
AVICASAL	SAVINOR	SORGAL
<ul style="list-style-type: none"> The Smart Index Project to monitor and streamline energy consumption is at a development stage Installation of compressed air meters Installation of a computerised management system for the integrated management of the cold protection systems 	<ul style="list-style-type: none"> The Smart Index Project to monitor and streamline energy consumption is at a development stage Replacement of the Jotex boiler based on fuel oil is a lower capacity, in order to enhance the efficiency of burning, during periods when only steam is supplied to the slaughterhouse Thermal insulation of various steam and product circulation pipes, as a measure to streamline energy consumption (steam) Installation of a gate at the biomass receiving bunker to prevent the entry of water during rainy periods, thus assuring the quality of the biomass and its energy ratios upon burning Installation of compressed air meters 	<ul style="list-style-type: none"> Replacement of the existing lighting by LED, in the factories and outdoors Installation of a single chimney for the two boilers Restructuring and adjustment of the existing electrical installations so as to comply with current legal and safety requirements The Smart Index Project to monitor and streamline energy consumption is at a development stage Installation of compressed air meters Replacement of the existing lighting by LED, in the factories and outdoors Installation of a single chimney for the two boilers Restructuring and adjustment of the existing electrical installations so as to comply with current legal and safety requirements The Smart Index Project to monitor and streamline energy consumption is at a development stage Installation of compressed air meters

Apart from the company initiatives referred to above, in 2016, the Sustainability Committee decided to advance with the calculation of the carbon footprint for SOJA DE PORTUGAL, a project which is at an initial implementation phase.

5.4.2 EFFICIENT WATER USE

Regarding water consumption by SOJA DE PORTUGAL in 2016, we highlight the following:

	260,188 M³ – 9% IN RELATION TO 2015	TOTAL WATER CONSUMPTION
	1.01 M³/TON PRODUCT – 12% IN RELATION TO 2015	SPECIFIC CONSUMPTION OF WATER
	96%	UNDERGROUND ABSTRACTION OF WATER
	4%	PUBLIC WATER SUPPLY

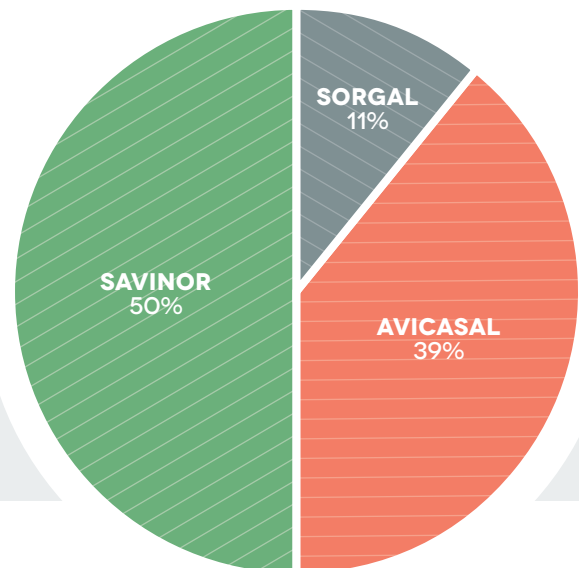


SPECIFIC CONSUMPTION OF WATER

Due to the initiatives implemented by SOJA DE PORTUGAL and the engagement of all the employees, there was a reduction in total water consumption for the third year consecutively. In 2016, water consumption reached 260,188 m³ equivalent to a reduction of 9% in relation to 2015.

As a result of the lower consumption of water combined with the increased production in 2016, specific consumption of water fell by 12% in relation to 2015.

TOTAL WATER CONSUMPTION PER COMPANY



TOTAL WATER CONSUMPTION PER COMPANY


Half of the total water consumption of SOJA DE PORTUGAL occurred at in SAVINAR, followed by AVICASAL (39%). As in the previous year, SORGAL was the company with the lowest water consumption in 2016 (11%), as a result of the inherent features of its activities.

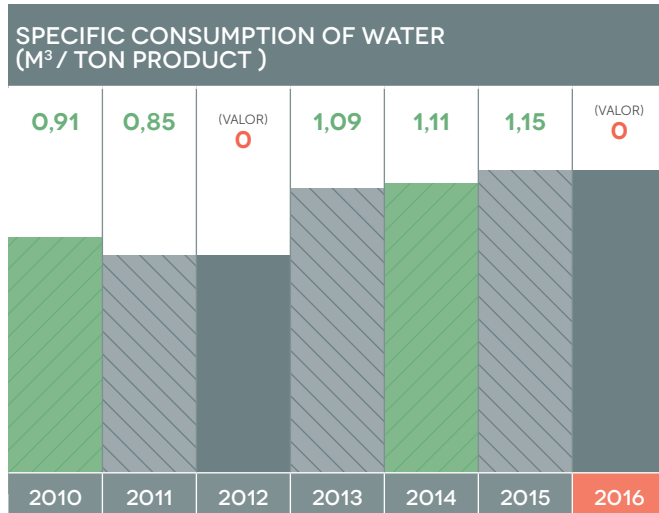
The following initiatives were carried out in 2016 related to the efficient use of water:

AVICASAL	SAVINOR	SORGAL
<ul style="list-style-type: none"> Installation of meters at all water collection and consumption sites, connecting them to an integrated management system, responsible for the collection and recording of the data, as well as the management of water collection and consumption. 	<ul style="list-style-type: none"> Implementation of a system for disinfection of the final effluent of the wastewater treatment plant, so as to enable reusing the water in zones and activities that are not critical. 	<ul style="list-style-type: none"> The construction of a wastewater treatment plant to supply the productive system and boiler is underway at the industrial plant of Ovar.

5.4.3 REDUCTION OF THE PRODUCTION OF WASTEWATER

Regarding water consumption by SOJA DE PORTUGAL in 2016, we highlight the following:

	248,156 M³ – 19% IN RELATION TO 2015	TOTAL WASTEWATER PRODUCED
	1.0 M³/TON PRODUCT – 22% IN RELATION TO 2015	SPECIFIC CONSUMPTION OF WATER

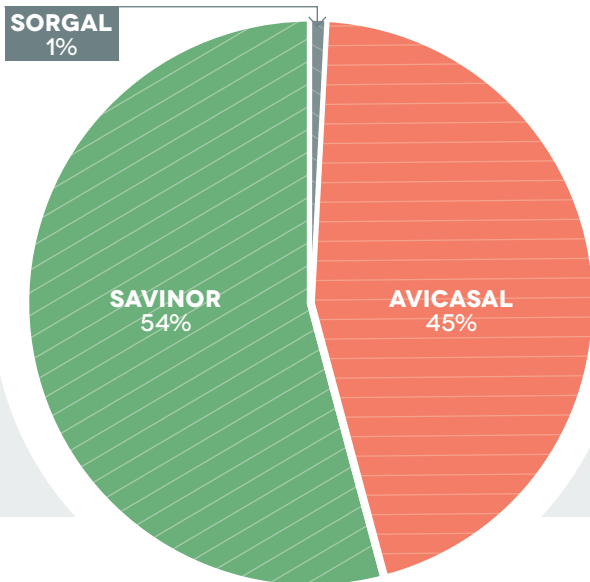


SPECIFIC WASTEWATER PRODUCED

In order to assure that all the facilities comply with the values defined in the environmental licenses relative to the limit of emission of wastewater discharges and accompanying the reduction of water consumption, SOJA DE PORTUGAL reduced the total discharge of effluents in 2016 to 248,156 m³, equivalent to a reduction of 19% in relation to 2015. Associated to the reduction of the volume of effluent produced and the increased production occurred in 2016 at SOJA DE PORTUGAL, there was also a 22% reduction of the specific effluent produced in relation to 2015.

In order to assure compliance with the defined values, AVICASAL and SAVINOR have installed wastewater treatment plants where all the wastewater produced (industrial and domestic) is treated. SORGAL has a compact wastewater treatment plant that receives domestic wastewater from the sanitary and bathing facilities of the unit and industrial wastewater, previously treated, derived from the hydrocarbon separator. In 2016, SAVINOR also invested in the construction of a new wastewater treatment plant (see Case Study).

WASTEWATER PRODUCED PER COMPANY



WASTEWATER PRODUCED PER COMPANY

As for water consumption, the company most responsible for the production of wastewater is SAVINOR (54%), followed by AVICASAL (45%). SORGAL is responsible for only 1% of the production of effluents of SOJA DE PORTUGAL.

The following initiatives were carried out in 2016 related to the efficient use of water:

AVICASAL	SAVINOR	SORGAL
<ul style="list-style-type: none"> Improve the system of the tertiary treatment of water, so as to be able to use it in increasingly more activities 	<ul style="list-style-type: none"> Construction of a new wastewater treatment plant with benefits at various levels, namely: Optimisation of the use of chemical products in the treatment system; Optimisation of electricity consumption; Reduction of the amounts of waste (sludge) generated in the treatment process; Reduction of odours; Compliance with the limits of effluent discharge into the municipal collector. Possibility of reusing treated water in complementary activities 	<ul style="list-style-type: none"> Implementation of a system for disinfection of the final effluent of the wastewater treatment plant, so as to enable reusing water



CASE STUDY

SAVINOR INVESTS 2 MILLION EUROS IN THE CONSTRUCTION OF A NEW WASTEWATER TREATMENT PLANT

SAVINOR invested close to 2 million euros in 2016 in the construction of a new wastewater treatment plant. The objective of this investment was to mitigate the environmental impact in a sensitive hydrozone, thus ensuring the protection of the environment in general and of the surface water in particular, adjusting the existing systems to requirements of higher environmental and operational efficiency.

During their treatment process, SAVINOR's industrial wastewater is sent through underground pipes by gravity to the zone of the new wastewater treatment plant. Upon its arrival, the wastewater enters a duct leading it to a detritus chamber which separates the larger grit and sand, and presses them for subsequent storage in a leak-proof container and transport to an authorised destination.

After this stage, the water passes into a rotating sieve which separates all the solids with a size above 1 mm, and then follows into a homogenisation, stabilisation and mixing tank with a capacity for 1,000 m³.

The water is neutralised in this tank, through permanent stirring and supplied with oxygen to inhibit unpleasant odours, and pH correction.

This water is sent to the biological water treatment system, composed of 4 tanks, with a total capacity of around 5,000 m³. Two tanks are intended for the anoxic phase (denitrification) and the other two are for the aerobic phase (nitrification and degradation/removal of organic matter). The sludge of the purging of the biological system is sent immediately to the sludge anaerobic digester.

After this phase, the sludge is sent to a press filter, where it is pressed until obtaining a percentage of solids of around 30% to 35% in the final cake, and following this operation the sludge is collected and stored in a leak-proof stainless steel tank for subsequent dispatch

to an authorised destination. After the biological treatment phases, the water is subject to a final refining phase where the remaining sludge is separated from the water through decanting in a circular decanter with bottom and surface scraper.

All the critical operations in terms of possible emanation of odours or diffuse emissions, such as flotation or pressing, are carried out in a closed building constructed in treated carbon steel and concrete to reduce potential corrosion. All the tanks where phases entailing possible emanation of odours or diffuse emissions are covered and are subject to permanent suction of the generated gases by a treatment system through precipitation of solids and washing of the gases with a capacity of close to 3,000 m³ of air/hour.

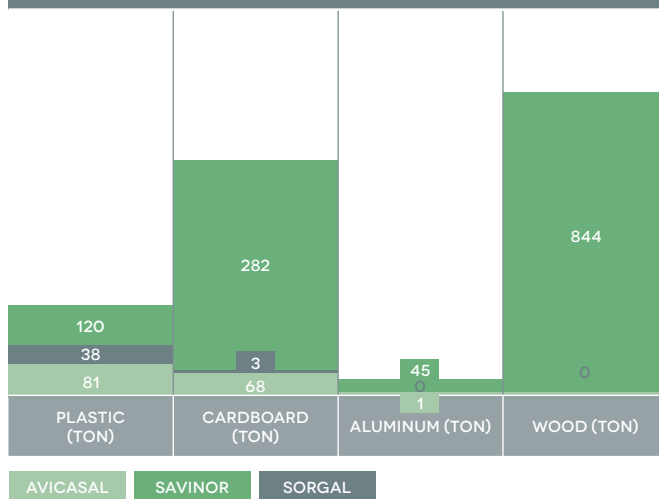
THE WASTEWATER TREATMENT PLANT IS FULLY AUTOMATED AND OPERATED WITH THE MINIMUM LABOUR, WITH INFORMATION AND MONITORING ONLINE 24 HOURS A DAY.

THE SCADA SYSTEM THAT OPERATES IN THE ENTIRE PROCESS WILL HAVE PERFORMANCE INDICATORS, AS WELL AS ALARMS AND SECURITY ASPECTS AIMED AT MITIGATING POSSIBLE ERRORS CAUSED BY MANUAL OPERATIONS.

5.4.4 OPTIMIZATION OF THE PACKAGING USED

	1,485.7 TON + 2% IN RELATION TO 2015	TOTAL CONSUMPTION OF PACKAGING
	353 TONS + 35% IN RELATION TO 2015	CONSUMPTION OF PAPER AND CARDBOARD PACKAGING
	239 TONS + 1% IN RELATION TO 2015	UNDERGROUND ABSTRACTION OF WATER
	46 TONS - 3% IN RELATION TO 2015	CONSUMPTION OF ALUMINIUM PACKAGING
	849 TONS - 6% IN RELATION TO 2015	CONSUMPTION OF WOODEN PACKAGING

CONSUMPTION OF PACKAGING 2016 (TON)



CONSUMPTION OF PACKAGING BY COMPANY

In 2016, SOJA DE PORTUGAL consumed over 1,480 tons of paper and cardboard, plastic, aluminium and wooden packaging, where SORGAL was the company responsible for the greatest consumption of subsidiary materials, primarily wooden (pallets). The total consumption of packaging increased in relation to 2015, with the highest increase having occurred in paper and cardboard packaging (35%). Despite the overall increase, the consumption of aluminium and wooden packaging decreased.

All the companies of SOJA DE PORTUGAL are members of Sociedade Ponto Verde, in this way taking responsibility for the management of the packaging waste of its products.



SAVINOR INVESTS IN SMART WASTE PORTUGAL

SAVINOR and SOJA DE PORTUGAL are members of the association Smart Waste Portugal, which seeks to act in the entire value chain of the sector, promoting research, development and innovation, boosting and encouraging cooperation between the different entities, both public and private, national and international. The association aimed to create a platform that enhances waste as a resource, which was launched on 3 July 2016, in the presence of the Minister of the Environment, Land Planning and Energy, Jorge Moreira da Silva.



5.4.5 CONTROL OF NOISE AND ODOUR LEVELS

NOISE

The companies of SOJA DE PORTUGAL conduct assessments of ambient noise and ensure that all the facilities comply with the values defined in the legislation in force.

ODOURS

The activities of management and treatment of organic waste of animal origin carried out by SAVINOR could potentially create the emission of odours derived from the actual processing of the raw materials, and are therefore not easily eliminated. Although these odours do not alter the quality of the air, when they occur they become disturbing.

In order to minimise this externality, SAVINOR responded with a major focus on technology and improvement of the processes that enable substantially reducing the intensity and frequency of odours.

Apart from the aspects referred to above, the following initiatives were carried out in 2016 related to the control of noise and odours:

SAVINOR

- Installation of temperature probes in the gas washing tower and in the cooling tower of the fish UTS.
- Installation of a gas washing system at the new wastewater treatment plant.
- Installation of a fast opening and closing curtain in order to minimise the time of exposure of this zone to the exterior.
- Coverage of all the tanks and equipment of the new wastewater treatment plant considered potential sources of emission of odours.

5.5 ENHANCING THE EMPLOYEES

WHAT ARE OUR STRATEGIC PRIORITIES?

ENHANCING THE EMPLOYEES

WHAT ARE THE MATERIAL TOPICS?

EMPLOYEE TRAINING AND
DEVELOPMENT OCCUPATIONAL
HEALTH AND SAFETY

WHICH STAKEHOLDERS ARE AFFECTED?



The chapter "Enhancing the Employees" is a summary of how SOJA DE PORTUGAL enhances the value of its employees by developing talent and improving workplace safety and well-being. SOJA DE PORTUGAL believes that motivated employees give their very best to the company.

WHAT WERE THE HIGHLIGHTS IN 2016?

BEGINNING OF THE REDES PROJECT AIMED AT IDENTIFYING AND IMPROVING THE INTERNAL FLOWS OF INFORMATION



IMPLEMENTATION OF AN AREA DEDICATED EXCLUSIVELY TO OCCUPATIONAL HEALTH, HYGIENE AND SAFETY AT THE GROUP LEVEL WITH TRANSVERSAL SCOPE OF ACTION

REDUCTION OF THE NUMBER OF ACCIDENTS WITH DAYS LOST AND THE NUMBER OF DAYS LOST (DUE TO ACCIDENTS) AT SOJA DE PORTUGAL

WHAT WAS THE STATUS IN 2016 IN RELATION TO THE DEFINED GOALS?

STRATEGIC GOAL	ACTIVITY	KPI	TARGET	IMPLEMENTATION (SCHEDULE)	STATUS
MAKE A FORMAL POLICY FOR TALENT MANAGEMENT AND DEVELOPMENT AIMED AT IMPROVING LEVELS OF EMPLOYEE MOTIVATION AND COMMITMENT AT SOJA DE PORTUGAL	Implement a welcoming policy by functional group, describing and formulating mandatory training needs after the first 6 months of employment	Welcoming plans created, disseminated and implemented by functional group	100%	31-12-2017	In progress
	Stabilize performance management and evaluation system for functional groups (1st and 2nd lines and commercial areas).	Percentage of employees, included in the project, assessed	100%	31-12-2017	In progress
	Measure the level of Soja de Portugal Group employee involvement	Percentage of employees who answered the involvement questionnaire	80%	31-12-2017	In progress
	Define the level of technical and behavioural skills needed for each job position	Percentage of positions with descriptions of technical and behavioural skills	100%	31-12-2017	In progress
FORMALISE A HYGIENE, HEALTH AND SAFETY POLICY	Map out the risks of job positions	Mapping of risks completed	-	31-12-2017	In progress
	Create a six-monthly occupational safety, hygiene and health report, containing the key safety, hygiene and health indicators (number of work accidents, working hours lost, rate of recurrence, etc.)	Occupational health and safety reports completed	1	31-12-2017	In progress
	Analyse and implement operational, administrative and infrastructure controls to eliminate or minimise risks	Degree of implementation of the occupational safety, hygiene and health plan	80%	31-12-2017	In progress

5.5.1 THE SOJA DE PORTUGAL TEAM

THE EMPLOYEES OF SOJA DE PORTUGAL	
653 EMPLOYEES (AS AT 31 DECEMBER 2016)	28, 4% FEMALE
38%  avicasal CARRIE DE AVES	26%  Savinor
6% OTHER COMPANIES	
78.1% WITH OPEN-ENDED CONTRACT	90 NEW CONTRACTS MADE
99.7% FULL-TIME	14% RATE OF NEW CONTRACTS MADE
100% RATE OF RETURN*	79 EMPLOYEES WHO LEFT
100% RETENTION RATE*	12% TURNOVER RATE
* Rates of return to work and retention of employees who returned to work after parental leave.	

ACTION IN ACCORDANCE WITH ETHICAL STANDARDS

SOJA DE PORTUGAL developed a Code of Conduct in 2012, applicable to all the employees, namely members of the corporate bodies, workers and trainees. This document is pending approval by the official authorities (National Data Protection Commission), which started the process of appraisal of this document in late 2013. The recent legislative alterations concerning personal data protection at a Community level suggest that the issues that have so far impeded the formalisation of the

Code of Code should have been overcome. Therefore, the definitive closure of this issue is expected to take place during 2017.

COMMUNICATION AS A TOOL FOR EMPLOYEE INVOLVEMENT

In 2016, SOJA DE PORTUGAL completed the creative development and digital formats of communication, under the internal communication project started in 2015, with its operational implementation having been scheduled for 2017.

ALL THE EMPLOYEES

- Christmas Party for employees and their family
- Offer of toys to the children of the employees
- Discounts on all products of Soja de Portugal
- Offer of watches to all employees who complete 25 years of service
- Sponsorship of various activities supported/developed by the employees
- Accomplishment of 208 training actions at Soja de Portugal

BENEFITS PROVIDED BY SOJA DE PORTUGAL

FORMER EMPLOYEES

- Offer of hampers to all retired employees of the three companies of Soja de Portugal

INITIATIVES TO BE DEVELOPED IN 2017

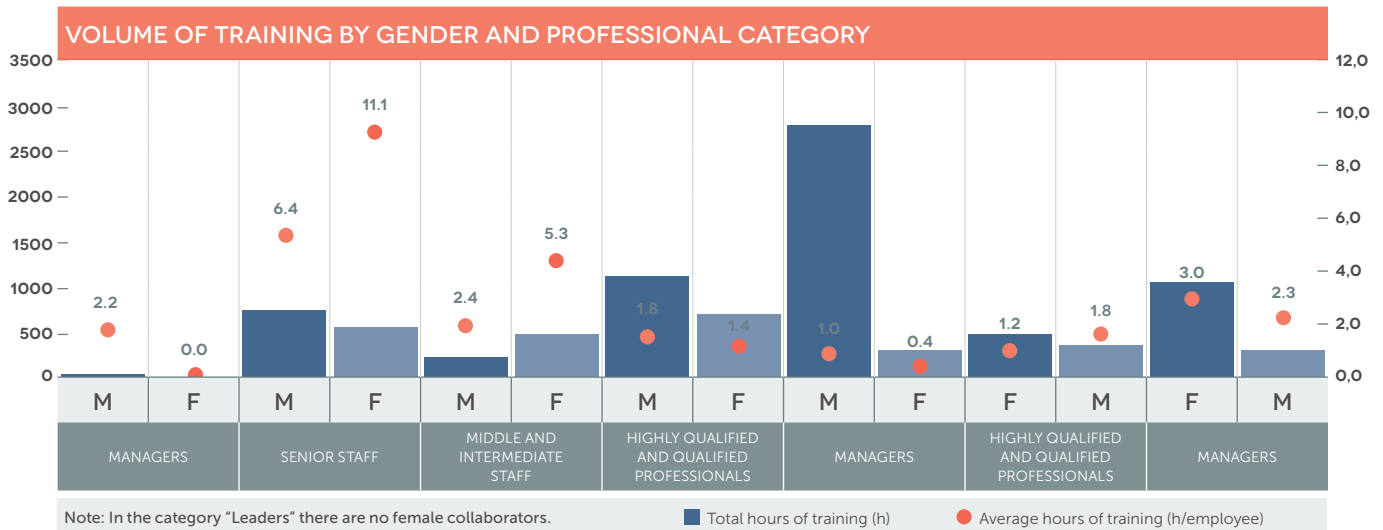
- Complete the implementation of the internal communication models.
- Produce and deliver the welcome manual, which will be the starting point for the development of the Welcoming and Integration of new employees project.

5.5.2 TRAINING AND DEVELOPMENT



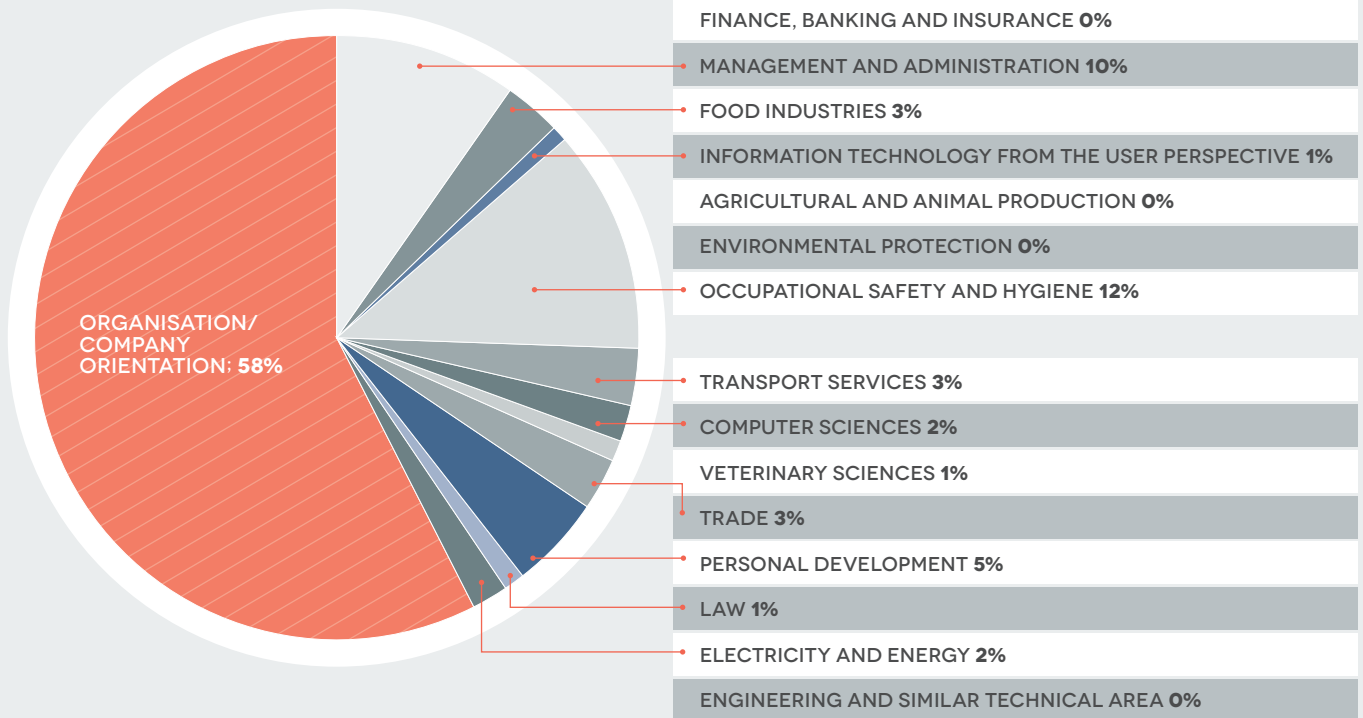
In 2016, SOJA DE PORTUGAL accomplished 62% of the Training Plan with a large number of actions implemented outside the plan, representing 73% of the total number of training hours. 208 training actions were carried out at SOJA DE PORTUGAL, covering 510 employees. In total, during 2016, the employees of SOJA DE PORTUGAL attended over 10,800 hours of training.

The training provided by SOJA DE PORTUGAL primarily involved semi-qualified and highly qualified professionals. In total, 14.9 hours of training were given per employee.



With regard to the different companies of SOJA DE PORTUGAL, it was at SORGAL that the highest number of hours of training were recorded, followed by AVICASAL. The average hours of training per employee was also highest at SORGAL, which shows an average higher than the overall average of SOJA DE PORTUGAL.

	AVICASAL			SAVINOR			SORGAL			OTHER		
	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL
Total Hours of Training	2,869	999	3,868	1,544	593	2,137	2,960	1,211	4,171	338	363	701
Average hours of training per employee	14.8	12,2	14	11.5	9,6	10,9	17.7	26,3	19,6	12.5	21,4	15,9



It is consensual that the development of the leaders of SOJA DE PORTUGAL is fundamental to boost the company's financial and operational performance. It is not only important to reconsider the strategy of development of the leaders, supporting the success of the business, but also to add value with simpler processes. The training was once again directed towards the improvement of technical and management skills, with priority focus on the development of training actions with real impact on the evolution of people and their departments.

DURING THE REPORTING YEAR, 5,098 HOURS OF TRAINING WERE DEDICATED TO WELCOMING AND INTEGRATING NEW EMPLOYEES, 3,114 HOURS OF TECHNICAL TRAINING, 1,536 TO EXECUTIVE TRAINING PROGRAMS AND THE REST WERE DEDICATED TO THE PREVENTION AND CONTROL OF OCCUPATIONAL RISKS.

PERFORMANCE AND DEVELOPMENT MANAGEMENT SYSTEM

In 2016, SOJA DE PORTUGAL assumed as a critical factor of success the importance of aligning its leadership and development strategy in view of the growing level of interdependence within the group's companies. It was based on this assumption that the advanced program of Leadership and Communication was finalised in 2016, aimed at reversing the widespread perception of each department operating in a relatively independent manner.

Thus, the REDES project started in 2016, for the purpose of identifying and improving the internal flows of information through the organisational mapping of the departments of SOJA DE PORTUGAL. This project enabled reflecting on the mission of the different functions in the organisational context and the need to work towards a common goal and identify opportunities for improvement.

An objective pursued during 2016 was also to add value by improving and simplifying processes. In order to accomplish this, the review of the Human Resources procedure in the context of the Integrated Management System was started. This procedure also enabled the formalisation of the assessment of the efficacy of the training.

INITIATIVES TO BE DEVELOPED IN 2017

- Implement the Human Resources Procedures of the Integrated Management System, which will have a major impact on the Management of Human Resources in processes of Recruitment of New Employees, Training and Description of Duties.
- Carry out a Training Plan involving development, effort, intrinsic motivation, experience and common proficiency of skills.

5.5.3 OCCUPATIONAL HEALTH AND SAFETY

45 ACCIDENTS WITH DAYS LOST	8,40% ABSENTEEISM RATE
1100 DAYS LOST	1,266 HOURS OF TRAINING IN OCCUPATION SAFETY AND HYGIENE

In 2016, SOJA DE PORTUGAL continued committed to maintaining a culture of zero accidents, through the implementation of preventive measures and focus on the training and awareness-raising of its employees on matters of Occupational Health and Safety.

In this regard, an area was implemented dedicated exclusively to Occupational Health, Hygiene and Safety at the group level with transversal scope of action. This project, started in 2016, was allocated resources of the transversal Occupational Health and Safety area under the area of Human Resources.

One of the main challenges will be the integration of the Occupational Health and Safety area in the department of Human Resources, where the primary objective is to boost a cultural change where the focus will be the share vision of the importance of the Occupational Health and Safety area. Furthermore, the consolidation of the information which will enable creating a Safety Management System will be crucial for the success of this area.

Compared to 2015, the number of accidents with days lost and the number of days lost decreased in 2016.

	2014	2015	2016
Hours worked by the total employees (h)	1,120,692	1,231,643	1,133,822
Potential hours (h)	1,295,987	1,304,325	1,183,796
Number of deaths (no.)	0	0	1
Number of work accidents (no.)	62	83	85
Number of occupational diseases (no.)	0	0	3
Occupational disease rate	0.0	0.0	0.0
Number of accidents with days lost (no.)	45	53	45
Frequency rate	40.2	43.0	39.7
Total number of day lost (no.)	882	1,661	1,110
Severity rate	787.3	1,348.6	979.0
Hours of absenteeism (h)	65,309	90,859	99,443
Absenteeism rate (%)	5.04%	6.97%	8.40%

Note: The values of 2015 were corrected, so as to include all the employees.

5.6 INVOLVING LOCAL COMMUNITIES



The chapter “Involving local communities” is a summary of the positive impact of SOJA DE PORTUGAL on people’s lives in local communities by creating jobs, development and minimising any negative impacts of its operations.

WHAT WERE THE HIGHLIGHTS IN 2016?

CELEBRATION OF THE WORLD CHILDREN’S AND ENVIRONMENT DAY IN PARTNERSHIP WITH TROFA MUNICIPAL COUNCIL, INSPIRING THE COMMUNITY, ESPECIALLY THE CHILDREN, BY ISSUES RELATED TO THE PROTECTION OF THE ENVIRONMENT

COMMEMORATION OF THE ANIMAL’S DAY TOGETHER WITH OVAR MUNICIPAL COUNCIL WITH DIVERSE ACTIVITIES LINKED TO DISCOURAGING THE ABANDONMENT OF PETS AND BASIC CARE TO BE TAKEN

ORGANISATION OF THE CHRISTMAS PARTY FOR EMPLOYEES AND THEIR FAMILY

WHAT WAS THE STATUS IN 2016 IN RELATION TO THE DEFINED GOALS?

STRATEGIC GOAL	ACTIVITY	KPI	TARGET	IMPLEMENTATION (SCHEDULE)	STATUS
FORMALISE THE ACTION STRATEGY OF SOJA DE PORTUGAL ON MATTERS OF SOCIAL RESPONSIBILITY, INCLUDING DEFINITION OF STRATEGIC AREAS AND GOALS	Prepare synopsis report	Synopsis report prepared	-	31-12-2017	In progress
	Implement academic merit awards program for school cycles 1, 2 and 3 in schools of geographic circles adjacent to the industrial locations of SOJA DE PORTUGAL	Number of programmes implemented	3	31-12-2017	In progress
	Make monetary investments in the communitys	Value of the investment in the local community	150,000 €	Annual	150,000 €
	Make monetary investments in national patronage	Value of the investment in national patronage	50,000 €	Annual	50,000 €

5.6.1 SUPPORT FOR CAUSES AND ENTITIES

SOJA DE PORTUGAL SUPPORTS QUERELÊDO ELEMENTARY SCHOOL NUMBER 1

On 6 December, SOJA DE PORTUGAL offered Querelêdo Elementary School, in Trofa, over 20 books for its new library. This action followed from the contacts established by the Parents Association, seeking to meet this need, which boosted the library and encourages reading habits by the students and their family. During the Christmas season, SOJA DE PORTUGAL also offered all the students and teachers a taste of the festive spirit with a school visit by Father Christmas who gave everyone a symbolic gift.



PET'S BEST FORMALISES PROTOCOL WITH UNIÃO ZOÓFILA FOR THE DONATION OF OVER 4 TONS OF ANIMAL FEED PER MONTH

On 16 August, PET'S BEST and União Zoófila signed an agreement ensuring the donation of over 4 tons of animal feed per month for the hundreds of cats and dogs sheltered by this association. In order to highlight this donation and the Animal's Day, União Zoófila organised a charitable picnic at Monsanto Park, in Lisbon, which was attended by PET'S BEST and dozens of members and animals of the association.

SAVINOR SUPPORTS FUTSAL OF COVELAS SPORTS GROUP

SAVINOR supported the senior team of Futsal of Covelas Sports Group for the 2016/2017 season.



SORGAL AND OVAR MUNICIPAL COUNCIL IN PARTNERSHIP ON ANIMAL'S DAY

Ovar Municipal Council joined this commemoration with a diversified program of initiatives. In partnership with Clínica Veterinária S. Cristóvão, the APADO (Ovar Pet Protection Association) and SORGAL, awareness-raising actions were carried out at children's preschools and elementary schools of Ovar municipality, with the presence of some four-footed friends, during which topics were addressed such as basic care to be taken with pets, discouragement of abandonment and concern for the collection of dog excreta in public roads and areas.



PET'S BEST SUPPORTS "ANIMAL FESTIVITY" OF TROFA MUNICIPAL COUNCIL

PET'S BEST supported the "Animal festivity", an event aimed at promoting the responsible adoption of animals under the custody of Trofa Municipal Dog Kennel.

PET'S BEST SUPPORTS 10TH "DOG HIKE" OF THE APAD

Yet another "Dog Hike" of the APAD was held on 18 September, in Ovar. This event sought to raise funds for this association and awareness on the problem of abandoning animals.



SOJA DE PORTUGAL RUNS FOR WOMEN

SOJA DE PORTUGAL was present at the 11th Edition of the Women's Race held in Porto. The employees of SOJA DE PORTUGAL attended this event which involved 20 thousand women. SOJA DE PORTUGAL experienced a festivity that was indeed an ode to life and joy, even taking into account the underlying theme of the entire event.

AVICASAL SUPPORTS THE 4TH SÃO PEDRO DO SUL THERMAL CITY TOURNAMENT

The Bola Basket Club, together with the Municipality of São Pedro do Sul and partnership with the Portuguese Basketball Federation, organised the 4th São Pedro do Sul Thermal City Tournament of basketball. This is an event that AVICASAL supports every year.



5.6.2 SUPPORT FOR CAUSES AND ENTITIES

CHRISTMAS PARTY 2016 OF SOJA DE PORTUGAL



Yet another SOJA DE PORTUGAL Christmas Party was held in December 10, 2016. A special day designed specifically for all the employees, retired former employees and their family of all the companies.



AVICASAL ORGANISES THE 1ST AVIMOTARD TRIP

A group of AVICASAL employees organised the 1st Avimotard Ride which took place between Carvalhais and S. Félix, in the region of São Pedro do Sul.



5.6.3 ENVIRONMENTAL EDUCATION

SOJA DE PORTUGAL PARTICIPATES ACTIVELY IN WORLD CHILDREN'S AND ENVIRONMENT DAY

SOJA DE PORTUGAL experienced World Children's and Environment Day in a particularly intense way, as they were celebrated at the same time. In direct partnership with Trofa Municipal Council, SOJA DE PORTUGAL developed a series of entertaining and educational activities, so as to give further colour and light to a day full of sunshine and heat. Balloons, painting, clowns, artwork, theatre and much dancing were moments guaranteed to delight the children.



GRI TABLE

GRI Table for the Option "In accordance" - CORE							
GRI 102 - GENERAL CONTENT							
DISCLOSURES AND MANAGEMENT METHODS		LOCATION				ASSURANCE	
ORGANIZATIONAL PROFILE							
102-1	Name of the organization	1. Soja de Portugal				n/a	
102-2	Activities, brands, products, and services	1. Soja de Portugal - 1.2 Soja de Portugal Group - 1.2.1 Business areas				n/a	
102-3	Location of organization's headquarters	Estrada 109, Lugar da Parda - 3880-728 S. João - Ovar, Portugal				n/a	
102-4	Countries where the organization operates	1. Soja de Portugal				n/a	
102-5	Nature of ownership and legal form	Soja de Portugal, SGPS, SA.				n/a	
102-6	Markets served	1. Soja de Portugal - 1.2 Soja de Portugal Group - 1.2.1 Business areas 1. Soja de Portugal - 1.3 Map with the geographic location of Soja de Portugal				n/a	
102-7	Scale of the organization	Soja de Portugal in 2016 1. Soja de Portugal				n/a	
102-8*	Total number of employees, broken down by employment agreement and gender		AVICASAL	SAVINOR	SORGAL	OTHER	n/a
		TYPE OF CONTRACT					
		Open-ended	188	125	170	27	
		Fixed-term	6	1	17	5	
		Indeterminate duration	53	47	6	8	
		Total employees (no.)	247	173	193	40	
		TYPE OF EMPLOYMENT					
		Full-time (no.)	247	173	192	39	
		Part-time (no.)	0	0	1	1	
		Total employees (no.)	247	173	193	40	
102-9	Organizational supply chain	5.2 Promoting Sustainability in the Value Chain				n/a	
102-10	Significant changes during the reporting period regarding size, structure, shareholders or supply chain of the organization	No significant changes occurred during the reporting period.				n/a	
102-11	Explanation of whether and how the precautionary principle is addressed by the organization	2. Governance Model and Risk Management - 2.1 Governance Model				n/a	
102-12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	5.5 Enhancing Employees - 5.5.1 Soja de Portugal team - Acting according to ethical standards				n/a	
102-13	List of main memberships in associations and national/international advocacy organizations	5.3.10 Relationship with universities and scientific community 5.3.11 Partners and projects with scientific community and financing of research grants 5.3.12 Publicity and participation in specialized events				n/a	
STRATEGY							
102-14	Message from the Chairman	0. Message from the Chairman				n/a	
ETHICS AND INTEGRITY							
102-16	Values, principles, standards and behavioural norms of the organization	2. Governance Model and Risk Management 5.5 Enhancing Employees - 5.5.1 Soja de Portugal team - Acting according to ethical standards				n/a	
GOVERNANCE							
102-18	Governance structure of the organization, including committees under the highest governance body	2. Governance Model and Risk Management - 2.1 Governance Model				n/a	
STAKEHOLDER ENGAGEMENT							
102-40	List of stakeholder groups engaged by the organization	3. Involvement with Stakeholders - 3.1 Stakeholders of Soja de Portugal				n/a	
102-41*	Percentage of employees subject to collective bargaining agreements	Percentage of employees covered by collective bargaining agreements	AVICASAL 94%	SAVINOR 95%	SORGAL 88%	OUTROS 88%	n/a
102-42	Basis for identification and selection of stakeholders	3. Involvement with Stakeholders - 3.1 Stakeholders of Soja de Portugal				n/a	
102-43	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	3. Involvement with Stakeholders - 3.1 Stakeholders of Soja de Portugal; 3.2 Primary means of communication with Stakeholders 5.3 Encouraging Responsible Consumption - 5.3.9 Customer relationship				n/a	
102-44	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns	3. Involvement with Stakeholders - 3.3 Main results of feedback from Stakeholders				n/a	
Notes: * Number of active employees on 31 December 2016							

GRI Table for the Option "In accordance" - CORE			
GRI 102 - GENERAL CONTENT			
DISCLOSURES AND MANAGEMENT METHODS		LOCATION	ASSURANCE
ORGANIZATIONAL PROFILE			
REPORTING PRACTICE			
102-45	All entities included in consolidated financial statements	About this Report	n/a
102-46	Process for defining report content and limitations to topics	About this Report	n/a
102-47	Material topics identified in the process of defining report content	About this Report	n/a
102-48	Explanation of nature and consequences of any reformulation of information contained in previous reports	About this Report	n/a
102-49	Significant changes from previous reporting periods	About this Report	n/a
102-50	Reporting period	About this Report	n/a
102-51	Date of most recent previous report	About this Report	n/a
102-52	Reporting cycle	Reports are issued annually	n/a
102-53	Contact point for questions regarding the report or its contents	About this Report	n/a
102-54	Organizational statement, whether the report has been prepared according to GRI standards, and the option chosen	The report has been prepared according to GRI (Global Reporting Initiative) Standards - for the option "Complies" – CORE	n/a
102-55	GRI content index	Current table	n/a
102-56	Description of policy and current practice with regard to seeking external assurance for the report	About this Report	n/a

Notes: * Number of active employees on 31 December 2016

SPECIFIC STANDARD DISCLOSURE						
DISCLOSURES AND MANAGEMENT METHODS			LOCATION			ASSURANCE
GRI 200 - ECONOMIC DISCLOSURES						
MATERIAL TOPIC: GRI 201 - ECONOMIC PERFORMANCE						
MANAGEMENT METHODS	103-1 – Soja de Portugal's material topics were based on cross-referencing stakeholder feedback with the organization's internal perspective. Due to its direct relationship with economic performance, the topic "Economic Performance/Value Creation" was considered a highly material topic (see materiality matrix – About this Report).					n/a
	103-2 – Over the years, Soja de Portugal has promoted a number of different initiatives related to Economic Performance/Value Creation (see chapter: 5.1. Creating Value and Fostering Continuous Improvement).					
	103-3 – Soja de Portugal measures and monitors indicators involving this topic, and discloses them in this report (see chapter: 5.1. Creating Value and Fostering Continuous Improvement).					
201-1	Direct economic value generated and distributed	5.1 Creating Value and Fostering Continuous Improvement - 5.1.1 Economic Performance				n/a
201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Risks from physical changes from climate change	AVICASAL	SAVINOR	SORGAL	n/a
		Regulatory risks	12 727 814 €	13 955 522,00 €	49 235 493,00 €	
			50 000 €	50 000 €	50 000 €	
201-4	Significant financial assistance received from government	5.1 Creating Value and Fostering Continuous Improvement				n/a
		Total amount of government support received	AVICASAL	SAVINOR	SORGAL	
			291 768 €	534 789 €	644 167 €	
TOPIC: GRI 203 - INDIRECT ECONOMIC IMPACTS						
203-1	Development and impact of infrastructure investments and services provided primarily for public benefit	5.6 Involving Local Communities				n/a
		Donations	AVICASAL	SAVINOR	SORGAL	
			45 327 €	52 787 €	83 962 €	

DISCLOSURES AND MANAGEMENT METHODS		LOCATION				ASSURANCE
GRI 300 - ENVIRONMENTAL DISCLOSURES						
TOPIC: GRI 301 - MATERIALS						
301-1	Materials used by weight or volume	5.2 Promoting Sustainability in the Value Chain - 5.2.1 Raw materials consumption and use of by-products from other industries				n/a
301-2	Percentage of materials used that are recycled input materials	5.2 Promoting Sustainability in the Value Chain - 5.2.1 Raw materials consumption and use of by-products from other industries				n/a
		Quantity of by-products consumed (t)	AVICASAL 8520	SAVINOR 69 149	SORGAL 0	n/a
301-3	Percentage of products sold and their packaging materials that are reclaimed by category	5.4 Promoting Environmental Responsibility - 5.4.4 Optimization of packaging				n/a
		Percentage of product reclaimed	AVICASAL 0,26%	SAVINOR 0,15%	SORGAL 0,90%	
MATERIAL TOPIC: GRI 302 - ENERGY						
MANAGEMENT METHODS	<p>103-1 – Soja de Portugal’s material topics were based on cross-referencing stakeholder feedback with the organization’s internal perspective. Due to its direct relationship with energy, the topic “Environmental Responsibility” was considered a highly material topic (see materiality matrix – About this Report).</p> <p>103-2 – Over the years, Soja de Portugal has promoted a number of different initiatives related to “Environmental Responsibility”, including energy consumption (see chapter: 5.4 Promoting Environmental Responsibility - 5.4.1 Efficient use of energy resources and reduction of associated CO₂ emissions - Energy consumption).</p> <p>103-3 – Soja de Portugal measures and monitors indicators involving this topic, and discloses them in this report (see chapter 5.4 Promoting Environmental Responsibility - 5.4.1 Efficient use of energy resources and reduction of associated CO₂ emissions - Energy consumption).</p>					n/a
302-1	Energy consumption within the organisation	5.4 Promoting Environmental Responsibility - 5.4.1 Efficient use of energy resources and reduction of associated CO ₂ emissions - Energy consumption				n/a
302-3	Energy intensity	5.4 Promoting Environmental Responsibility - 5.4.1 Efficient use of energy resources and reduction of associated CO ₂ emissions - Energy consumption				n/a
MATERIAL TOPIC: GRI 303 - WATER						
MANAGEMENT METHODS	<p>103-1 – Soja de Portugal’s material topics were based on cross-referencing stakeholder feedback with the organization’s internal perspective. Due to its direct relationship with water, the topic “Environmental Responsibility” was considered a highly material topic (see materiality matrix – About this Report).</p> <p>103-2 – Over the years, Soja de Portugal has promoted a number of different initiatives related to “Environmental Responsibility”, including water consumption (see chapter: 5.4 Promoting Environmental Responsibility - 5.4.2 Efficient use of water).</p> <p>103-3 – Soja de Portugal measures and monitors indicators involving this topic, and discloses them in this report (see chapter 5.4 Promoting Environmental Responsibility - 5.4.2 Efficient use of water).</p>					n/a
303-1	Total water withdrawal by source	5.4 Promoting Environmental Responsibility - 5.4.2 Efficient use of water				n/a
MANAGEMENT METHODS	<p>103-1 – Soja de Portugal’s material topics were based on cross-referencing stakeholder feedback with the organization’s internal perspective. Due to its direct relationship with emissions, the topic “Environmental Responsibility” was considered a highly material topic (see materiality matrix – About this Report).</p> <p>103-2 – Over the years, Soja de Portugal has promoted a number of different initiatives related to “Environmental Responsibility”, including initiatives related to the reduction of CO₂ emissions (5.4 Promoting Environmental Responsibility - 5.4.1 Efficient use of energy resources and reduction of associated CO₂ emissions - CO₂ emissions).</p> <p>103-3 – Soja de Portugal measures and monitors indicators involving this topic, and discloses them in this report (see chapter 5.4 Promoting Environmental Responsibility - 5.4.1 Efficient use of energy resources and reduction of associated CO₂ emissions - CO₂ emissions).</p>					n/a
305-1	Direct GHG emissions (Scope 1)	5.4 Promoting Environmental Responsibility - 5.4.1 Efficient use of energy resources and reduction of associated CO ₂ emissions - CO ₂ emissions				n/a
		Total GHG emissions - direct (t CO ₂ e)	AVICASAL 184	SAVINOR 3 297	SORGAL 3 211	
305-2	Indirect GHG emissions (Scope 2)	5.4 Promoting Environmental Responsibility - 5.4.1 Efficient use of energy resources and reduction of associated CO ₂ emissions - CO ₂ emissions				n/a
		Total GHG emissions - indirect (t CO ₂ e)	AVICASAL 878	SAVINOR 1 155	SORGAL 2 448	
305-4	GHG emission intensity	5.4 Promoting Environmental Responsibility - 5.4.1 Efficient use of energy resources and reduction of associated CO ₂ emissions - CO ₂ emissions				n/a
305-7	NO, SO, and other significant air emissions		AVICASAL	SAVINOR	SORGAL	n/a
		Total NO emissions (t)	0	0	0	
		Total SO emissions (t)	0	0	0	
TÓPICO MATERIAL: GRI 306 - EFLUENTES E RESÍDUOS						
MANAGEMENT METHODS	<p>103-1 – Soja de Portugal’s material topics were based on cross-referencing stakeholder feedback with the organization’s internal perspective. Due to its direct relationship with effluents and waste, the topic “Environmental Responsibility” was considered a highly material topic (see materiality matrix – About this Report).</p> <p>103-2 – Over the years, Soja de Portugal has promoted a number of different initiatives related to “Environmental Responsibility”, including wastewater emissions (5.4 Promoting Environmental Responsibility - 5.4.3 Reduction of wastewater emissions).</p> <p>103-3 – Soja de Portugal measures and monitors indicators involving this topic, and discloses them in this report (5.4 Promoting Environmental Responsibility - 5.4.3 Reduction of wastewater emissions).</p>					n/a
306-1	Total water discharge by quality and destination	5.4 Promoting Environmental Responsibility - 5.4.3 Reduction of wastewater emissions				n/a
306-2	Total quantity of waste, by type and treatment method		AVICASAL	SAVINOR	SORGAL	n/a
		Hazardous waste (t)	14	10	14	
		Recovery (t)	2,20	7,67	2,66	
		Disposal (t)	12	3	10,90	
		Non-hazardous waste (t)	1 473	705	570	
		Recovery (t)	1 415,754	668,271	547,50	
		Disposal (t)	57,2	36,5	22,20	
Total waste produced (t)	1 487	715	583			
306-3	Total number and volume of significant spills	0				n/a
TOPIC: ENVIRONMENTAL COMPLIANCE						
307-1	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations	No new administrative offence proceedings were filed in 2016 at AVICASAL. At SAVINOR, in 2016, administrative offence proceedings were received, arising from an IGAMOT inspection conducted in January 2015. No administrative offence proceedings were filed in 2016 at SORGAL.				n/a

DISCLOSURES AND MANAGEMENT METHODS		LOCATION						ASSURANCE			
GRI 400 - SOCIAL DISCLOSURES											
TÓPICO: GRI 401 - EMPREGO											
			AVICASAL						n/a		
		M	F	< 30 years old	30 to 50 years old	> 50 years old	Total				
		New hires (no.)	27	8	15	16	4	35			
		Rate of new hires (%)	11%	3%	6%	6%	2%	14%			
		Employees who left (no.)	26	5	13	14	4	31			
		Turnover rate (%)	11%	2%	5%	6%	2%	13%			
			SAVINOR								
		M	F	< 30 years old	30 to 50 years old	> 50 years old	Total				
		New hires (no.)	18	9	14	12	1	27			
		Rate of new hires (%)	10%	5%	8%	7%	1%	16%			
		Employees who left (no.)	19	5	9	11	4	24			
		Turnover rate (%)		3%	5%	6%	2%	14%			
			SORGAL								
		M	F	< 30 years old	30 to 50 years old	> 50 years old	Total				
		New hires (no.)	14	8	12	10	0	22			
		Rate of new hires (%)	7%	4%	6%	5%	0%	11%			
		Employees who left (no.)	15	5	10	8	2	20			
		Turnover rate (%)	8%	3%	5%	4%	1%	10%			
			OTHER								
		M	F	< 30 years old	30 to 50 years old	> 50 years old	Total				
		New hires (no.)	4	2	0	6	0	6			
		Rate of new hires (%)	10%	5%	0%	15%	0%	15%			
		Employees who left (no.)	1	3	1	3	0	4			
		Turnover rate (%)	3%	8%	3%	8%	0%	10%			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.5 Enhancing Employees - 5.5.1 Soja de Portugal team - Benefits provided to employees						n/a			
			AVICASAL		SAVINOR		SORGAL		OTHER		n/a
		M	F	M	F	M	F	M	F		
		Number of employees entitled to parental leave	3	2	7	1	5	3	0	0	
		Number of employees who took parental leave	3	2	7	1	5	3	0	0	
		Number of employees who returned to work after parental leave	3	2	7	1	5	3	0	0	
		Number of employees who returned to work after parental leave still at the company 12 months later	3	2	7	1	5	3	0	0	
		RATE OF RETURN (%)	100%	100%	100%	100%	100%	100%	-	-	
		RATE OF RETENTION (%)	100%	100%	100%	100%	100%	100%	-	-	
MATERIAL TOPIC: GRI 403 - OCCUPATIONAL HEALTH AND SAFETY											
MANAGEMENT METHODS		103-1 – Soja de Portugal’s material topics were based on cross-referencing stakeholder feedback with the institution’s internal perspective. Due to its direct relationship with occupational health and safety, the topic “Occupational Health and Safety” was considered a highly material topic (see materiality matrix – About this Report). 103-2 – Over the years, Soja de Portugal has promoted a number of different initiatives related to “Occupational Health and Safety” (see chapter 5.5.5 Occupational health and safety) 103-3 – Soja de Portugal measures and monitors indicators involving this topic, and discloses them in this report (see chapter 5.5.5 Occupational health and safety)						n/a			
403-2	Accident ratios, occupational diseases, days lost, absenteeism and number of deaths related to work, by region and gender.	5.5 Enhancing employees - 5.5.5 Occupational health and safety						n/a			
MATERIAL TOPIC: GRI 404 - TRAINING AND EDUCATION											
MANAGEMENT METHODS		103-1 – Soja de Portugal’s material topics were based on cross-referencing stakeholder feedback with the institution’s internal perspective. Due to its direct relationship with training and education, the topic “Employee Training and Development” was considered a highly material topic (see materiality matrix – About this Report). 103-2 – Over the years, Soja de Portugal has promoted a number of different initiatives related to “Employee Training and Development” (see chapter 5.5.2 Training and development) 103-3 – Soja de Portugal measures and monitors indicators involving this topic, and discloses them in this report (see chapter 5.5.2 Training and development)						n/a			
404-1**	Average hours of training per year per employee by gender, and by employee category	5.5 Enhancing employees - 5.5.2 Training and development - Training						n/a			
404-2	Programmes for skills management and lifelong learning that support the continued employability of employees		AVICASAL	SAVINOR	SORGAL		OTHER		n/a		
		Number of actions	67	66	91		29				
404-3	Percentage of employees receiving regular performance and career development reviews, by gender	5.5 Enhancing employees - 5.5.2 Training and development - Performance and Development Management System						n/a			
		Percentage of employees subject to performance review	AVICASAL	SAVINOR	SORGAL		OTHER				
			67	66	91		29				
Notes: * Number of active employees on 31 December 2016 ** Total number of active employees in 2016 (and not only on 31 December 2016)											

DISCLOSURES AND MANAGEMENT METHODS				LOCATION										ASSURANCE			
GRI 400 - SOCIAL DISCLOSURES																	
TOPIC: GRI 405 - DIVERSITY AND EQUAL OPPORTUNITIES																	
405-1**	Labour by gender, age group and other diversity indicators	5.5 Enhancing Employees - 5.5.1 Soja de Portugal team - Soja de Portugal employees														n/a	
		AVICASAL															
			Managers/ Directors		Senior staff		Middle and intermediate staff		Highly qualified and qualified professionals		Semi-qualified professionals		Unqualified professionals		Office assistants/ apprentices		
			N.º	%	N.º	%	N.º	%	N.º	%	N.º	%	N.º	%	N.º		%
		< 30 years old	0	0%	0	0%	0	0%	7	19%	33	18%	2	20%	18		51%
		30 to 50 years old	0	0%	2	100%	4	80%	23	62%	107	58%	4	40%	9		26%
		> 50 years old	1	100%	0	0%	1	20%	7	19%	46	25%	4	40%	8		23%
		Male	1	100%	2	100%	4	80%	20	54%	135	73%	3	30%	29		83%
		Female	0	0%	0	0%	1	20%	17	46%	51	27%	7	70%	6		17%
		TOTAL	1	100%	2	100%	5	100%	37	100%	186	100%	10	100%	35		100%
		SAVINOR															
			Managers/ Directors		Senior staff		Middle and intermediate staff		Highly qualified and qualified professionals		Semi-qualified professionals		Unqualified professionals		Office assistants/ apprentices		
			N.º	%	N.º	%	N.º	%	N.º	%	N.º	%	N.º	%	N.º		%
		< 30 years old	0	0%	0	0%	0	0%	5	33%	20	14%	0	0%	13		59%
		30 to 50 years old	0	0%	4	100%	4	100%	9	60%	91	62%	5	100%	8		36%
		> 50 years old	0	0%	0	0%	0	0%	1	7%	35	24%	0	0%	1		5%
		Male	0	0%	2	50%	1	25%	10	67%	105	72%	3	60%	13		59%
		Female	0	0%	2	50%	3	75%	5	33%	41	28%	2	40%	9		41%
		TOTAL	0	0%	4	100%	4	100%	15	100%	146	100%	5	100%	22		100%
		SORGAL															
			Managers/ Directors		Senior staff		Middle and intermediate staff		Highly qualified and qualified professionals		Semi-qualified professionals		Unqualified professionals		Office assistants/ apprentices		
			N.º	%	N.º	%	N.º	%	N.º	%	N.º	%	N.º	%	N.º		%
		< 30 years old	0	0%	0	0%	3	30%	15	18%	12	16%	17	49%	0		0%
		30 to 50 years old	1	100%	9	75%	6	60%	50	61%	37	51%	10	29%	0		0%
		> 50 years old	0	0%	3	25%	1	10%	17	21%	24	33%	8	23%	0		0%
		Male	1	100%	9	75%	5	50%	46	56%	73	100%	33	94%	0		0%
		Female	0	0%	3	25%	5	50%	36	44%	0	0%	2	6%	0		0%
		TOTAL	1	100%	12	100%	10	100%	82	100%	73	100%	35	100%	0		0%
		OTHER															
			Managers/ Directors		Senior staff		Middle and intermediate staff		Highly qualified and qualified professionals		Semi-qualified professionals		Unqualified professionals		Office assistants/ apprentices		
			N.º	%	N.º	%	N.º	%	N.º	%	N.º	%	N.º	%	N.º		%
		< 30 years old	0	0%	0	0%	1	33%	1	50%	1	6%	3	14%	0		0%
		30 to 50 years old	0	0%	2	100%	2	67%	0	0%	5	31%	14	67%	0		0%
		> 50 years old	0	0%	0	0%	0	0%	1	50%	10	63%	4	19%	0		0%
		Male	0	0%	1	50%	1	33%	0	0%	14	88%	11	52%	0		0%
		Female	0	0%	1	50%	2	67%	2	100%	2	13%	10	48%	0		0%
		TOTAL	0	0%	2	100%	3	100%	2	100%	16	100%	21	100%	0		0%
405-2**	Ratio of basic salary and remuneration of women to men							AVICASAL		SAVINOR		SORGAL		OTHER		n/a	
								M/F ratio		M/F ratio		M/F ratio		M/F ratio			
		Average basic salary by functional category	Managers/Directors					-		-		-		-			
			Senior staff					-		-		-		-			
			Middle and intermediate staff					0,97		1,74		0,49		-			
			Highly qualified and qualified professionals					0,99		0,86		0,88		-			
			Semi-qualified professionals					0,9		-		-		0,85			
			Unqualified professionals					0,96		-		0,75		1,01			
			Office assistants/apprentices					-		-		-		-			
			TOTAL					0,89		0,99		0,98		1,03			
		Average remuneration by professional category	Managers/Directors					-		-		-		-			
			Senior staff					-		-		-		-			
			Middle and intermediate staff					0,49		0,68		0,64		-			
			Highly qualified and qualified professionals					0,6		0,27		0,62		-			
			Semi-qualified professionals					0,56		-		-		0,41			
			Unqualified professionals					0,63		-		0,55		0,48			
			Office assistants/apprentices					-		-		-		-			
TOTAL					0,61		0,61		0,74		0,61						
Notes: * Number of active employees on 31 December 2016																	
** Total number of active employees in 2016 (and not only on 31 December 2016)																	

Notes: * Number of active employees on 31 December 2016

** Total number of active employees in 2016 (and not only on 31 December 2016)

DISCLOSURES AND MANAGEMENT METHODS		LOCATION			ASSURANCE
GRI 400 - SOCIAL DISCLOSURES					
MATERIAL TOPIC: GRI 413 - LOCAL COMMUNITIES					
MANAGEMENT METHODS		103-1 – Soja de Portugal’s material topics were based on cross-referencing stakeholder feedback with the institution’s internal perspective. Due to its direct relationship with the community, the topic “Involvement with Local Community” was considered a highly material topic (see materiality matrix – About this Report). 103-2 – Over the years, Soja de Portugal has promoted a number of different initiatives related to “Involvement with Local Community” (see chapter 5.6: Involving Local Communities). 103-3 – Soja de Portugal measures and monitors indicators involving this topic, and discloses them in this report (see chapter 5.6: Involving Local Communities).			n/a
413-1	Nature, scope and effectiveness of any programs and practices for evaluating and managing operating impacts on communities, including input, operation and output	3. Involvement with Stakeholders 5.3 Encouraging Responsible Consumption - 5.3.9 Customer relationship 5.4 Promoting Environmental Responsibility - 5.4.5 Controlling noise and odours 5.6 Involving Local Communities - 5.6.3. Environmental education			n/a
413-2	Operations with significant potential or actual negative impacts on local communities	5.4 Promoting Environmental Responsibility - 5.4.5 Controlling noise and odours 5.6 Involving Local Communities - 5.6.3. Environmental education			n/a
MATERIAL TOPIC: GRI 416 - CONSUMER HEALTH AND SAFETY					
MANAGEMENT METHODS		103-1 – Soja de Portugal’s material topics were based on cross-referencing stakeholder feedback with the Group’s internal perspective. Due to its direct relationship with consumer health and safety, the topic “Food Safety” was considered a highly material topic (see materiality matrix – About this Report). 103-2 – Over the years, Soja de Portugal has promoted a number of different initiatives related to “Food Safety” (see chapter 5.3. Encouraging Responsible Consumption). 103-3 – Soja de Portugal measures and monitors indicators involving this topic, and discloses them in this report (see chapter 5.3 Encouraging Responsible Consumption).			n/a
416-1	Phases of product and service life cycle in which impacts on health and safety are evaluated for improvement, and the percentage of products and services subject to these procedures	100% by HACCP 5.3 Encouraging Responsible Consumption			n/a
MANAGEMENT METHODS		103-1 – Soja de Portugal’s material topics were based on cross-referencing stakeholder feedback with the Group’s internal perspective. Due to its direct relationship with product and service labelling, the topic “Product Quality” was considered a highly material topic (see materiality matrix – About this Report). 103-2 – Over the years, Soja de Portugal has promoted a number of different initiatives related to “Product quality” (see chapter 5.3: Encouraging Responsible Consumption). 103-3 – Soja de Portugal measures and monitors indicators involving this topic, and discloses them in this report (see chapter 5.3 Encouraging Responsible Consumption).			n/a
417-1	Type of product and service information required by procedures, and percentage of products and services subject to such information requirements	100% of product categories have specific labelling. 5.3 Encouraging Responsible Consumption			n/a
417-3	Programs for compliance with laws, standards and voluntary codes related to marketing, including advertising, promotion and sponsorships	5.3.10 Relationship with universities and scientific community 5.3.11 Partners and projects with scientific community and financing of research grants 5.3.12 Publicity and participation in specialized events			n/a
TOPIC GRI 419 - SOCIO-ECONOMIC COMPLIANCE					
419-1	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with socio-economic laws and regulations	AVICASAL	SAVINOR	SORGAL	n/a
		0	0	0	
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**PRIDE IN THE PAST,
STRENGTH IN THE PRESENT
SIGHTS SET ON THE FUTURE!**



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