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**SOJA DE  
PORTUGAL**  
*desde 1943*

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**SUSTAINABILITY  
REPORT**  
2013



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English

● **STAKEHOLDERS**

STAKEHOLDER  
ENGAGEMENT

● **STRATEGY**

SUSTAINABILITY  
STRATEGY

● **RESPONSABILITY**

PROMOTING RESPONSIBLE  
BREEDING AND FEEDING

● **ENVIRONMENT**

REDUCING  
ENVIRONMENTAL  
IMPACT

● **EMPLOYEES**

VALUING  
EMPLOYEES

● **COMMUNITY**

ENGAGING AND  
INVESTING IN LOCAL  
COMMUNITIES

● **INNOVATION AND  
QUALITY**

ENSURING INNOVATION AND  
QUALITY OF PRODUCTS,  
PROCESSES AND BUSINESS  
MODELS, AND THEIR  
RECOGNITION

● **RAW MATERIALS**

TRACEABILITY AND  
SUSTAINABILITY OF  
RAW MATERIALS



● Sustainability Report

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2013

● Soja de Portugal

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## OUR REPORT

Soja de Portugal presents its second Sustainability Report with reference to 2013, the year it celebrated 70 years in business. With this report, Soja de Portugal seeks to make known its contribution to sustainable development, in response to the expectations of its stakeholders.

This report has been prepared in accordance with the Sustainability Reporting Guidelines, version 3.1, established by the Global Reporting Initiative (GRI), self-declaring level B. The information contained in this report refers to the activities of the main companies of Soja de Portugal (Sorgal, Avicasal and Savinor). Whenever the scope of reported information is different, this shall be duly mentioned.

The Sustainability Commission decided that the themes reported in this publication would be the same as those in the previous report. Please note that the topics included in the 2012 Sustainability Report were selected based on the results obtained from the stakeholder consultation process conducted in 2012 and on a benchmark analysis of the industry and of the reporting trends on the subject.

Should you require any clarification on the information published in this report or on the sustainability of the Soja de Portugal Group, please contact:

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# JOÃO PEDRO AZEVEDO

Chief Executive Officer



## CEO STATEMENT

For Soja de Portugal, the balance for 2013 is clearly a positive one. From an economic and financial point of view, we have been able to create more value, improve the return on capital employed, increase net profit (EBITDA rose 105.5 %), reduce debt and strengthen the Group's financial soundness. Regarding the development of our business, we placed greater emphasis on value creation rather than on a more aggressive growth strategy, we invested further in the business areas and market segments that show greater attractiveness, and significantly increased our presence in foreign markets (+ 29.7% compared to 2012).

From an environmental perspective, we have strengthened our commitment to reducing global impact and have taken important steps towards achieving our "Soja 2014" targets regarding environmental certification, efficient use of water, reduction of specific energy consumption and reduction of CO2 emissions (- 60 %).

Concerning social responsibility, we have increased our involvement and investment in local communities, as well as in nation-wide organizations whose role in society we recognize to be of the utmost importance.

During the year we also reinforced our transverse pillars: innovation, customer focus, operational efficiency, risk management and sustainability.

We increased our budget for innovation, an investment of €3.5 million over the past two years, we expanded our partnerships with the scientific community, as well as increased the number of ideas implemented. We launched the Soja Lean project, whose key goal is to boost the operational efficiency of internal and external processes and improve customer service. We strengthened risk control and management, with the collaboration of our external auditors, and we also intend to implement a Code of Conduct and create an Internal Audit capability which will enable us to reduce the direct and indirect risks related to our activities. With regard to customer relations, we have adopted an open door policy which was consolidated in a growing number of customer visits to our companies, and we reduced the total number of complaints and increased the level of customer satisfaction by 5%.

2013 was also a year of major investments. We opened the Group's second pet food plant in Torres Novas, we built a new WWTP at the Avicasal plant in São Pedro do Sul, we invested

in a unit for the processing and valorization of feathers in São Pedro do Sul and also invested in two new thermal energy production units with reduced environmental impact.

Our intentions for 2014 include the consolidation of our sustainability strategy, an increase in economic results and the reduction of our environmental impact. Regarding the latter, we believe we will successfully conclude the "interceptor" issue, which plays a central role in our stakeholder management strategy and in strengthening our commitment to local communities.

In 2014 we will revise our strategy in all business units for the next 5 to 10 years, define their business models and value propositions, and structure internal and external resources in order to implement the strategy. It is clear to us that we want to increase profitability, build up the international aspect of our organization and change the composition of our business portfolio, particularly the weight of each business unit in our consolidated activity.

In this context, we consider the Sustainability Report a very important tool for our communication with all stakeholders: customers, consumers, employees, suppliers, shareholders, financial institutions, the government, local authorities, civil society, the scientific community, industry and business associations, the media and the local community. In a global context where so much noise is produced and which is marked by diffuse sound bites, it is essential to have more and better communication. And this is our ultimate goal in publishing this report: to communicate.

I am deeply grateful to all those who have collaborated with Soja de Portugal over time. In 2013 we celebrated Soja de Portugal's 70th anniversary, and without your contribution it would certainly not have been possible. This report is for you.

Finally, a special word of thanks to those who form part of the Sustainability Committee and who were vital for the quality of the final work.

Thank you!





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## COMPANY DESCRIPTION











## About Soja de Portugal

In 2013, Soja de Portugal celebrated 70 years in the agri-food industry. We currently operate in five business areas:

- Compound feed for poultry and other livestock;
- Compound feed for aquaculture;
- Dry pet food for dogs and cats;
- Poultry meat;
- Collection, processing and valorization of animal-by-products.

The Group comprises some of the most important companies in the Portuguese agro-industrial sector, such as Sorgal, Avicasal and Savinor, and has factories and facilities in Trofa, Ovar, Pinheiro de Lafões, São Pedro do Sul, Vouzela, Pinhel and Torres Novas.

At the forefront of the domestic market and with a growing market share abroad (approximately 12,8% of global sales), Soja de Portugal has a consolidated turnover of 129 million euros and employs 660 direct staff.

Through the years, Soja de Portugal has sought to attain an innovative and differentiated presence in the market, aiming for customer satisfaction and the management of the pillars of sustainability. From the point of view of operational efficiency and considering the current context of economic crisis, we strive to combat waste and redundancy.



Sorgal – Ovar



Sorgal –Torres Novas





Sorgal – Pinheiro de Lafões



Savinor – Trofa



SPA – Trofa





Avicasal – São Pedro do Sul



Sociedade Avícola do Freixo – São Pedro do Sul



Sociedade Avícola de S. Tiago – São Pedro do Sul



## Why we exist

### Mission

Soja de Portugal strives to develop business in synergy-generating areas within the agri-food industry. We design and deliver competitive, innovative and sustainable solutions while maintaining high levels of service and quality and balancing the legitimate interests of the various stakeholders.

## Where we are going

### Vision

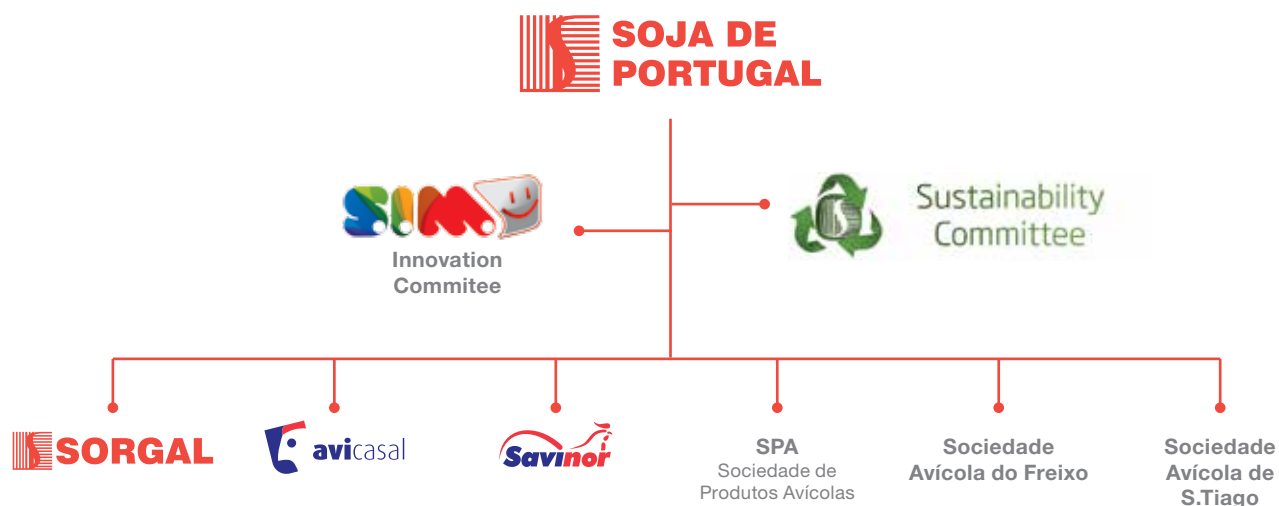
Soja de Portugal aims to be acknowledged as a benchmark corporate group and a standard of excellence in the agri-food industry. The development of the Group's activities is based on the following cornerstones: Commitment and Reliability in the relationships with our customers; Innovation; Risk Management; Sustainability and Operational Efficiency.

## How we aim to work with our stakeholders

### Values

- **COOPERATION**  
Together we are stronger.
- **AMBITION**  
We exceed expectations.
- **RESPONSIBILITY**  
We are transparent and take different interests into account.
- **RIGOUR**  
As we comply with requirements, so we require compliance.
- **INNOVATION**  
We are proactive and agile in adapting to change.
- **RELIABILITY**  
We are reliable and consistent.

## How we are organized



## Business areas

### Compound feed for poultry and other livestock



This is the longest-standing business area in Soja de Portugal.

It is part of the Sorgal company and produces two brands - Sojagado and Pronutri.

This business unit has two manufacturing plants, Ovar and Pinheiro de Lafões, and a team of technical experts who support farmers with the best nutritional solutions. With a leading position in a number of markets, this business area is present at the most representative trade fairs and industry events.

The team's quality is ensured by training and recognized in awards and published articles.

### Our value proposition is...

**To create, produce and market quality feed that increases the profitability of livestock farming, based on integrated customized solutions and personalized technical assistance whilst maintaining solid partner relationships.**

### Compound feed for aquaculture



Aquasoja, the brand of the aquaculture feed business area, is part of the Sorgal company.

This is the business area par excellence focused on external markets. It exports around 80% of its production and its main markets are Spain, Greece, Cyprus, Turkey, Armenia, the USA and Belgium.

Aquasoja provides feed solutions for species such as the gilthead bream, European sea bass, salmonidae, prawn, turbot and catfish.

Production capacity, together with in-depth studies developed with universities of recognized merit, enables networked innovation at the forefront of major trends in the aquaculture industry.

This business unit also actively participates in the sea economy, particularly by the use of fishmeal produced from the valorization of by-products from the fish processing industry.

### Our value proposition is...

**To create, produce and market tailor-made integrated nutritional solutions for fish and crustaceans, developed in close collaboration with farmers and creating value in a sustainable manner and in harmony with the environment.**



## Dry pet food for dogs and cats

Pet's Best Nutrition is the brand produced by Soja's business area that designs and manufactures complete dry pet food for dogs and cats.

This business area, part of the Sorgal company, started marketing pet food in 2001 with the Sirdog and Sircat brands. In 2006, Sorgal entered the pet food market as a manufacturer. Since then, this is a strategic business area that has been characterized by rapid growth and growing market share, especially in the domestic market.

In 2013 Soja de Portugal opened a plant totally dedicated to the manufacturing of dry food for dogs and cats. This enabled us to double our production capacity and, in this way, to meet the conditions necessary to take advantage of business opportunities in foreign markets such as Spain.

We have also extended our product portfolio with a new food for cats and one for adult dogs, Sircat Fish Mix and Adult Dog Maintenance respectively.

## Our value proposition is...

**Reliability:** we guarantee timely quality.

**Flexibility:** we strive to sell the most tailor-made solution possible.

**Proximity:** we ask for constant feedback from customers.

## Poultry meat



This is the business area responsible for the breeding, slaughter, cutting and marketing of poultry meat.

It has two brands in Portugal, Savinor and Avicasal.

This business area has two plants for slaughter, cutting and processing, with a slaughtering capacity of around 12,500 chickens per hour, a logistics platform in Pinhel and three poultry farms.

It also relies on 300 chicken and turkey farmers and has 2 million birds in a permanent production cycle. Its main distribution channel is retail. The entire production process complies with the strictest standards for food safety and traceability.

## Our value proposition is...

**Breeding, slaughter and distribution of fresh poultry meat of excellent value for money in addition to a portfolio of complementary products, while providing our customers with a daily distribution service that strictly complies with delivery schedules.**



## Collection, processing and valorization of by-products

Savinor UTS is the newest business area in Soja de Portugal, but it is the one where the Group has invested the most in the manufacturing sector.

This business area is responsible for collecting by-products at over 250 collection points in Portugal and Spain.

Savinor UTS's work is recognized by local and EU authorities as a public utility service, on which are dependant the sustained processing of these by-products, as well as the production activities of hundreds of economic units upstream.

The transformation and valorization of animal by-products results in products such as meat meal, fish meal and animal fats and oils.

In this business area, Soja de Portugal is a market leader in the segment of processing and valorization of fish by-products.

In 2013, sales growth in these products was based on foreign markets, with exports increasing so significantly that it has come to represent 24% of the total sales volume in this business area. In 2012 it was approximately 1%.

### Our value proposition is...

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

## Soja de Portugal in 2013

**94,9**

Million Euros  
Turnover of the animal  
feed area

**69,3**

Million Euros  
Turnover of the poultry  
meat area

**8,99**

Million Euros  
Turnover of the collection,  
processing and valorization  
of by-products area

**6**

Industrial plants

**12,8%**

Total production  
for export

**3,5**

Million Euros  
Invested in I&D in  
2 years

**3125**

Active clients

**664**

Average number of direct  
employees

**1400**

Average number of indirect  
employees

## Highlights of 2013

### Celebration of Soja de Portugal's 70th anniversary

The celebrations of Soja de Portugal's 70th anniversary started at 10 am on the 8th July at all the plants in Ovar, São Pedro do Sul and Trofa, where the Directors joined the employees in singing "Happy Birthday" to the organization.

Representatives of the Board of Directors took the opportunity to acknowledge the commitment of all the employees by giving them a memento to represent this recognition.

The celebrations went on into the night of the 8th July at the Serralves Foundation and were attended by around 200 guests.

The event included a session in the auditorium with an address by the CEO, who spoke about some of the most important stages in the company's history, reinforcing the importance of all stakeholders for the sustained growth of the company.

During this session, the commemorative film of the Group's 70th anniversary was also viewed, showing the main historic events and a retrospective of the company from its inception until the present day.



## Soja de Portugal opened its second pet food manufacturing plant

In 2013 Soja de Portugal opened its second pet food manufacturing plant in Torres Novas. Representing an investment of 6.5 million euros, this new infrastructure enables the company to provide more and better products to domestic and foreign markets.

This plant also allows the pet food area to keep growing, not only in the quantities it produces – the new infrastructure now enables Soja de Portugal to serve 80% of the Portuguese market – but also in packaging solutions and improved lead time.

In 2013, the company's goal for the new plant includes the creation of a pipeline of opportunities to enable us to reach 35% capacity utilization in 2014. In addition, geographic diversification is also a priority, so Soja de Portugal expects to increase exports in this business area by over 40%.





## The feather by-products processing plant starts operating at Avicasal

Avicasal's feather by-products processing plant, which previously processed category 2 by-products, had been inactive for around two years.

However, as the market for animal proteins became increasingly dynamic, and in a bid to retain competitiveness with its category 3 poultry meat by-product customers, the Group decided to change this plant's by-product processing category and reactivate it after obtaining the necessary licence. The alterations and renovations for licensing and production were completed in the first half of 2013. In May we carried out the first tests and the plant started operating in full.

This unit enabled us to use products, like feathers and blood, that were hitherto treated as category 2 by-products whose final destination was the composting units producing organic fertilizers.

Since this processing plant began operating, our own and third-party products started to be separated and processed separately. The final products, feather meal and blood, are valorized and sold to the Group's pet food processing plants at Sorgal.

## Sorgal placed second in agro-industry in Exame magazine's ranking of the top 500 companies in Portugal



## Soja de Portugal joins BCSD Portugal



In April 2013, Soja de Portugal took another important step towards sustainable development by becoming a member of BCSD Portugal. In this context, Soja de Portugal began participating in the agri-food work group.

## Sorgal takes first place in the Ovar municipality in the ranking of the 1500 largest companies in the Aveiro district, published by the newspaper Diário de Aveiro

Sorgal took the lead in Ovar, the municipality where it operates, as the company with the highest turnover in that geographic area. The company was placed 13th in the ranking of the 1500 largest companies in the district of Aveiro.

## Soja de Portugal joins LIDE Portugal

In 2013, Soja de Portugal joined LIDE Portugal and our CEO is now on the LIDE Economy of the Sea Committee.

The LIDE Economy of the Sea Committee's main purpose is to envisage the sea economy as a whole and to promote, in addition to its traditional uses, new uses of the sea in order to create a strong production base in the country in a sustainable manner. The goal is to contribute to the development of a strong and renewed sea culture that creates jobs and wellbeing and helps to distinctively identify Portugal in the international context.

LIDE MAR 2013

## Soja de Portugal receives an Honourable Mention at the Ruban d'Honneur Awards



Soja de Portugal achieved a place among the nine National Champions of Portugal in the 2012/2013 European Business Awards.

On 6 June 2013, the results of the 2012/2013 European Business Awards were announced. Entrants included approximately 15,000 companies from 34 European countries, divided into 10 categories.

Soja de Portugal competed for the Ruban d'Honneur award in the innovation category and received an important honourable mention. Being placed among the 10 finalists is a source of pride and gratification for us and shows the effort and commitment of everyone involved.

## Best management team motivation" prize awarded in the 2013 Bright Challenge



Soja de Portugal participated in the 2013 Bright Challenge, competing with 25 other teams from public and private companies. The Soja de Portugal team participated in a simulation game – a training session for project managers in a competitive and realistic environment using the SimulTrain® simulator – and won the prize in the “Best management team motivation” category.

## Implementation of an environmental management system



During 2013 Soja de Portugal began implementing an environmental management system according to NP EN ISO 14001:2012 at its three main companies, Sorgal, Avicasal and Savinor. This system will be integrated with the existing quality system, which is based on the NP EN ISO 9001:2008 standard, by means of the integrated management system.

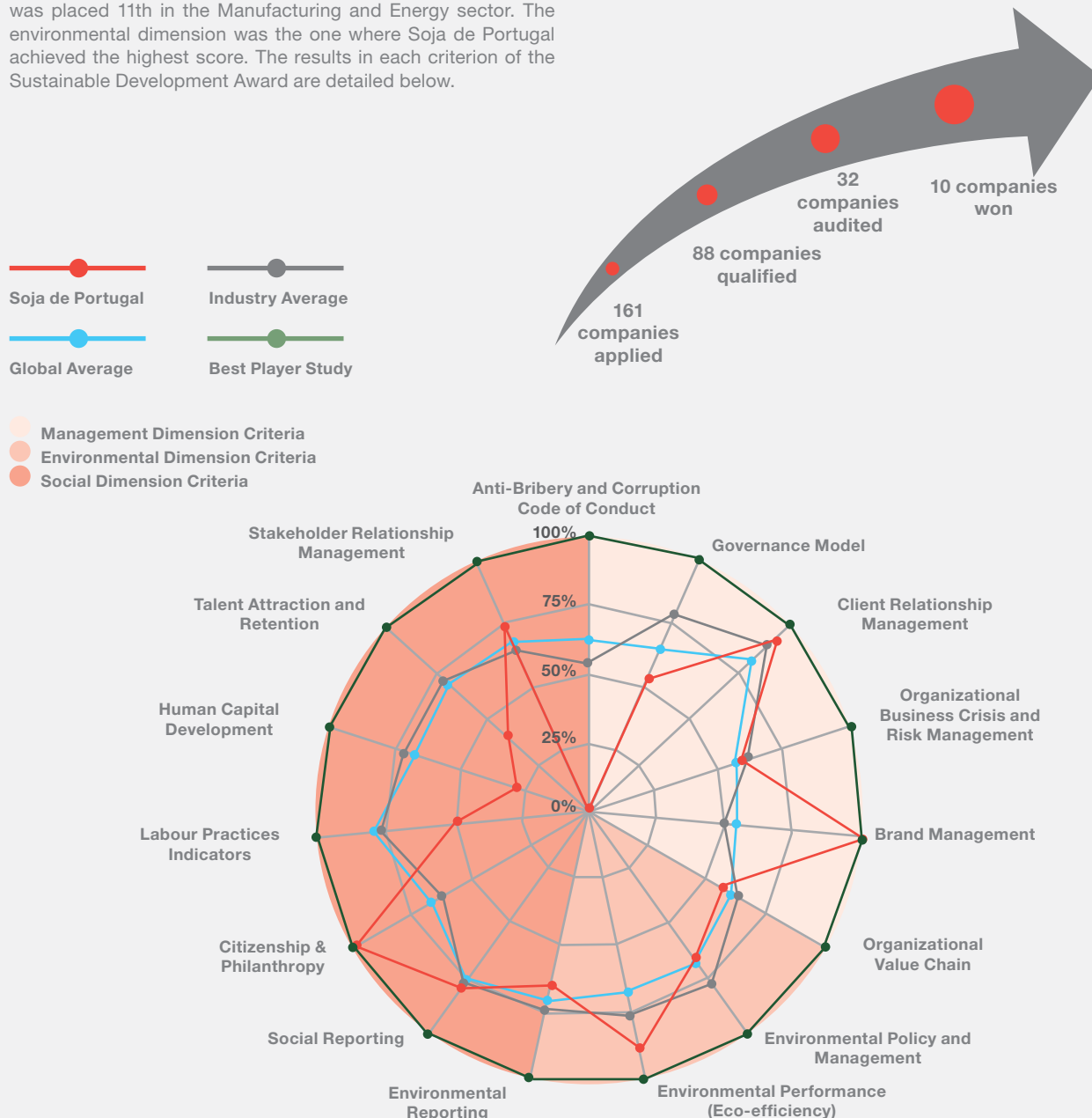
(Please see Chapter V.2, Reducing environmental impact)

## Participation in the 2012/13 Sustainable Development Award

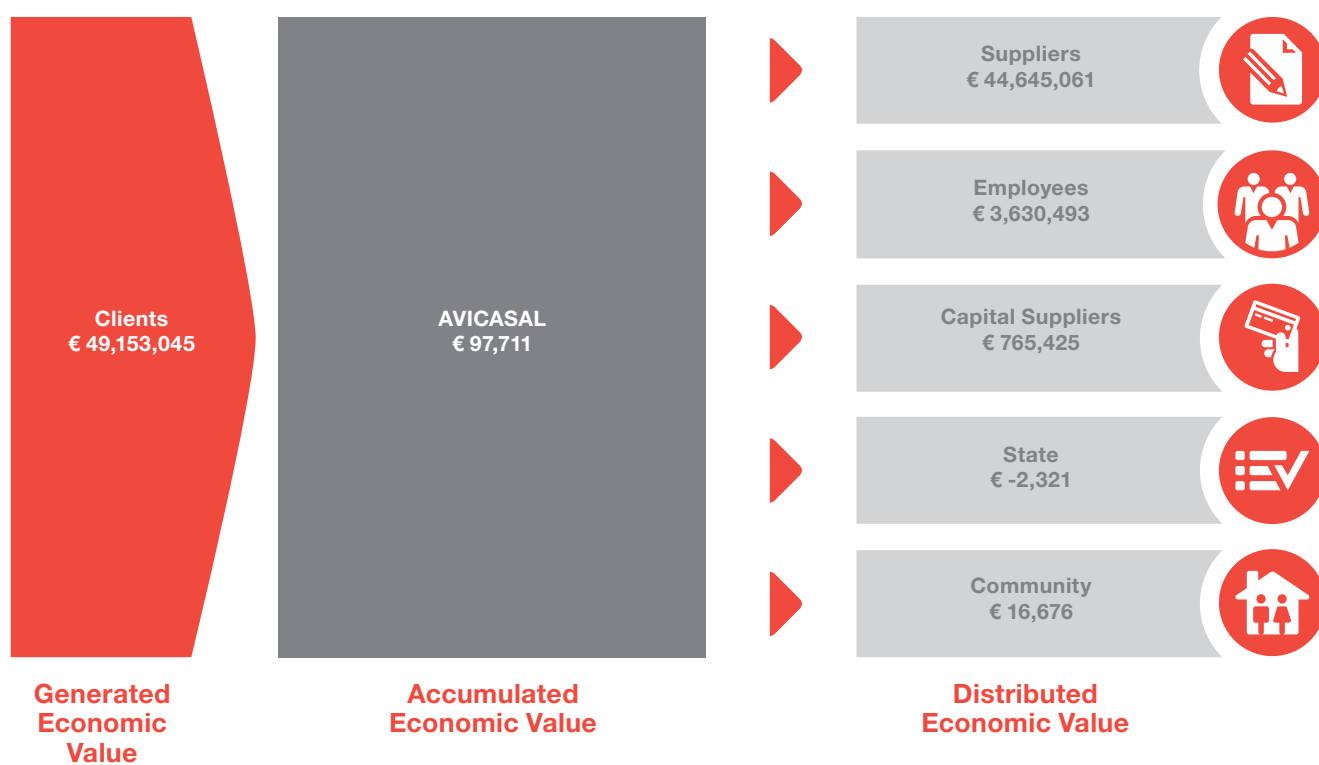
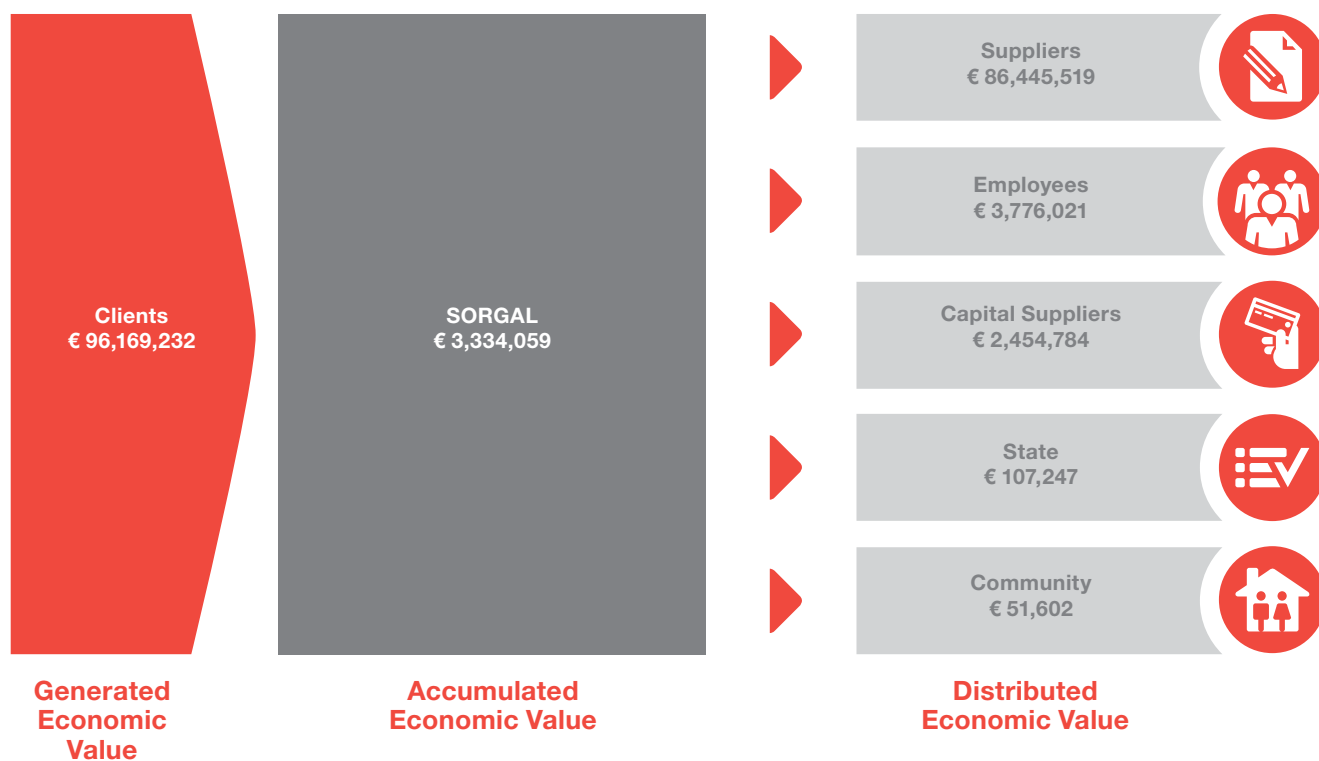
In 2013, Soja de Portugal participated for the first time in the Sustainable Development Award sponsored by Heidrick & Struggles and the newspaper Diário Económico. The purpose of this award is to acknowledge the organizations with the best practices in the area of corporate sustainability and to carry out a study on the evolution of various practices in Portugal and Portuguese business.

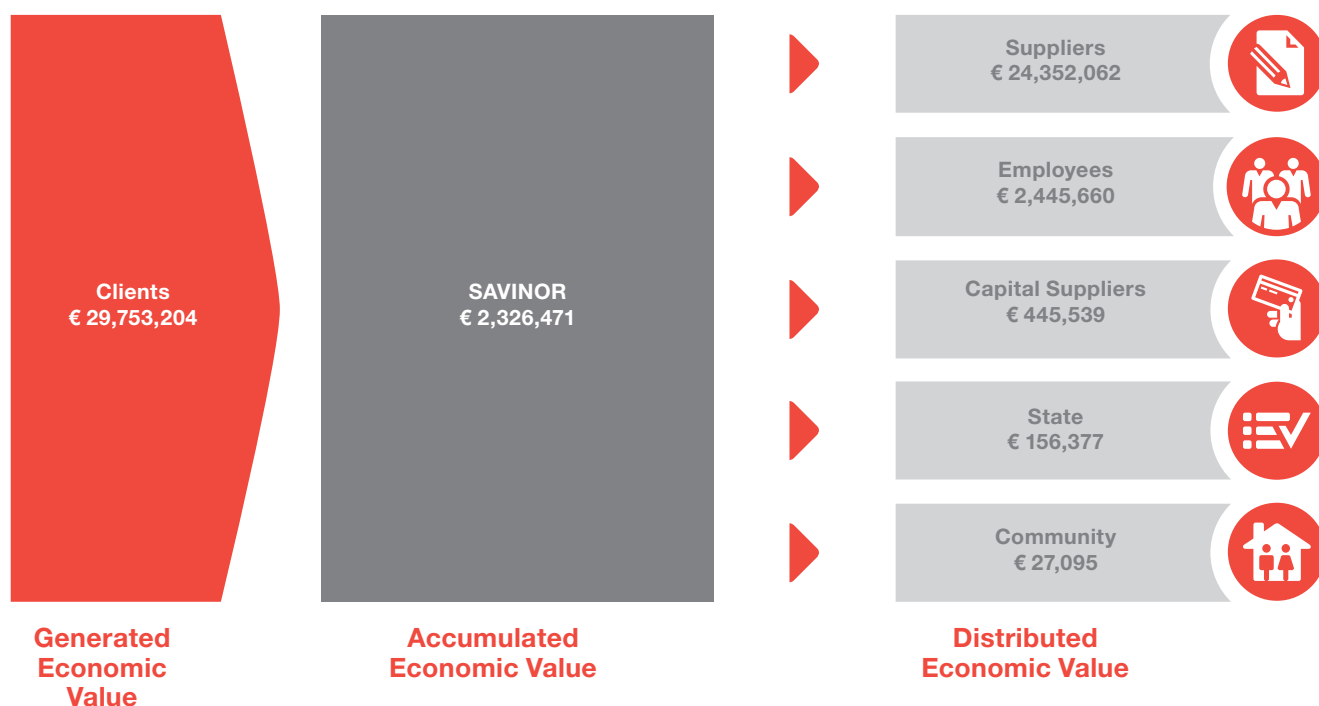


Soja de Portugal won this award with a final score of 56% and was placed 11th in the Manufacturing and Energy sector. The environmental dimension was the one where Soja de Portugal achieved the highest score. The results in each criterion of the Sustainable Development Award are detailed below.



## Economic performance





Regarding investments in the community, Soja de Portugal also invested € 62,591.54. This amount corresponds to the annual membership as founding partner of the Serralves Foundation and to donations to local associations.

### Financial and tax benefits

Tax benefits granted by the state to the Sorgal, Avicasal and Savinor units in 2013 totalled approximately € 900,000 euros, as detailed in the table below:

2013	2013	2013	
AVICASAL	SAVINOR	SORGAL	Total
267.004,94	115.285,53	485.508,37	867.798,84

The benefits received were used for investment under the RFAI (Regime Fiscal de Apoio ao Investimento - Tax Scheme for Investment Support) and CFEl (Crédito Fiscal Extraordinário ao Investimento - Extraordinary Investment Tax Credit), and for R&D projects within the framework of the SIFIDE (Sistema de Incentivos Fiscais à I&D Empresarial - Tax Incentive System for Corporate R&D).

In 2013 this Government aid, in the form of tax credit which operates by direct deduction from taxable income, was almost equally distributed between the two components: R&D support and investment support.

### Other economic and financial data by company

	SORGAL	AVICASAL	SAVINOR
<b>GVA</b>	8.838.586,38 €	3.963.453,09 €	5.574.666,81 €
<b>ROCE</b>	24,04%	-2,91%	24,07%
<b>Net profit for the period</b>	2.695.962,29 €	574.583,58 €	1.756.258,79 €
<b>EBIT (Operating Results)</b>	4.101.897,22 €	311.238,00 €	1.661.081,00 €

### 1964

Start of new trials for the manufacturing of compound feed, and creation of the Sojagado brand in order to market these products.

### 1955

A group of investors led by the Industrial Society of Vila Franca acquired all the shares of the company. The extraction of vegetable oils and the milling of cereals and flour began to be developed.

### 1943

The company Soja de Portugal, Lda. was founded by a group of Portuguese industrialists, its main aim being the preparation of all products made from soya. However, the drawbacks of easy improvisation soon proved to be harmful, paralyzing the plant and leading to its discontinuance.

# Soja de Portugal

Proud of our past, solidly in the present, looking to the future.

**1989**

Soja de Portugal became a holding company. As a result, Sorgal was created to take over the company's manufacturing activities;  
The company branched out into the poultry business with the acquisition of a 50% stake in Avicasal, with facilities in São Pedro do Sul and Vouzela.

**1988**

Acquisition of a 75% stake in SPAC, a compound feed factory in Oliveira de Frades.

**1987**

The company's shares were listed on the Lisbon Stock Exchange.

**1984**

The company's shares were listed on the Porto Stock Exchange.

**1983**

Activities involving edible oils started to include refining and packaging as well as the extraction of raw oils, with three brands – Frigi, Prestígio and Gesi.

**1979**

Soja de Portugal was already in fourth place in the ranking of the 20 manufacturing firms with the highest gross value added.

**1974**

Soja de Portugal became a founding partner of SPI – Sociedade Portuguesa de Investimentos, which later became BPI – Banco Português de Investimento, and of BCI – Banco de Comércio e Indústria, S.A.

**1966**

Soja de Portugal became a Public Limited Company, and the compound feed plant was continuously expanded and overhauled, increasing its production capacity.

**1999**

The manufacture and sale of cooking oils were discontinued;  
Sale of the shares owned in SMUR – Sociedade de Multiplicação e Recria Animal, Lda.;  
Acquisition of Granja Avícola S. Tiago, S.A.

**1998**

Acquisition of 25% of SPAC, which became wholly owned by Soja de Portugal;  
Increased share in the poultry meat business, with the acquisition of 100% of Avicasal.

**1997**

Sale of the shares owned in BPI.

**1995**

A manufacturing plant was opened in Torres Novas, and another one was acquired in Lourinhã – SOJAMIL and SOJAOESTE, respectively – both aimed at manufacturing compound feed.

**1993**

By this time, Soja de Portugal was present in a variety of industries, with stakes in several businesses:  
Sorgal – Sociedade de Óleos e Rações, S.A.  
SPAC – Sociedade de Produtos de Alimentos Compostos, S.A.  
Indoliva – Sociedade Industrial Oleícola, Lda.  
Avicasal – Sociedade Avícola S.A.  
Seporavi – Sociedade de Exploração Porcina e Avícola, S.A.  
Montanha – Produtos Alimentares, Lda.  
Impal – Indústria Portuguesa de Alimentação, Lda.  
Culmar – Culturas Marinhas, S.A.  
Sociedade Avícola do Freixo, Lda.  
Agromar – Agricultura e Pecuária, Lda.  
Imobiliária da Estrela, Lda.  
Sojainveste – Gestão de Bens Mobiliários e Imobiliários, Lda.  
ICM – Indústrias de Carnes do Minho, S.A.  
SMUR – Sociedade de Multiplicação e Recria Animal, Lda;

**2007**

70% of the total production of compound feed for aquaculture was for export to Spain and other EU countries;  
Strong market penetration, with new clients in several segments in the pet-food business area, with the result that production tripled at this time.

**2006**

A pet food manufacturing plant was built and started operating;  
Acquisition of the Savinor company with its two synergistic business areas, the breeding and slaughter of poultry and the collection, processing and valorization of by-products.  
Acquisition of SPA – Sociedade de Produtos Avícolas, S.A.;  
Avicasal obtained Quality Certification under the NP EN ISO 9001:2000 standard, including activities from the breeding of live chickens at associated poultry farmers through to the trading centres;  
The manufacturing plant in Torres Novas obtained its environmental licence.

**2005**

Avicasal's slaughter unit was expanded and modernized, increasing its slaughtering capacity from 5000 to 7200 birds per hour.

**2003**

Merger by incorporation of Impal in Avicasal;  
Sorgal obtained Quality Certification under the NP EN ISO 9001:2000 standard.

**2002**

Sale of the shares owned in ICM, thereby closing down the manufacturing activities of the business area of processed pork products.

**2001**

Sale of the shares owned in Imobiliária da Estrela, S.A.;  
Started exporting to North Africa and increasing sales in the Spanish market in the area of compound feed for aquaculture;  
Partial sale of the fixed assets of Seporavi – Sociedade de Exploração Porcina e Avícola, S.A. and dissolution of the company.

**2000**

Soja de Portugal's head office moved from Porto to Ovar;  
Merger by incorporation of Sorgal in the companies manufacturing compound feed, SPAC, SPAC, SOJAMIL and SOJAOESTE;  
Major drive towards the production of compound feed for aquaculture, with the construction of a state-of-the-art manufacturing plant;  
Sorgal created the new brands Sirdog and Sircat, for the import and marketing of pet food.

**2013**

Implementation of an Environmental Management System;  
Opening of the second pet food manufacturing plant in Torres Novas;  
The feather by-product processing plant starts operating at Avicasal;  
Publication of the first Sustainability Report;  
Sorgal was placed second in agro-industry in Exame magazine's ranking of the top 500 companies in Portugal;  
Sorgal took first place in the Ovar municipality in the ranking of the 1500 largest companies in the Aveiro district, published by the newspaper Diário de Aveiro.

**2012**

Defined the main guidelines for the implementation of a system for skills assessment and performance management;  
Started developing a corporate Business Intelligence system;  
Implemented a new customer satisfaction survey system for all the business areas in the Group;  
Winner of a national prize at the European Business Awards.

**2011**

Savinor obtained NP ISO 9001:2008 Quality Certification;  
The Group's sustainability strategy was defined.

**2010**

Obtained IFS certification in the pet food area.  
Start of the project for the implementation of the Research, Development and Innovation Management System.

**2008**

A new unit was built for the processing and valorization of animal by-products at Savinor;  
Launch of the Environment and Sustainability Education Program at the local communities' schools.  
The new SAP computer system went live;  
The manufacturing plants in Oliveira de Frades and Ovar obtained their environmental licences.

## Performance Management

### PROJECTS WE DEVELOPED

### WHAT SOJA DE PORTUGAL DID IN 2013

#### Corporate Business Intelligence (BI) System Project

- Continued mapping BI data and data source structure (SAP, Brill and ManWinWin) by filtering and selection according to requirements and disaggregation of interlocutors.
- Created 19 models which derived to 78 factuals, generating 197 metrics.
- Started testing the abovementioned mappings.
- Validated the tool used to enter goals and current KPI values.
- Designed and validated layouts connected with the dashboard and scorecard, with all owners of the KPIs.
- Started building approved layouts.
- Validated and tested the KPIs' supporting data structure.

#### Sustainability Project

- Created records of indicators with the definitions of responsibilities, criteria, methodology, etc. according to GRI 3.1, including industry indicators for the food processing industry.
- Published the first sustainability report, prepared according to GRI guidelines version 3.1, self-declaring level B.
- Continued implementing sustainability strategy by means of initiatives approved by the Sustainability Committee, which were put into practice with clearly defined and measurable goals and KPIs. The results and status of these initiatives are detailed in this report.
- The Sustainability Committee discussed Soja de Portugal's subject matter and decided to keep to the same themes reported in 2012.
- Assessed requirements for developing best practices in the area of sustainability and concluded that it was necessary to do more in-depth work regarding risk management and stakeholder management.

#### Performance and Development Management System

- Kick-off of the Performance and Development Management System, which includes skills assessment and goals assessment.

#### Meetings & Reports Project

- Assessed the requirements of decision-making meetings with all department heads.
- The Board of Directors analyzed and approved the draft of the meetings schedule.
- Distributed templates to disseminate the agendas and minutes of meetings.
- Defined and disseminates the ground rules of meetings.
- Created a computer system archive to store all information relating to the meetings mapped in the schedule.
- Monitored the implementation of the actions decided on at meetings.



## PROJECTS WE DEVELOPED

## WHAT SOJA DE PORTUGAL DID IN 2013

## Environmental Management System Project

- Included environmental policy in the existing quality policy.
- Planned and established EMS procedures included in the QMS.
- Applied the established procedures in order to achieve the goals and targets defined for the environment.

## SIM Project Soja Innovation & Improvement

- The innovation system facilitates the management of ideas and is intended for all company employees.  
(To find out more about this project please see chapter V.5 of this report)

## Support roles optimization project

In late 2013, Soja de Portugal felt the time was right to launch an initiative aimed at optimizing the efficiency and processes of support functions without compromising quality, the effectiveness of the service offered to internal and external customers, or the Group's image in the marketplace.

Bearing in mind the importance of support functions as a competitive edge in business, and involving all the companies of Soja de Portugal, a project was initiated with the following objectives:

- To improve the efficiency and quality of services
- To improve the quality of the information provided
- To be able to act as business partners
- To increase the efficiency of processes
- To raise the level of internal customer service
- Integrated management of resources
- To make better use of synergies

- To improve team spirit of support functions
- To ensure the centralization of shareable functions, maximizing the organization's efficiency and the incorporation of the best procedural practices whilst reducing operating costs
- To understand business drivers whilst keeping up with customers' needs and acting proactively in cross-boundary themes
- To maximize the Group's financial results through efficient management of liquidity and external organizations, including clients and suppliers
- To enable end-to-end vision by ensuring that those in charge have a holistic understanding of processes
- To provide the organization with the agility necessary in the volatile, multidisciplinary context of the portfolio of companies.

In the first phase of the project, which started in December 2013, we created the process master of "scope areas" and carried out a reorganization by macroprocesses. To this end, several meetings took place with key stakeholders and internal customers from the support areas involved. This analysis included gathering data on volumetric indicators and FTE's in order to define the Group's practices.

In the course of the project, we will analyze the feasibility of implementing a Shared Services Centre.

## Soja Lean Project

- After a stage where improvement opportunities were identified in partnership with the Kaizen Institute, we began the implementation phase of the Soja Lean Project on 14 June 2013 at the plant that manufactures compound feed for poultry and livestock, in Ovar. This project is being developed with a view to ongoing improvement and a focus on customer satisfaction. Results have surpassed all expectations.

(To find out more about this project please see chapter V.5 of this report)



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# GOVERNANCE MODEL AND RISK MANAGEMENT





**SOJA DE  
PORTUGAL**

**70 anos**

Orgulho no Passado

Solidez no Presente

postos

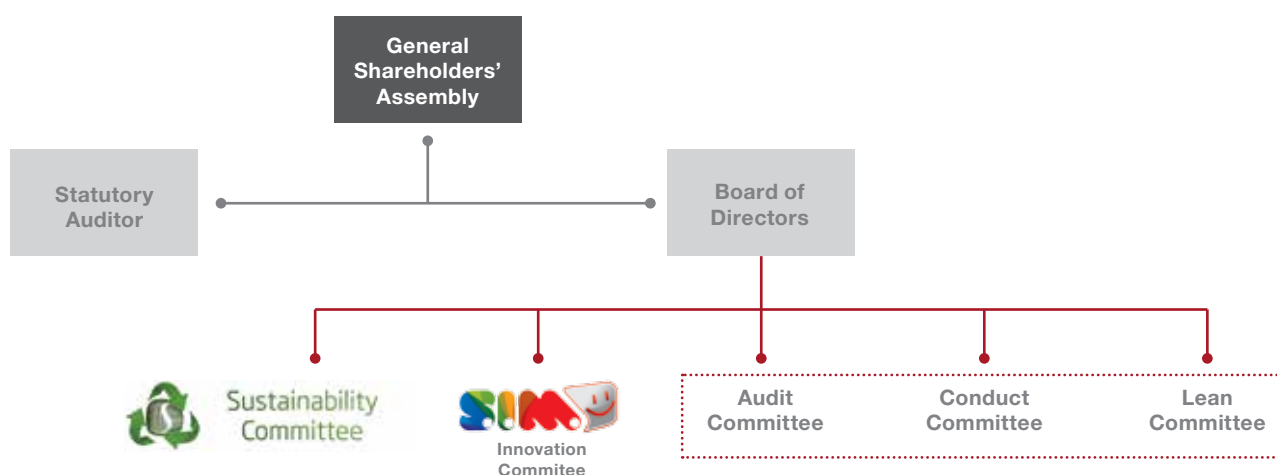




## Governance Model

Soja de Portugal's Governance Model currently resides with the General Shareholders' Assembly, the Board of Directors and the Statutory Auditor. The Sustainability Committee and the Innovation Committee, created in 2012, support the Board of Directors.

In 2013, a Soja de Portugal assessed the creation of three new Committees – the Audit Committee, the Conduct Committee and the Lean Committee. It was decided that the Conduct Committee would be implemented, and Soja de Portugal now awaits the National Data Protection Commission's approval of the Code of Conduct. Regarding the Audit Committee and the Lean Committee, no definite decisions have been made as to their implementation.



### General Shareholders' Assembly (GSA)

- GSA meetings, where shareholders make their recommendations, take place at least once a year. These meetings can be held whenever the shareholders call them.
- Each month, the Board of Directors reports to shareholders on economic and financial performance.

**Soja de Portugal organizes GSA meetings at least once a year.**

## Board of Directors

The Board of Directors of Soja de Portugal consists of three directors, all of whom are executive directors.

### João Pedro Azevedo

Chief Executive Officer

**Date of birth**  
18 August 1972

**Place of birth**  
Alvalade, Lisboa

**Residence**  
Porto



### Education and Career History

Mr. Azevedo began his career at the Valouro Group's Design Office (1995-1996), where he was a manager. He was also General Manager at VAL'OR Maroc (1995-1998). Currently, he is CEO at Soja de Portugal, a position he has held since 1998.

He has also been a non-executive director at Bongás SGPS since 2000 and at Smartwatt since 2011.

With a degree in Economics from the Higher Institute of Economics and Management (1990-1994), Mr. Azevedo holds an Executive MBA with specialization in Marketing from Porto Business School (2000-2001), where he won the award for best student of the year, with a final grade of 17 out of 20. Mr. Azevedo also completed the PADE (Senior Management Programme) at AESE-IESE between 2008 and 2009. He has attended several management courses for executives, including GOAR (Managing By Objectives and Evaluating Results) at the Catholic University of Portugal in Lisbon, the Program for Corporate Sustain-

ability at ISCTE, Developing Strategy for Value Creation at the London Business School, Leading Companies to Outstanding Performance at HEC Paris, The Strategy and Tactics of Pricing at IE-Madrid and Venture Capital at IE-Madrid.

Mr. Azevedo is involved in a variety of activities. He has mentored MBA students at Porto Business School since 2011 and has been a speaker at the Seminar on Leadership, which is part of the Management and Leadership Program (PGL) at AESE, since 2011. He has also been a speaker at a number of conferences, business schools, corporate associations and public and private events.

He is a member of BCSD Portugal (Business Council for Sustainable Development) and the Lide Portugal Committee for Sea Economy (Lide Mar) since 2012. Mr. Azevedo was also a member of the General School Board of the Schools of Coronado and Covelas between 2011 and 2013.



## Manuel Silva

Director

**Date of birth**  
11 December 1949

**Place of birth**  
Negrelos

**Residence**  
S. Pedro do Sul



### Education and Career History

Mr. Silva started his career in 1964 as a clerk at the company Estação de Serviços S. Pedro, Lda., where he remained until 1971. From 1972 to 1973 he worked as a salesman at CIT and as an insurance sales representative for the Tranquilidade, Fidelidade Mundial and Açoreana insurance companies. In 1973 he founded a textile company - Silva & Barros, Lda - and in 1976 he took charge of the administrative and financial departments at Pinto & Almeida, Lda.

Since 1981, his career has merged with the history of Avicasal, where he gained in-depth knowledge of several departments

and evolved together with the company. He joined Avicasal's Administrative Services and financial control that year, and became CFO in 1985. When the trade agreement between Avicasal and Impal was signed in 1996, Mr. Silva was appointed Business and Financial Manager. From 1998 to the present day, he has been a Director of the companies belonging to Soja de Portugal, SGPS, S.A.

From 1999 to 2011, Mr. Silva was also Director and Manager of the S. Macário Medical Centre in São Pedro do Sul.

## António Isidoro

Administrador

**Date of birth**  
18 November 1973

**Place of birth**  
Angola

**Residence**  
Torres Vedras



### Education and Career History

Mr. Isidoro's career began in banking in 1996, at the Caixa Económica Montepio Geral, initially working in the sales department. In 1999 he took over the duties of assistant manager and a year later, in 2000, of branch manager, a position he held until August 2009.

In September 2009, Mr. Isidoro was appointed executive director at Soja de Portugal - SGPS, S.A., accumulating in this way the role of overall executive director for all Soja de Portugal subsidiaries.

Leveraging his banking experience, Mr. Isidoro has since 2009 been responsible at Soja de Portugal for finance and credit control, as well as purchasing, fleet management and information systems. It was under his command that, in 2011, the Catch Weight Management vertical solution, developed by SAP for the food industry, was implemented at Savinor and Avicasal, enabling Soja de Portugal to have its transactional information systems fully integrated within a single ERP platform.

Mr. Isidoro was a guest speaker at the SAP-Porto Forum and at the Soja de Portugal runs SAP executive luncheon, both promoted by SAP - Portugal. In 2013 he represented Soja de Portugal at the Alltech Presidents' Club, one of the most noteworthy and prestigious forums in the agri-food industry worldwide. Also in 2013, Mr. Isidoro was invited to join the panel of judges of the 2013-2014 European Business Awards, which since 2007 have showcased the most innovative companies in Europe and, in their latest edition, involved over 17,000 organizations in 31 countries.

Between 1992 and 1997, Mr. Isidoro studied Management at the Autónoma University in Lisbon and completed the Two-Stage Course leading to a Degree in Banking Management (1997/2002). He also completed several training courses during his career in banking. More recently, he attended post-graduate studies in Advanced Management in Business Internationalization at CEGE/ISEG (2012).

#### Meetings of the Board of Directors

- Twelve ordinary meetings are scheduled each year.

**Soja de Portugal organizes several Board meetings each a year.**

#### Means for employees to make recommendations to the Board of Directors

- First-line managers are encouraged to submit proposals that add value to the organization. The company's culture values the proactivity of employees who suggest improvements and changes.
- In 2013, within the scope of the Research, Development and Innovation Management System, a process was developed which enables any Soja de Portugal employee to suggest changes to any aspect of the organization, without any kind of limitation. The company has an open-door policy whereby, in general, any employee who asks may speak to any member of the Board.

**There are several means for employees to make recommendations to the Board.**

#### Board of Directors' Self-assessment

- There are objectives, indicators and corporate goals for which the Board of Directors is directly responsible.
- All departments have formalized goals, objectives and KPIs which are monitored at monthly meetings for each department and business area, as well as at a quarterly interdepartmental meeting. If goals are not met, the Board of Directors considers that their own work was not well done, irrespective of whether corporate goals were met.
- The Board's self-assessment reflects the economic, social and environmental performance of all departments and teams in Soja de Portugal.

**The Board carries out an annual self-assessment which reflects the economic, social and environmental performance of all departments and teams in Soja de Portugal.**

## Statutory Auditor

The Statutory Auditor is responsible for supervising the management of the company as regards compliance with applicable laws, statutes and regulations, as well as to verify, and produce a reasoned opinion on, individual and consolidated financial statements by means of audits which ensure compliance with national standards.

## Sustainability Committee

**Mission: To define sustainability strategy and ensure it is being implemented throughout the Group.**

This Committee includes the CEO and the managers of the various functional areas (Marketing and Communications, Human Resources, Accounting and Administrative Services, Quality and Technical).

The Committee meets quarterly and its agenda includes monitoring the implementation status of actions planned under the sustainability strategy and discussing actions and projects to be developed in order to improve sustainability performance.



**João Pedro Azevedo**  
Chief Executive Officer



**José Vieira**  
Technical Manager



**Paula Azevedo**  
Accounting and  
Administrative  
Services Manager



**Inês Nabais**  
Marketing and  
Communications  
Manager



**Sonia Alves**  
Human Resources  
Manager



**Lurdes Nogueira**  
Quality and Environment  
Manager

## Innovation Committee

**Mission: To define innovation strategy and ensure it is being implemented throughout the Group.**

This Committee includes the CEO and the managers of the various functional areas (Sales, Quality and Environment, Technical and Production).

With a multidisciplinary approach, the Committee meets quarterly and its agenda includes the final resolution on the implementation of ideas/projects, the allocation of project managers to R&D&I projects, monitoring the implementation status of planned actions and discussing actions and projects to be developed.



**João Pedro Azevedo**  
Chief Executive Officer



**Jorge Moura**  
Manager of the Business  
Area of dry pet food for  
dogs and cats



**Lurdes Nogueira**  
Quality Manager



**Gabriel Gil**  
Production Manager



**Tiago Aires**  
Technical Manager

## Risk Management

Soja de Portugal has identified the main risks associated with its line of business, with the aim of implementing measures and behaviours that mitigate the risks that were identified.



### Economic Risk

The current economic outlook in Portugal and abroad (particularly in Greece and Spain, which are major export markets for Soja de Portugal) will result in greater challenges to the Group's business, due to lower domestic consumption as well as diminishing support for businesses from financial institutions.

The following mitigation measures have been defined:

- > To diversify the business portfolio by promoting less mature projects which may add value to the Group's business, as well as contribute to making the best use of the synergies of more mature activities;

- > To seek new export markets;
- > To seek new partners, thus diversifying the sources of funding and where they originate from, locally and abroad.



### Financial Risk

In the current domestic climate of strong contraction in the granting of loans, it is worth noting that, although there have been changes in the conditions of state-sponsored lines ((PME Crescimento 2013), so that they are no longer available to the Soja de Portugal Group, this was no obstacle in maintaining comfortable levels of liquidity to finance our activities.

After several years of State support in the form of additional guarantees associated to credit insurance, this support was not renewed in 2013. Soja de Portugal had to search for new solutions within the insurance industry, and in this way successfully retained the appropriate coverage against client default risk, as well as maintaining the ability to enhance and increase its sales without calling into question the necessary risk mitigation.



## Quality Risk

The Purchasing Department carries out a preliminary assessment of suppliers, and does not purchase products whose specifications have not been approved by the relevant technical department. It also contracts/formalizes the purchase of raw materials in accordance with local legislation.

Raw materials are regularly tested in keeping with HACCP guidelines, either at our own laboratory or at external laboratories, according to the selection made by the technical department.

To mitigate quality risks, Soja de Portugal has available a number of support tools, such as the information system that ensures a product can be tracked throughout its life cycle (please see section V.1 - Promoting responsible breeding and feeding).



## Environmental Risk

Soja de Portugal has created its own financial guarantee through a fixed deposit set up for this sole purpose in accordance with the legislation in force, and has already submitted this to the APA.

In this respect, Soja de Portugal, together with insurance and environmental consultancy partners, have been monitoring developments in legislation, as well as seeking other kinds of solutions that will enable us to set up proper assurance by means of other legally accepted instruments, e.g. an insurance policy to cover environmental damage.



## Insurance Risk

Soja de Portugal has implemented an insurance program that covers property, vehicles, work-related accidents, life, personal accidents, third-party liability, loss of revenue and other risks. We regularly ensure that the various policies' insured capital amounts are updated so that insurable risks are covered.

Regarding coverage of business relationships with clients, including cover for default on payments for sales on credit, Soja de Portugal has a group insurance credit policy for domestic and foreign markets, associated to the abovementioned instruments of additional security without State support, structured in such a way as to maintain risk management and mitigation as required in unfavourable economic climates.



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# STAKEHOLDERS



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## STAKEHOLDER ENGAGEMENT





 SOJA DE  
PORTUGAL  
70 anos



Depois do Passado

Solidez no Presente.

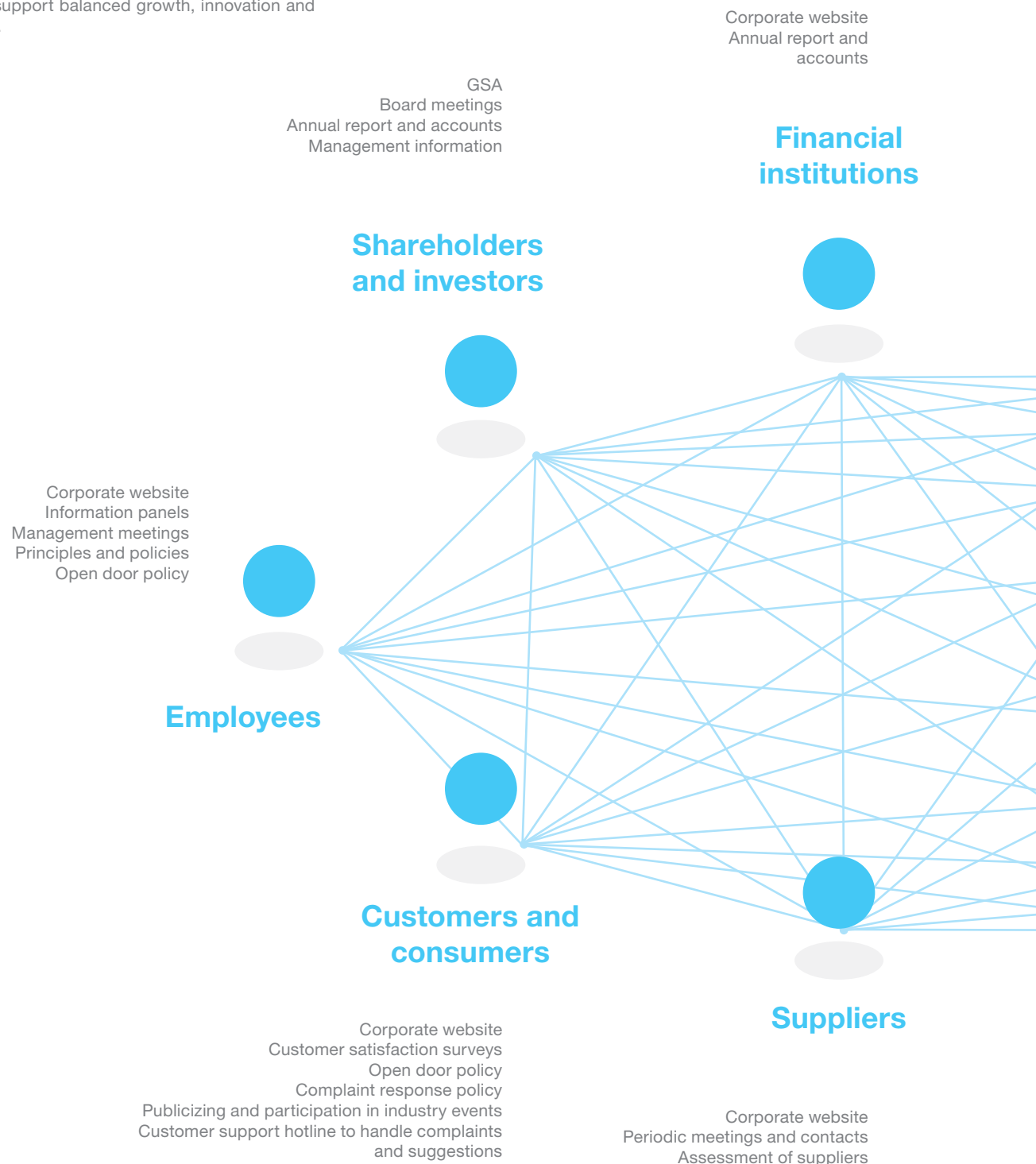
Oitos postos no Futuro!

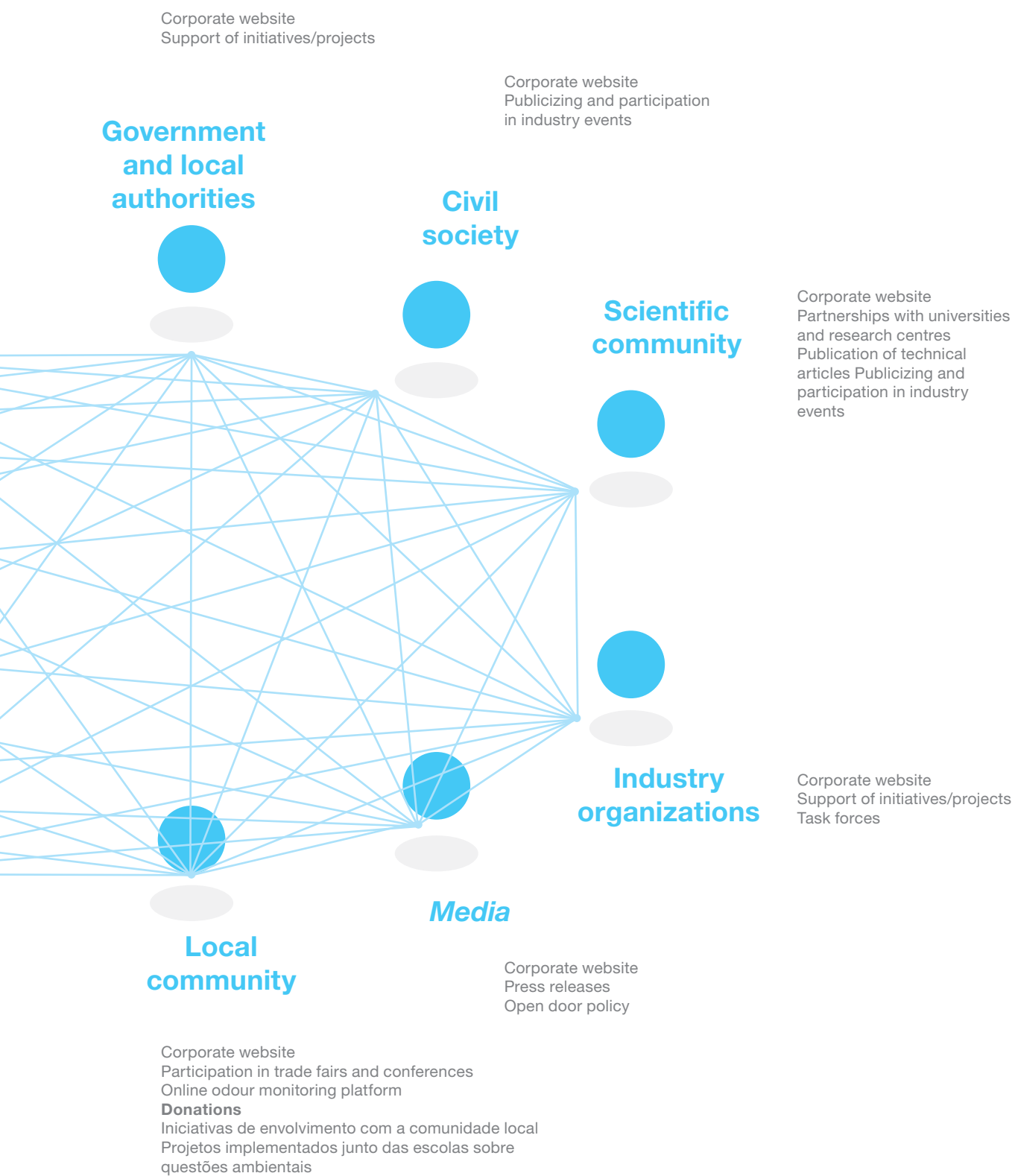




## Identifying Stakeholders

Soja de Portugal recognizes the importance of all its stakeholders as key elements for continuing its activities and for the success achieved over the company's 70 years in business. This engagement is the cornerstone for establishing relationships based on trust which support balanced growth, innovation and business development.





## Consultation of Stakeholders

Obtaining feedback from stakeholders is essential in order to align the company with their expectations. Therefore, in 2012 Soja de Portugal carried out its first consultation process with respect to sustainability among all stakeholder groups. This is a process which Soja de Portugal aims to carry out regularly, and a new consultation is scheduled for 2014.

The 2102 consultation process served as a basis for developing the Group's sustainability strategy. It aimed to identify the expectations and concerns of internal and external stakeholders regarding four areas: **sustainability performance, reputation and image, relevant themes and sustainability reporting.**



**In addition to this formal consultation process in the context of sustainability, Soja de Portugal continued to build on mechanisms that foster ongoing dialogue and help identify stakeholders' concerns and expectations**

## Results

### Sustainability Performance

82% of the consulted sample considers Soja de Portugal a sustainable company – one that has economic, environmental and social concerns.

### Reputation and Image

90% of the stakeholders consulted felt that Soja de Portugal's overall performance is good or very good in terms of reputation and image.

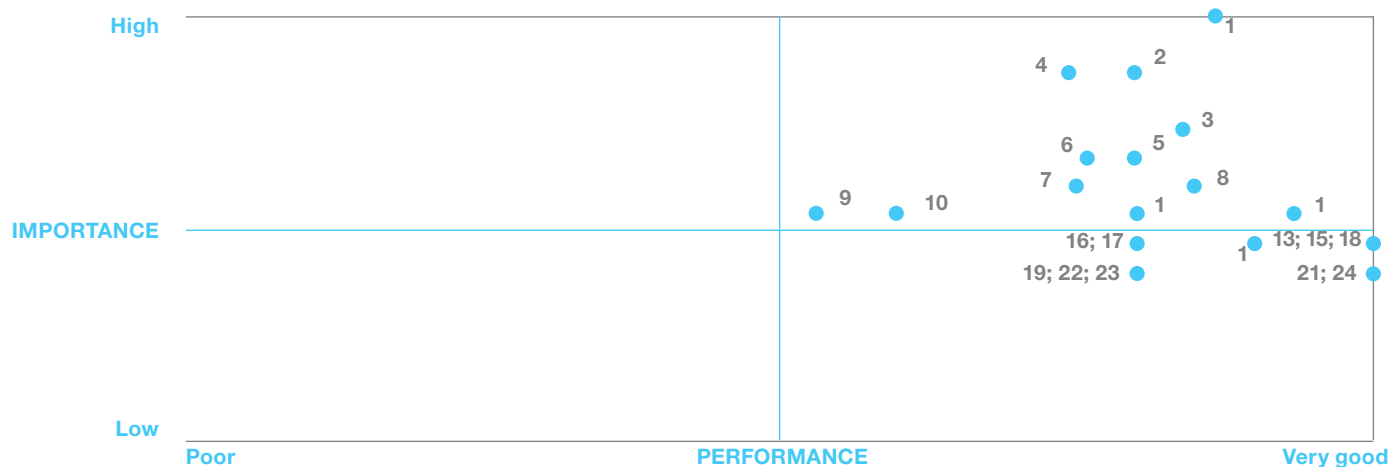
### Relevant Themes – Importance

The themes that stakeholders considered most important, in the context of the Group's activities in terms of sustainability, were food safety, promoting healthy and affordable food, and environmental responsibility.

### Relevant Themes - Performance

The themes with most room for improvement are water quality and corporate culture. These issues were taken into account in the initiatives Soja de Portugal developed in 2013, and are described in this report.

### Matrix of relevant themes



The mapping of relevant themes enables us to identify the issues Soja de Portugal needs to focus on the most.

Key:			
1	Food safety	13	Product information
2	Environmental responsibility	14	Formulation of products
3	Product quality	15	Occupational health and safety
4	Promoting healthy and affordable food	16	Engaging and investing in local communities
5	Employee training and development	17	New products
6	Contribution to overall economic and social development	18	Certification
7	Efficient use of water	19	Epidemics
8	Efficient use of energy and reduction of CO2 emissions	20	Animal welfare/animal safety
9	Water quality	21	Ethics, code of conduct and transparency
10	Corporate culture	22	Equal opportunities and justice in the workplace
11	Sustainable innovation	23	Engagement with stakeholders
12	Sustainability criteria for suppliers	24	Use of by-products from other industries



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**STRATEGY**

**IV**

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**SUSTAINABILITY  
STRATEGY**





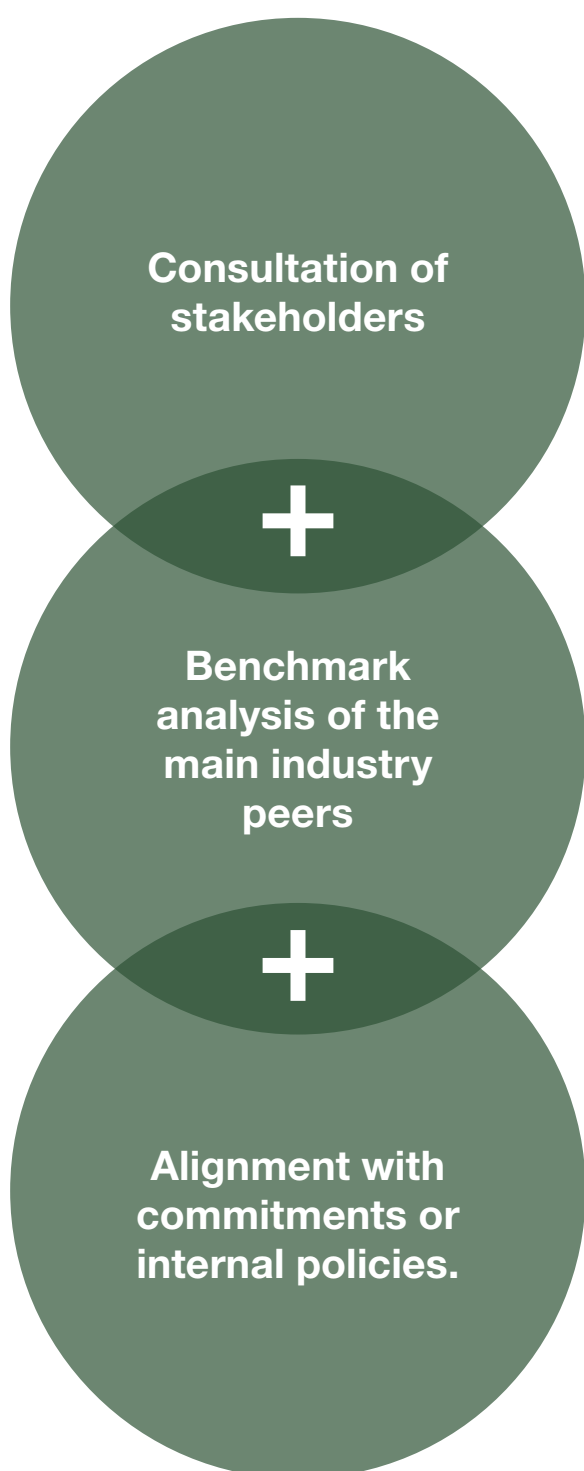




## Soja de Portugal's sustainability strategy

Soja de Portugal has been working in favour of sustainable growth for 70 years, demonstrating social and environmental concern and placing special emphasis on health and nutrition, quality and innovation. In 2012 this vision was reflected in goals and strategic priorities by means of the sustainability strategy for 2013-2015.

The process of defining Soja de Portugal's sustainability strategy was based on the results of the stakeholder consultation process, the benchmark analysis performed with the main industry peers and the alignment with commitments or internal policies.



### Objective: Promote responsible breeding and feeding

#### Relevance to Soja de Portugal:

Acting responsibly within the spheres of both breeding and feeding is a key factor in earning the trust of clients and consumers.

#### Stakeholders affected:

Employees  
Clients  
Suppliers  
Local community

## Objective: Engage and invest in local communities

### Relevance to Soja de Portugal:

Engaging and actively investing in local communities is critical to the success, image and reputation of the Group.

### Stakeholders affected:

Local community  
Employees  
Scientific community

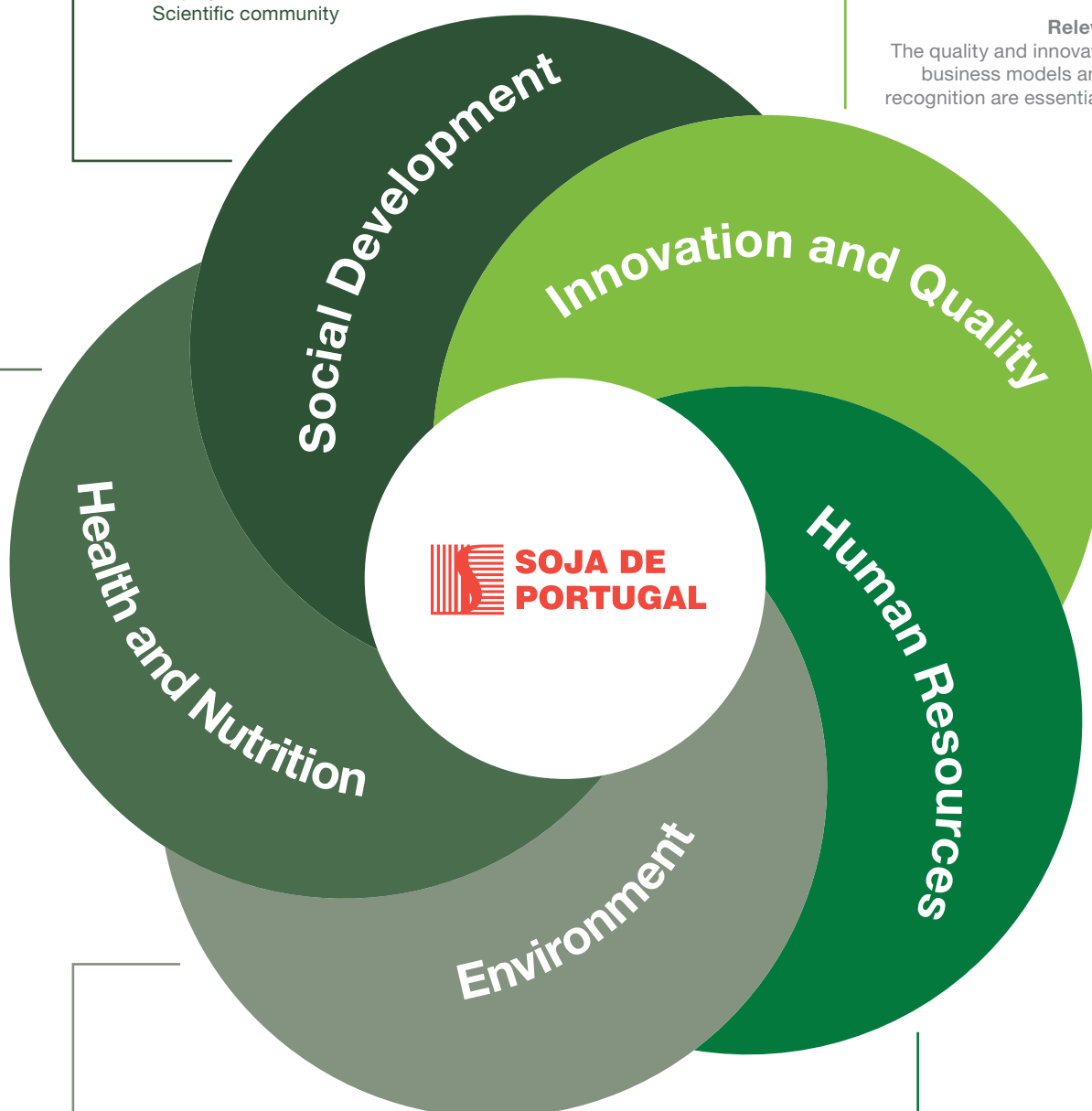
## Objective: Ensure innovation and quality in products, processes and business models, and their recognition

### Relevance to Soja de Portugal:

The quality and innovation of products, processes, business models and their internal and external recognition are essential conditions for the creation of sustainable value.

### Stakeholders affected:

Employees  
Clients  
Suppliers  
Scientific community



## Objective: Reduce environmental impact

### Relevance to Soja de Portugal:

Respect for the environment in all activities, products and services by using practices and measures to ensure the prevention and mitigation of negative impacts, translates into improved efficiency.

### Stakeholders affected:

Employees  
Clients  
Suppliers  
Local community

## Objective: Value our employees

### Relevance to Soja de Portugal:

Employees who are valued and motivated give the company their best.

### Stakeholders affected:

Employees

Soja de Portugal's sustainability strategy includes defining initiatives, objectives, KPIs and targets for each high-priority theme.

In 2013 Soja de Portugal started implementing its strategy by means of the initiatives planned for the year. The table below reports on the status of these initiatives. We will go into more detail in the corresponding chapters.

Strategic priority	Strategic objective	High-priority themes	Major initiatives*	
Health and Nutrition	Promote responsible breeding and feeding	Food safety	Provide training in food hygiene and safety, and extend this to all employees whose duties involve food processing	
		Animal welfare	Promote educational campaigns on food safety and nutrition	
Environment	Reduce environmental impact	Environmental responsibility	Implement an Environmental Management System at each of the companies	
			Promote initiatives/projects on environmental issues at schools	
			Include in the vendor management process the compilation of information on the environmental responsibility of suppliers	
		Efficient use of energy and reduction of associated CO2 emissions	Perform energy audits and implement the initiatives proposed in energy consumption rationalization plans	
			Assess the best solution for reducing electricity consumption in operations by installing high-efficiency lighting which also improves the working environment	
Human Resources	Value our employees	Employee training and development	Calculate Soja de Portugal's carbon footprint	
			Implement the performance management and development system	
		Occupational health and safety	Implement the employee satisfaction survey system.	
			Set KPIs for monitoring performance in occupational health and safety	
			Implement mandatory measures to increase occupational safety	
Social Development	Engage and invest in local communities	Engaging and investing in local communities	Formalize Soja de Portugal's operating strategy on social responsibility, including the definition of strategic areas, objectives, monitoring (setting KPIs) and reporting results	
			Develop projects with a positive social impact on the community in the areas of health, education, environment and sport, through partnerships with local institutions	
Innovation and Quality	Ensure innovation and quality in products, processes and business models, and their recognition	Quality of products, processes and business models	Reduce refunds	
		Certifications	Obtain ISO 22000 certification Obtain ISO 14001 certification Obtain certification of the Innovation Management System	
		New processes	Invest in more innovative products and processes Implement a benchmarking analysis plan for developing new products and processes, integrated with SIM	
		Process improvement	Formalize partnerships with scientific/technological communities for the development of new products	

\*Only the main initiatives for each priority are shown.

	Target	Target date	Status
	Contribute to food safety throughout the value chain by training 20% of all employees and 8% of clients and associated poultry farmers	2014	Being implemented
	Obtain ISO 14001 certification at all the companies	2014	Being implemented
	Implement 6 initiatives/projects with schools on environmental issues within the Soja de Portugal Group	2013	Being implemented
	Obtain 60% response from suppliers to the good environmental practices checklist, out of the number of surveys sent	2014	Being implemented
	Reduce specific energy consumption by 1%	2014	Being implemented
	Reduce total CO2 emissions by 60%	2014	Being implemented
	Implement the integrated model of performance and development management with 10% of employees	2015	Being implemented
	Ensure that 100% of employees participate in employee satisfaction surveys	2014	Being implemented
	Reduce absenteeism rate Zero fatal accidents	2014	Being implemented
	Ensure investments in the community to the amount of € 100,000	2013	OK
	Carry out 15 initiatives that promote engagement with local communities	2013	OK
	Increase the overall level of customer satisfaction from 67% to 80% T2B	2013	NOK
	Obtain 3 new certifications within the Soja de Portugal Group	2014	Being implemented
	Implement 12 process improvements	2013	OK
	Achieve a total of 5 partnerships with the scientific community	2013	OK

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**V**

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**THEMES IN DETAIL**





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**RESPONSIBILITY**

**V.1**

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**PROMOTING RESPONSIBLE  
BREEDING AND FEEDING**









## 1.1 - Our commitment

Aspects related to promoting responsible breeding and feeding are a priority with Soja de Portugal. Therefore, the Group strives to ensure that all business areas conform strictly to quality, safety and hygiene regulations. We have also promoted training for employees on animal welfare, and played an active role in promoting initiatives that encourage healthy lifestyles, among others.

In order to improve performance in terms of promoting responsible breeding and feeding, the Group aims to endorse the launch of healthy products.

## 1.2 - Objectives

Theme	Target	Target date	Status	KPI	2013
Food safety and animal welfare	Contribute to food safety throughout the value chain by training 20% of all employees and 8% of clients and associated poultry farmers	2014	—	Employees being trained in food safety (%)	17%
			✓	Clients and associated poultry farmers being trained in food safety (%)	16%



Target was achieved



Being implemented

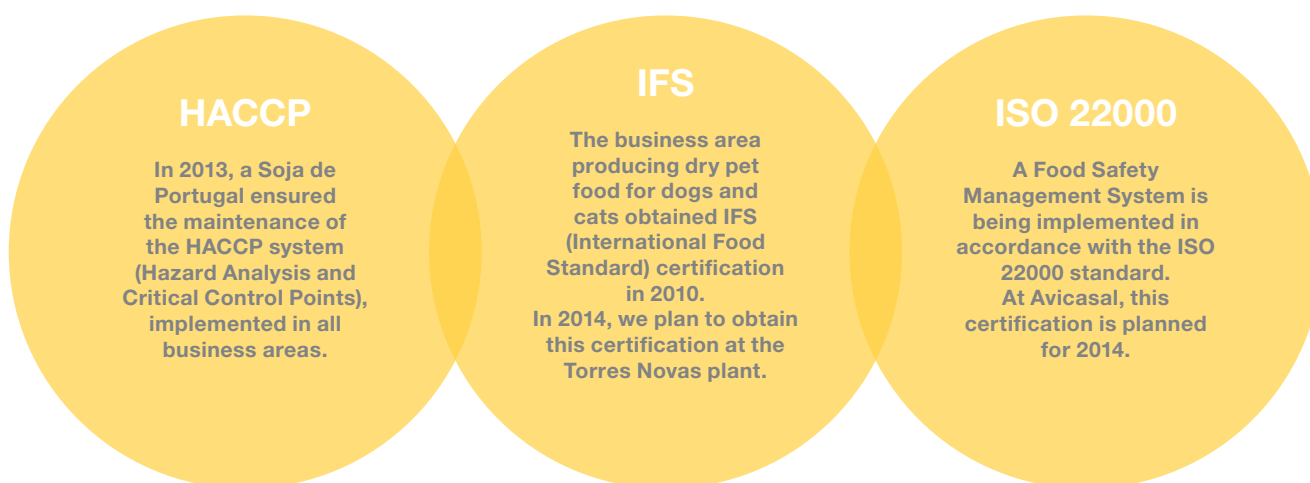


Target not achieved

## 1.3 - What Soja de Portugal did in 2013

### 1.3.1 - Food Safety

The food industry is facing increasingly demanding customers, while at the same time food safety requirements are becoming more and more complex. Apart from complying with these requirements, over the last few years Soja de Portugal has been implementing additional measures deemed necessary to provide products of increasingly higher quality, as in the case of the food safety management systems the company has implemented.



Soja de Portugal considers it crucial that employees whose duties involve food processing, as well as clients and associated poultry farmers, receive training in food hygiene and safety. In 2013, Soja de Portugal provided the following training:



2012	2013	
60	113	Employees who received training in food safety.
100	410	Clients who received training in the manipulation of poultry meat and handling at livestock farm.
70	120	Associated poultry farmers who received training in poultry breeding.

#### Initiatives to be developed

- Ensure the maintenance of the HACCP system;
- Retain IFS certification;
- Implement a Food Safety Management System, in accordance with ISO 22000 – **at Avicasal, this certification is planned for 2014;**
- Carry out a full study of laboratory control procedures and assess the best procedures to ensure speed, the quality of results and validation/recognition by statutory authorities – **in 2014 we plan to carry out risk analysis and risk mapping in all business areas.**
- First, ensure the traceability of food products placed in the market by means of an effective information system and by raising awareness among employees about strict compliance with all procedures; at a later stage, evaluate the barcode technological solution – **in 2014 we are planning to assess the possibility of RFID in the end product;**
- Provide training in food hygiene and safety and extend this to all employees whose duties involve food processing.
- Promote educational campaigns on food safety and nutrition.
- Map all relevant themes in this area that may be of interest to our clients, and map suppliers who can become partners in developing training and awareness in each of the identified themes – **in 2014 we are planning the mapping of partners.**
- Help producers make more responsible decisions in regard to animal feeding and help them improve their performance – **in 2014 we plan to implement an incentive for clients to reduce the use of medication and replace it with more innocuous products.**

### 1.3.2 - Animal welfare

Avicasal and Savinor have 3 proprietary chicken farms, in addition to approximately 100 chicken farms and 30 turkey farms under the associated poultry farmers' scheme. These companies strictly comply with HACCP regulations and strive to carry out their activities while carefully working with the three main factors involved in chicken and turkey breeding:

1. **Feeding;**
2. **Handling;**
3. **Genetics.**

When raising poultry, it is crucial to keep monitoring the birds. Ventilation, heating, and the quality and distribution of water and feed must be checked, and, above all, the birds' behaviour must be constantly monitored.

Most of our poultry is raised in farms located in the Lafões region, where the acknowledged quality of the water and of the air provides good natural conditions for breeding.

During breeding, the poultry is constantly monitored - ventilation, heating, the quality and distribution of water and feed, and the birds' weight and behaviour are checked.

1

### Feeding

- > Use feed supplied solely by Sorgal, a certified company
- > Ensure strict food safety control

2

### Handling

- > Collect birds for microbiological and serological tests
- > Strictly monitor of the flocks' state of health

3

### Genetics

- > Select the best strains of chicks and poults
- > Maximize the chickens' genetic capacity and ensure the quality, health and welfare of the birds.

## Handbook of Best Practices

**Did you know that Savinor and Avicasal have a Handbook of Best Practices which aims to disseminate information on the rules and procedures to be followed in poultry farming, as well as help identify the key points for obtaining a safe end product which complies with regulations?**

This handbook discusses aspects of biosafety/biosecurity and animal handling and welfare rules, as well as traceability and self-monitoring principles to identify the origins and track the progress of raw materials until the poultry is moved to the slaughterhouse.

Soja de Portugal's activities in promoting and safeguarding animal welfare are developed throughout the value chain, from interacting with suppliers to providing products and raising awareness among customers.

In addition, adapted formulas are directly connected to the principle of precision nutrition, i.e., the formulation of products while ensuring there is a balance between efficiency, quality and sustainability throughout the production process.

#### Initiatives implemented with producers

- Training of producers, aimed at optimizing the use of existing resources;
- Auditing of farms that supply Avicasal e Savinor, to assess air quality and sanitizing of equipment, among other factors. During 2013, 40 audits were carried out, including:
  - Vaccination audits;
  - Monitoring of vaccinations;
  - Vaccinations;
  - Visits to producers.

#### Initiatives involving product offer

- Development of adapted formulas in the area of ruminants, keeping in mind the animals' basic diet and the reduction of costs;
- In 2013, Soja de Portugal continued to work in the field of precision nutrition by using enzymes to improve zootechnical efficiency, for example, in chickens and cattle. The use of these additives reduces the level of total protein and dependence on critical raw materials like soya, while enabling the company to become more efficient and competitive.

#### Initiatives implemented with clients

- An incentive to reduce the use of medication and replace it with more innocuous products, carried out by Soja de Portugal's technical services.

#### Iniciativas a desenvolver

- Continue using raw materials and nutritional additives that improve efficiency in animal feed – **in 2014 we plan to replace soya in order to improve feeding efficiency, taking into account the feeding needs at different production stages (precision nutrition);**
- Continue ensuring daily monitoring of livestock farmers by technicians, and auditing of farms to assess air quality and sanitizing of equipment.



### 1.3.3 - Traceability

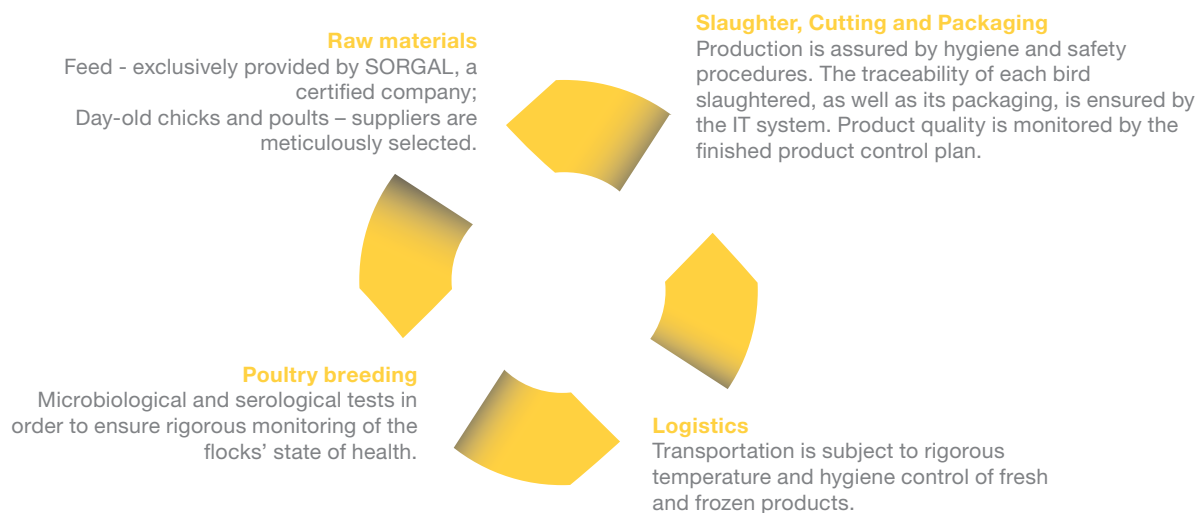
Soja de Portugal has implemented an information system that ensures product traceability 'from farm to fork'.

The traceability processes implemented in each business area are shown below.

#### TRACEABILITY PROCESS

##### POULTRY MEAT

The process we have implemented ensures traceability from primary production to the end consumer.



##### COLLECTION, PROCESSING AND VALORIZATION OF BY-PRODUCTS

The traceability process we have implemented enables us to identify the origin of raw materials and the circumstances in which processed products (meal and fats) are produced. This information also allows us, in case a problem arises with an end product, to identify the whole batch and, if necessary, to remove it from the market and define the responsibilities of all those involved in the production process.



## ANIMAL FEED - COMPOUND FEED FOR POULTRY AND OTHER LIVESTOCK, COMPOUND FEED FOR AQUACULTURE AND DRY PET FOOD FOR DOGS AND CATS

The traceability process is supported by the computer system, which records all information from the arrival of raw materials and packaging to the dispatch of finished products.

### Receipt of raw materials and packaging materials

- > Raw materials and packaging materials are checked for compliance in terms of size, physical, sensory and/or organoleptic characteristics, as well as their certificates and/or analytical reports;
- > All materials are analyzed and their analytical results are always associated with the internal batch number of the raw material.

### Dispatch of finished product

- > The batching of finished product is achieved by automatically marking the package with a numeric code. Through the batch code of the finished product, it is possible to get information about the raw materials used and their quantities;
- > A monitoring plan of the finished product is adhered to, in the same way as with quality control of raw materials.

### Manufacturing

- > Manufacturing takes place according to manufacturing orders identified by a numeric code assigned by the computer system according to production needs.

The entire traceability management process is supported by a computer system which makes it possible to:

- > Identify products, lots and logistic units;
- > Record all consecutive links in the supply chain and the relevant information to be traced along the chain;
- > Provide the next participant in the chain with all the information necessary to continue the process.

### 1.3.4 - Product information

Soja de Portugal provides product information via a number of channels, from the display of product portfolios at the websites of each business area, to product data sheets available at clients' request.

Additionally, all products placed on the market are labelled according to statutory requirements, which strictly specify the criteria for presenting information clearly. Customer satisfaction regarding labelling is regularly monitored by means of our customer satisfaction surveys, which assess our customers' perception of labels.



### **“Portugal Sou Eu” (Portugal is me) initiative**

**Did you know that Soja de Portugal has, from the start, participated the “Portugal Sou Eu” initiative, which evolved from “Compre o que é nosso” (I buy what’s ours)?**

“Portugal Sou Eu” is an initiative sponsored by the Portuguese Ministry of the Economy and of Employment, aimed at enhancing the image of domestic products, fostering wider recognition of Portugal as a brand and increasing production and consumption of Portuguese products.

This initiative’s goals are to:

- Generate more information on the origin of domestic products
- Enhance the image of Portuguese products
- Help publicize domestic production
- Help Portuguese businesses to promote their products
- Enhance the value of including Portuguese knowledge in the products
- Promote business opportunities
- Ensure rigorous certification
- Develop partnerships



### **1.3.5 - Promoting healthy and affordable food**

Soja de Portugal constantly strives to develop safe, healthy and easy to use consumer products, both in food for human consumption and animal feed. Accordingly, several tests have been carried out with new kinds of packaging for poultry products. In the area of pet food, we are also developing a new range of products with functional features, i.e., a set of products adapted for different lifestyles, ages and weights of cats and dogs.

Regarding R&D projects for more functional, healthy and affordable feed in the area of compound feed for aquaculture, the Group plans to continue investing in initiatives like the Winter Feed project and the project for modulating stress response in European sea bass. (To find out more about these initiatives, please see chapter V.5)

Additionally, we are developing projects to raise awareness about healthy eating:

### Educational Vegetable Gardens Project

Educational Vegetable Gardens Project, which started in 2012, is one of the initiatives that best epitomizes Soja de Portugal's engagement with local schools.

This initiative aims to promote the cultivation of vegetables, an essential part of a healthy diet, and at the same time, encourage children to eat more vegetables.

These gardens are being planted by students in the grounds of the school EB2/3 António Dias Simões in Ovar, on land provided by the school.



### 1.3.6 Product formulation – a value chain perspective

Through the years, Soja de Portugal, has strived to accommodate environmental concerns, such as its carbon footprint and the availability of resources, in its product formulation.

In the case of Aquasoja, some of its raw materials come from Peru and therefore have a high carbon footprint because of transportation. Soja de Portugal is aware that it is imperative to seek potential alternatives with lower environmental impact.



By-products from fish markets and fish canning plants.

Fast, direct collection done by Savinor UTS.

Manufacturing of high-quality fish oils and fish meals.





Savinor UTS, which supplies Aquasoja with fish meal and fish oils so that this business area can manufacture compound feed for aquaculture, uses a strict traceability process. Aquasoja also provides an advisory service to fish farmers, to help them adjust feeding solutions to their needs in order to achieve high performance and cost effectiveness.



Manufacturing of aquaculture feeds in accordance with strict traceability processes.

Advisory service for farmers to help them adapt the feed to their farms' needs, in order to achieve cost-effective high performance.



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**ENVIRONMENT**

**V.2**

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**REDUCING ENVIRONMENTAL  
IMPACT**









## 2.1 - Our commitment

Soja de Portugal is committed to respecting the environment in the development of its activities, products and services and using practices and measures to ensure the prevention of pollution, the reduction of negative environmental impacts and the improvement of environmental performance, such as:

- Fully complying with the applicable environmental laws and regulations;
- Developing and implementing new technologies that improve environmental performance;
- Identifying potential environmental impacts of the processes used, and constantly striving to reduce negative impacts;
- Optimizing the use of raw materials and energy to help conserve natural resources;
- Reducing, re-using and promoting the recycling of waste generated;
- Raising awareness among employees about the importance of sustainability in the environment.

## 2.2 - Objectives

Theme	Target	Target date	Status	KPI	2013
Environmental responsibility	Obtain ISO 14001 certification for all companies.	2014	—	Number of companies with ISO 14001 certification.	0
	Implement 6 initiatives/projects with schools on environmental issues within the Soja de Portugal Group.	2013	✓	Number of initiatives/projects implemented with schools on environmental issues.	6
	Obtain 60% response rate from suppliers to the good environmental practices checklist.	2014	—	% of suppliers who responded to good environmental practices checklist.	0%
Efficient use of energy and reduction of associated CO2 emissions	Reduce specific energy consumption by 1%.	2014	—	Specific energy consumption (kgep/tonne of product)	0%
	Reduce total CO2 emissions by 60%.	2014	—	Total CO2 (tonnes of CO2)	0%



Target was achieved



Being implemented



Target not achieved



## 2.3 - What Soja de Portugal did in 2013

### 2.3.1 - Environmental responsibility

#### Environmental Management System (EMS)

In 2013, in line with Soja de Portugal's commitment to environmental responsibility, we have implemented in all our business areas an Environmental Management Systems in accordance with ISO 14001. Certification is expected in 2014.

In the context of the EMS's implementation, we have carried out the following activities:

- Integrated environmental policy with our existing quality policy;
- Planned and defined EMS procedures integrated with the Quality Management System (QMS);
- Applied the previously defined procedures in order to achieve our objectives and targets;
- Evaluated the facilities' performance after implementing the measures decided on, and took the necessary corrective measures.

By implementing the EMS, Soja de Portugal intends to:

1. Ensure compliance with legal environmental requirements;
2. Reduce costs by reducing consumption of resources such as water, energy and raw materials, among others;
3. Continually improve environmental performance;
4. Set targets and objectives;
5. Improve the organization's image and marketing ;
6. Increase the involvement and awareness of all employees on environmental issues.

### Initiatives implemented with schools on environmental issues

Soja de Portugal continued to implement various projects on environmental issues with schools. In 2013, we carried out the following activities:

- **Rios Project;**
- **Campaign in support of the Azores bullfinch;**
- **Campaign for an eco-responsible Christmas;**
- **Odour monitoring platform.**

(To find out more about these initiatives, please see chapter V.4 - Engaging and investing in local communities)

Within the context of environmental responsibility, in 2013 Soja de Portugal held Group-wide environmental management forums aimed at evaluating the work developed on environmental issues, taking advantage of synergies by sharing experiences and fostering discussion, and standardizing solutions or approaches to resolve situations at each company/facility.

### Initiatives to be developed

- Implement an Environmental Management System – **in 2014 we plan to consolidate the System, define targets and objectives, have top management revise them and obtain certification;**
- Implement environmental KPIs to monitor performance;
- Ensure compliance with the activities related to the environmental license and its renewal;
- Promote initiatives/projects with schools on environmental issues;
- Use by-products to produce fish feed and improve process quality in order to maintain sustainability in aquaculture feed – **in 2014 we plan to assess the possibility of using the claims “healthy feed” or “100% sustainable fish meal”;**
- Include in the supplier management process a compilation of information on the environmental responsibility of suppliers – **in 2014 we plan to create a supplier assessment checklist.**

## 2.3.2 Efficient use of energy and reducing associated CO<sub>2</sub> emissions

### Energy consumption

**20.128.981 kwh**  
Electricity consumption

**9.170 tep**  
Total energy consumption

**2.890 tonnes**  
Fuel oil consumption

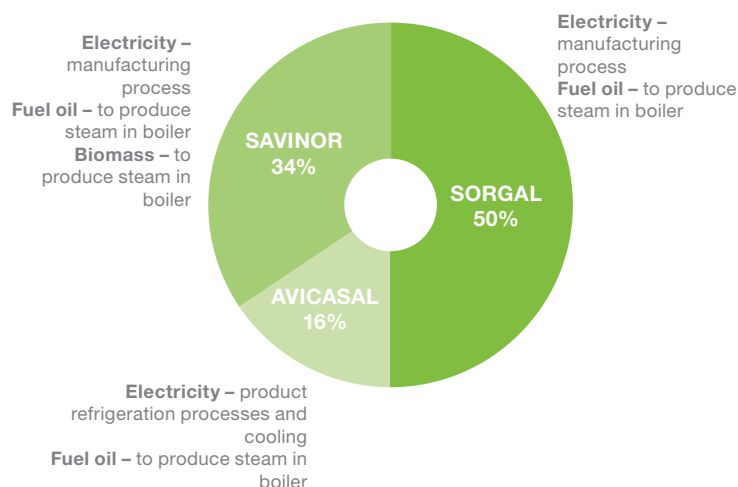
**32,4 kgep/tonne**  
Specific energy consumption

**4.981 tonnes**  
Biomass consumption

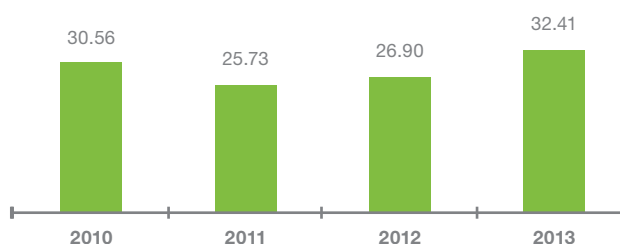
In 2013, in spite of Soja de Portugal's efforts, specific water consumption went up approximately 17% compared to the previous year.

This increase was due to the higher consumption of fuel oil at Sorgal – because it no longer uses cogeneration as the main steam production method for manufacturing processes– and at Avicasal, due an increase of around 150% in feather by-product processing.

### Total energy consumption per company



### Specific Energy Consumption (kgep/tonne)



All of Soja de Portugal's facilities are energy-intensive consumers, which ensures that energy audits are performed and that energy consumption rationalization plans are implemented.

Note: In 2013, it was not yet possible to include information about fuel consumption in transportation. Soja de Portugal plans to include this information in the next report.

The following measures were implemented in 2013 to reduce energy consumption:

### AVICASAL

- 10 more motors were equipped with variable speed drives in order to reduce consumption and energy peaks, and adjust consumption as much as possible to manufacturing needs.
- In addition, several power and distribution boards that had become obsolete were improved.

### SORGAL

- Acquired SmartWatt software to monitor energy consumption. This platform enables us to monitor all high-consumption equipment per plant and optimize production cost efficiency.

### SAVINOR

- The control of aerocondensers for the category 3 birds and mammals UTS (by-product processing plant) was carried out by frequency variation, thus optimizing energy consumption.

Sorgal is the company with the highest energy consumption. In 2014 we plan to implement the following improvement measures at the Ovar facility:

- Implementation the Software Ecoplanner project, which will enable us to monitor cost per formula;
- The biomass boiler will start operating;
- Auditing of lighting at warehouses, to assess the likelihood of saving energy by installing new lighting solutions.

### CO<sub>2</sub> Emissions

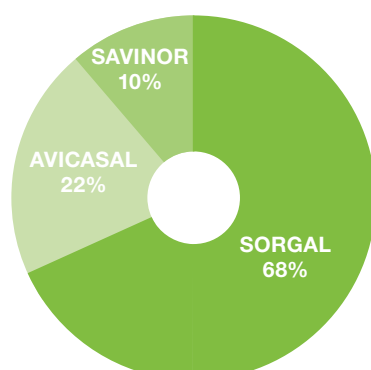
**13.629 CO<sub>2</sub>**

CO<sub>2</sub> Emissions

**48.2 tonnes CO<sub>2</sub>/ton**

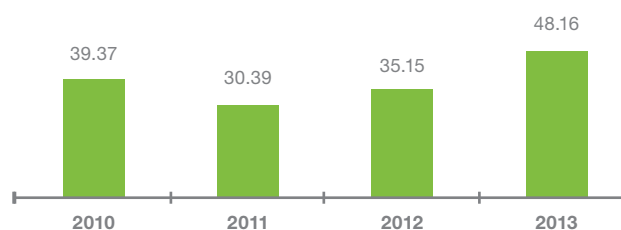
Specific CO<sub>2</sub> Emissions

### CO<sub>2</sub> emissions per company



As a result of the increase in energy consumption, CO<sub>2</sub> emissions also went up. In 2013, Soja de Portugal reached a total of 13.629 ton CO<sub>2</sub>, which corresponds to 48.2 tonnes of CO<sub>2</sub> per tonne of product (a 27% increase).

### Specific CO<sub>2</sub> Emissions (tonne CO<sub>2</sub>/ton)



In addition to calculating Savinor's carbon footprint in 2011, in 2013 Soja de Portugal also implemented some measures to reduce CO<sub>2</sub> emissions:

### AVICASAL

Total replacement of the steam production method, from burning fuel oil to burning biomass, pellets, briquettes and wood chips. All these energy sources are renewable, so they have zero impact on our carbon footprint.

Currently there is a fuel oil boiler that only works occasionally when the biomass boiler is down for maintenance.

### SORGAL

Purchased and installed a 7 ton/h biomass boiler which is planned to start operating in 2014. Since biomass is a renewable energy source, it will have no impact on the calculation of our carbon footprint.

### SAVINOR

Calculated the carbon footprint for 2011, which included the processing of animal by-products (category 2 and 3) and the slaughter of chickens in the slaughterhouse. This calculation is important in identifying opportunities for saving resources.

**A project is being developed for integrated fleet management, which aims to implement the following improvement measures:**

- **Improve monitoring of the vehicles' locations;**
- **Reduce vehicle consumption by monitoring each driver's driving habits;**
- **Check, in the case of vehicles carrying refrigerated or frozen products, if there are significant temperature swings, and whether these are within the defined parameters.**

#### Initiatives to be developed

- Calculate Soja de Portugal's carbon footprint;
- Perform energy audits and implement the initiatives proposed in energy consumption rationalization plans;
- Install a biomass boiler at Sorgal;
- Establish electricity management partnerships with external companies in order to find crosscutting solutions that will reduce energy consumption, with the aim of obtaining energy certification;
- Share operational and supply chain knowledge with stakeholders, to help combat global climate change;
- Create the conditions necessary for the use of telephone and video conferencing, in order to minimize business travel.

### 2.3.3 Efficient use of water

**307.811 m<sup>3</sup>**

Total water consumption

**95%**

Groundwater abstraction

**1,09 m<sup>3</sup> / tonnes**

Specific water consumption

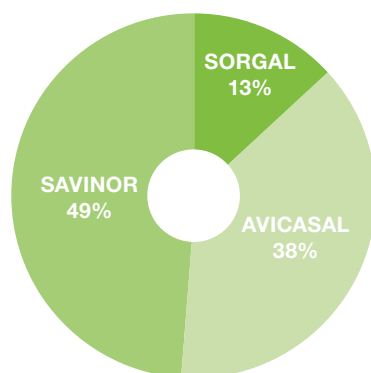
**5%**

Public supply water

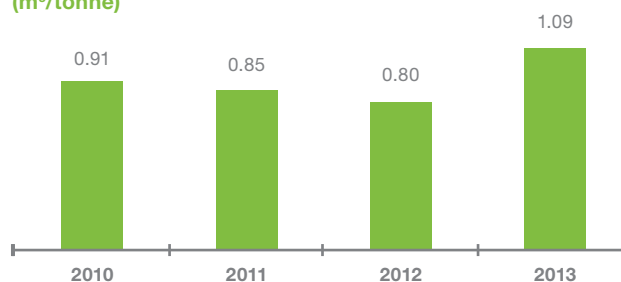
Water is crucial to Soja de Portugal's activities, and Savinor and Avicasal are considered water-intensive consumers.

In 2013, contrary to the trend of previous years, Soja de Portugal's overall water consumption went up at all companies; specific water consumption was also higher (a 27% increase). This was mainly due to Savinor's increased consumption, which was justified by the expansion of the fleet of by-product collection vehicles, whose cleaning involves large quantities of water.

#### Total water consumption per company



#### Specific Water Consumption (m<sup>3</sup>/tonne)



Soja de Portugal continued to implement measures aimed at reducing water consumption and water reuse and recycling. At Avicasal the treated water from the WWTP is reused for washing floors in soiled areas and to flush away by-products of the slaughtering process. At Savinor, the water used to flush away by-products resulting from the slaughtering process is re-circulated, thereby avoiding higher consumption of groundwater.

The following measures were implemented in 2013 to reduce water consumption at Soja de Portugal:

#### AVICASAL

Increased use of recycled water, chlorinating and heating it by means of a dual benefit system, i.e., backwash cooling of the gases produced in the UTS through a tubular heat exchanger. Water can then be reused in non-critical industrial processes such as gas cooling systems, primary washing of soiled areas and roadways, and irrigation systems.

#### SORGAL

No developments

#### SAVINOR

The system for abstracting water from artesian boreholes was optimized and is now monitored by water level probes in the untreated water tanks, thereby preventing excessive drawing and consumption of water.



#### Initiatives to be developed

- In 2014, implement at Sorgal's facilities in Ovar the Software Ecoplanner project to monitor costs per formula.

### 2.3.4 Waste water

**281.262 m<sup>3</sup>**

Total waste water produced

**0,99 m<sup>3</sup> / tonnes**

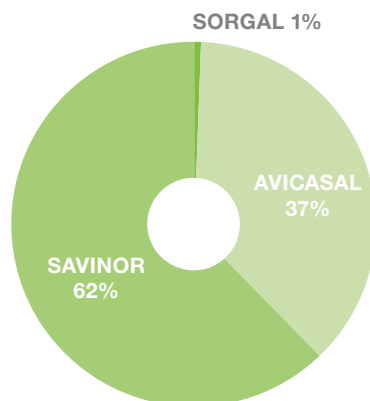
Specific waste water produced

The increase in water consumption last year was matched by a higher production of effluents at Soja de Portugal.

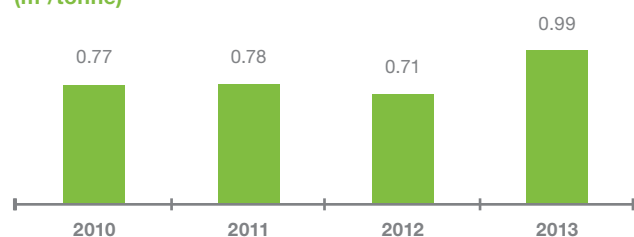
Savinor continues to be the highest generator of waste water. In 2013, the amount of effluent produced per ton of product was 0.99 m<sup>3</sup>/tonne, which represents a 28% increase. This is mainly due to the increase of water consumption at Savinor.

It is worth noting that at Avicasal, although there was an increase in water consumption, the amount of effluent produced per tonne of product was lower compared to 2012. This resulted from the increased reuse of treated water from the WWTP to wash floors in soiled areas and to flush away by-products of the slaughtering process.

#### Waste water produced per company



#### Specific Effluent Produced (m<sup>3</sup>/tonne)



Soja de Portugal ensures that all facilities comply with the values set out by environmental licences regarding emission limits for discharges of waste water. For this purpose, Avicasal and Savinor have installed WWTPs where all waste water, both industrial and domestic, is treated. Sorgal has a compact WWTP that receives domestic waste water from the toilet and shower facilities, as well as previously treated waste water from the hydrocarbon separator.

The following measures were implemented in 2013 to improve water quality at Soja de Portugal:

### AVICASAL

We invested in a major overhaul of the WWTP, which now has a sequential biological treatment system comprising a tank with the capacity to hold 1.5 million litres of water. This renovation is aimed at improving the treatment and refining the quality of the rejected final effluent, particularly in terms of the nitrogen parameter.

### SORGAL

Occasionally, preventive maintenance of the pumps is carried out in order to ensure optimum operation of the WWTP.

### SAVINOR

Used a 400m<sup>3</sup> tank to promote greater homogeneity in waste water and thus reduce COD and nitrogen in the treated final effluent.  
Improved the solids-retention sieve at the entrance of the physico-chemical treatment, and introduced a timed automatic high-pressure washing system.  
Installed a redundant pumping system for the untreated effluent in order to enable the maintenance of the tanks without altering the final result of the treated effluent.

#### Initiatives to be developed

- In 2014, connect Savinor's WWTP effluent to the multi-municipal collector;
- Implement changes to the WWTP so that the effluents comply with all delivery parameters of the multi-municipal system.

## 2.3.5 Optimization of packaging used

### 425,3 tonnes

Consumption of paper and cardboard packaging

### 37,6 tonnes

Consumption of aluminium packaging

### 338,9 ton

Consumption of plastic packaging

### 5,1 tonnes

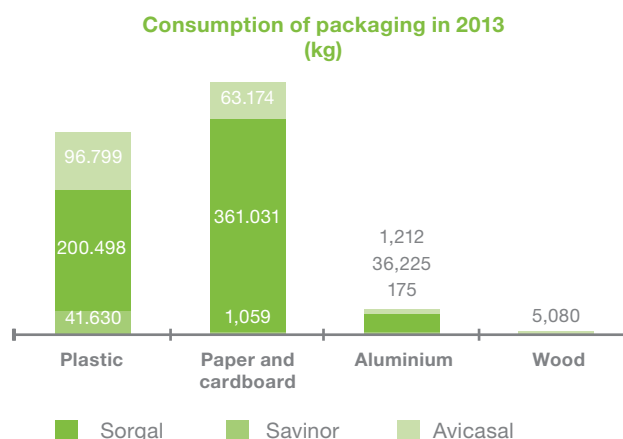
Consumption of wood packaging

Soja de Portugal companies are all members of the Sociedade Ponto Verde, the non-profit organization that manages the collection and processing of packaging waste in Portugal. We therefore take responsibility for managing waste generated by our packaging materials.

In 2013, Soja de Portugal, consumed over 800 tonnes of packaging made from paper and cardboard, plastic, aluminium and wood. Sorgal was the company with the highest consumption of packaging.

Soja de Portugal is aware of the importance of product packaging and intends to collaborate with its main suppliers in developing optimized packaging with the following characteristics:

- Low weight;
- Recyclable and easily disposable;
- Reduced use of resources.



During 2013, Sorgal initiated a study into the implementation of 30kg packages at the compound feed unit to replace the existing 25kg and 40kg packages. We plan to start this project in 2014. With this packaging configuration, there would be a reduction of SKUs (stock-keeping units), i.e., less need to keep a large stock of empty packaging with different references. By using Lean Production methodology in warehouse management, based on “pull” tools, we ensure more efficient stock management at subsidiaries with immediate results on final stock. This way, we reduce operating waste of stock and quantities of waste generated.

## Noise and odour levels

Soja de Portugal monitors background noise and odours at all companies. In 2013, Avicasal carried out a study on noise levels, from which we concluded that limits were not exceeded regarding exposure for the area or discomfort criteria during the reference period.

Soja de Portugal's activities generate odours from the processing of the raw materials, which are not easily eliminated. Although these odours do not affect air quality and there is currently no national legislation with respect to odour, Soja de Portugal considers them uncomfortable for the inhabitants who live near the plants, and has been striving to minimize this impact.

Until 2015, when we foresee that this will be resolved by the conclusion of the interceptor, Savinor will continue to be the most critical situation because of its WTP open-air pools. In response to this, Soja de Portugal, together with local community representatives, has developed an online odour monitoring platform. In addition, in 2013 we installed an odour suppression system in the ventilators of the category 3 (birds and mammals) by-product processing plant.

### Initiatives to be developed

- In 2014, analyze, together with IDAD, the development of a model for on-going monitoring of the dispersion of odours in the area surrounding Savinor.



### Odour Monitoring Platform

In response to a movement of the local population concerning the issue of odours, Savinor developed the odour monitoring platform and invested in technology and improved processes which enabled it to substantially decrease the intensity and frequency of odours.

This platform, created in 2011, enables any member of the public to report their opinion on the issue of odours and to record the date and exact time. In turn, the Savinor can find out via the platform if some technical aspect is not functioning optimally and take all the necessary measures to address the issue.

In 2013, an occurrence was recorded in May. It was reported via the platform and was classified as Severe on a scale of Acceptable, Severe and Very Severe. This occurrence was reported in Zone 1 on the geographic location map. This zone includes the areas of Castelo da Maia, Silva Escura, Carriça, Mendões, Casal, Louredo, Vila, Igreja, Seixinho, Cegonha, Portela e Seixal.

The reporting of occurrences via the platform will be extended to the entire population, enabling Savinor to have up-to-date information and to compare different opinions, which will be an asset in assuring on-going improvement.

<http://www.monitorizacao.savinor.pt/>

**The odour monitoring platform was considered a case study by BCSD Portugal.**

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**EMPLOYEES**

**V.3**

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**VALUING EMPLOYEES**











## 3.1 - Our commitment

Training and development are two key pillars of Soja de Portugal's human resources management policy.

An investment in aligned, defined and identified skills based on company values is essential for the continuing development of the Soja Group's human capital.

Naturally, promoting the well-being, health and safety of employees is absolutely critical for the development of our employees. Consequently, the Group's objective is the implementation of an integrated OHS&H policy aimed at improving our performance in this area. We plan to implement it 2014.

## 3.2 - Objectives

Theme	Target	Target Date	Status	KPI	2013
Employee training and development	Apply the performance and development management integrated model to 10% of employees.	2015	—	Employees subjected to performance evaluations (%)	0
	Ensure that 100% of employees are subjected to satisfaction surveys	2014	—	Employees subjected to employee satisfaction surveys (%)	0
Occupational health and safety	Reduce the absenteeism rate	0,75% in 2013	✗	Absenteeism rate (%)	0,81%
	Zero fatal accidents	2013	✓	Fatal accidents (number)	0%



Target was achieved



Being implemented



Target not achieved

## 3.3 - What Soja de Portugal did in 2013

### 3.3.1 Employee Training and Development

**15.500**

Hours of training

**23,3**

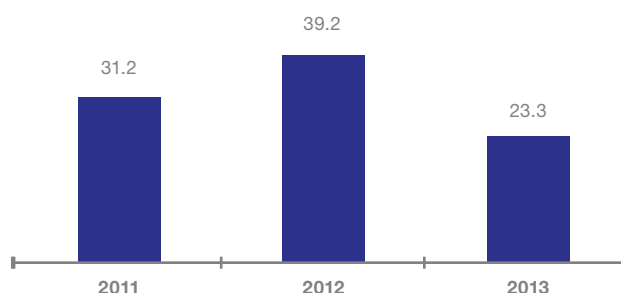
Average of training hours per employee

**1.559**

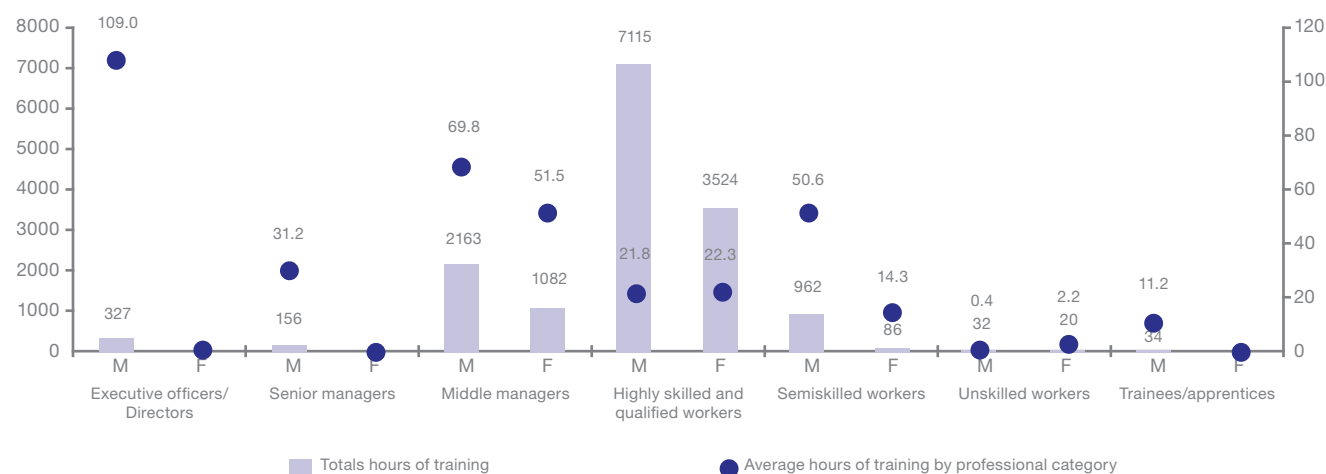
Hours of executive training

In 2013, Group employees were provided with a total of 15,500 hours of training, which represent an average of 23.3 hours per employee. The occupational groups with a higher incidence of training hours were managers/directors and middle and intermediate management.

Training hours per employee

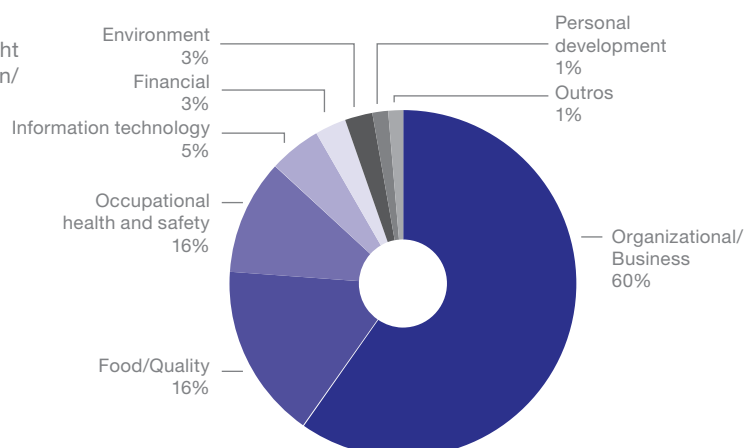


Training volume per gender and occupational category



Note: There are no female employees in the categories "Executive officers", "Senior managers" and "Trainees/apprentices".

Of the training provided by Soja de Portugal in 2013, we highlight the total of 8,504 hours of training provided for organization/company integration.



Further training in 2013 that is worthy of note, are the 1,559 hours of executive training attended by a total of 48 Soja de Portugal employees.

#### Initiatives to be developed

- Implementation of the skill evaluation and performance and development management system;
- Implementation and formalization of knowledge management on the SIM platform;
- Implementation of the employee satisfaction survey system;
- Identification of the most appropriate institutions and increase of communication, in order to raise awareness about Soja de Portugal and promote the interests of institutions in having their students carry out internships at Soja de Portugal companies.
- Formalization of internship procedures/policies.

## Skill evaluation and performance and development management

In 2013, the Performance and Development Management Model was achieved, which constitutes two components: skills and objectives. Once this model is implemented all employees at Soja de Portugal will be subject to performance evaluations. A first stage of the implementation of the new model will be carried out in 2014, with a progressive roll-out throughout the company until 2016.

#### In 2013, we had the kick-off of the Management System project

**What was done:** A survey was carried out with regard to the skills considered by Soja de Portugal to potentially influence performance, in other words, base values that all employees should have with regard to their individual performance. To that extent, a behavioural skills questionnaire was sent to all evaluators and employees being evaluated.

**Results:** A skills model adapted to each functional group was drawn up, based on the data obtained from the skills questionnaires concerning the skills evaluated and the required levels for each of the skills.

**What was done:** A pilot study was carried out on the skills model by the evaluators and a panel of experts who, due to their level of knowledge regarding the organization, could actively contribute to the adjustment of the skills model.

**Results:** The results and the reported evaluation experiences demonstrated the close relationship between the model and the reality of Soja de Portugal.

**What was done:** An objectives-based evaluation model was then defined, in which its rules, bases and principles were established from a procedural and conceptual point of view.

**Resultado:** Seeing that the management by objectives model is largely developed, its implementation as a performance management tool will be the next step at the beginning of 2014.

EVALUATION OF SKILLS

EVALUATION OF OBJECTIVES

The integration bases for the 2 evaluation models were also defined, so the project was concluded in 2013 having obtained the necessary data for its implementation at the start of 2014.

## Performance and Development Management Model



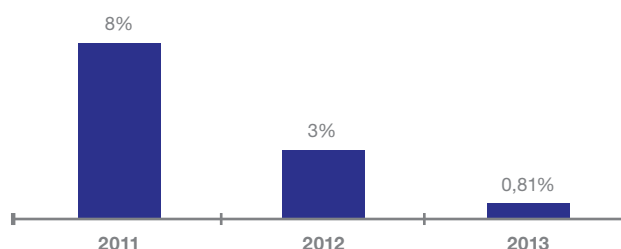
### 3.3.2 Occupational Health and Safety

<b>0</b> Fatal accidents	<b>55</b> Accidents resulting in sick leave
<b>0</b> Occupational diseases	<b>1.234</b> Days lost
<b>83</b> Work-related accidents	<b>0,81%</b> Absenteeism rate

The health and safety of our employees is a priority for Soja de Portugal. In this regard, the Soja Group has adopted a “zero accidents with the best possible health” policy. In 2013, Soja de Portugal registered zero fatal accidents and a significant reduction in absenteeism rates, which resulted from the investment in training/awareness raising of employees with regard to these subjects.

**Approximately 1700 hours invested in occupational safety and hygiene training**

Evolution of the absentee rate



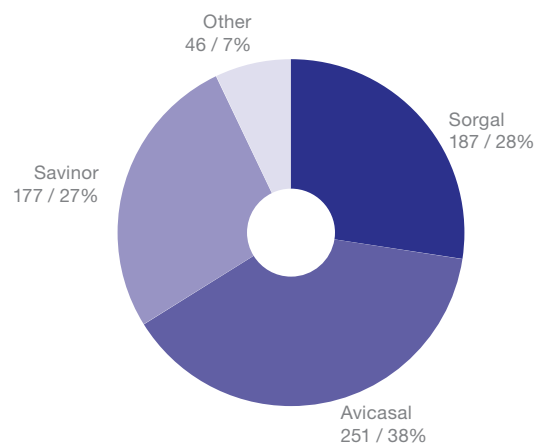
#### Initiatives to be developed

- Definition and implementation of the Health, Hygiene and Safety Policy.
- Assessment of the implementation of the OHS Management System according to standard OHSAS 18001, after the previous initiative has been implemented.

### 3.3.3 Corporate Culture of Soja de Portugal

#### Employees of Soja de Portugal...

<b>660</b> Employees	<b>99,8%</b> Full-time employees
<b>29,7%</b> Women	<b>6%</b> Turnover rate
<b>81,5%</b> Permanent contracts	



### Promotion of gender equality...

**1,05**

Base salary ratio (F/M)

**0,92**

Pay ratio (F/M)

**100%**

Return to work rate of employees who benefited from parental leave.

Soja de Portugal supports equality of opportunities and of salaries, in compliance with the law. Gender equality is a key principle of the Constitution of the Portuguese Republic since 1976.

With regard to the salary of employees, there is a balance between men and women across all professional categories.

In 2013, 26 women benefited from parental leave and their return rate was 100%.

### Benefits provided to employees...

#### Benefits provided by Soja de Portugal

All employees	Former employees
<ul style="list-style-type: none"> <li>• Christmas Party</li> <li>• Gifts of toys for employees' children</li> <li>• Discounts on all Soja de Portugal's products</li> <li>• Gift watches for all employees who complete 25 years' service</li> </ul>	<p>Offer of a Christmas hamper to all employees retired by the three companies of Soja de Portugal</p>

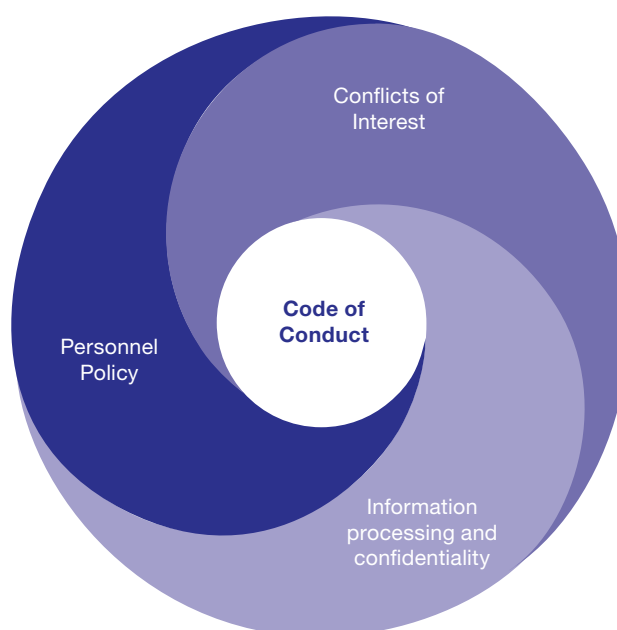
### Conduct according to ethical standards...

In 2012, Soja de Portugal created a Code of Conduct applicable to all its employees. This document is awaiting approval by the official authorities (National Data Protection Committee) and this situation should be resolved during the first half of 2014.

The Code of Conduct deals with issues that are inherent to the way Soja de Portugal conducts its business, be it regarding an internal audience or an external one, and constitute a set of rules and principles of an ethical nature that should be observed by all its recipients.

To that end, the Code of Conduct regulates and guides our employees with respect to ethical integrity standards appropriate for the business model used at Soja de Portugal, namely the identification of appropriate behaviour for dealing with clients, suppliers, shareholders and financial markets, local communities, the environment, competitors and the press. The rules that should be observed during the collection, treatment and divulging of data about Soja de Portugal, have been defined. We have also defined the courses of action to be taken by our employees in the case of conflicts of interest, and listed which situations undoubtedly constitute a conflict of interest.

The Code of Conduct applies individually to all employees of Soja de Portugal, namely who that are members of social organizations, workers and interns.

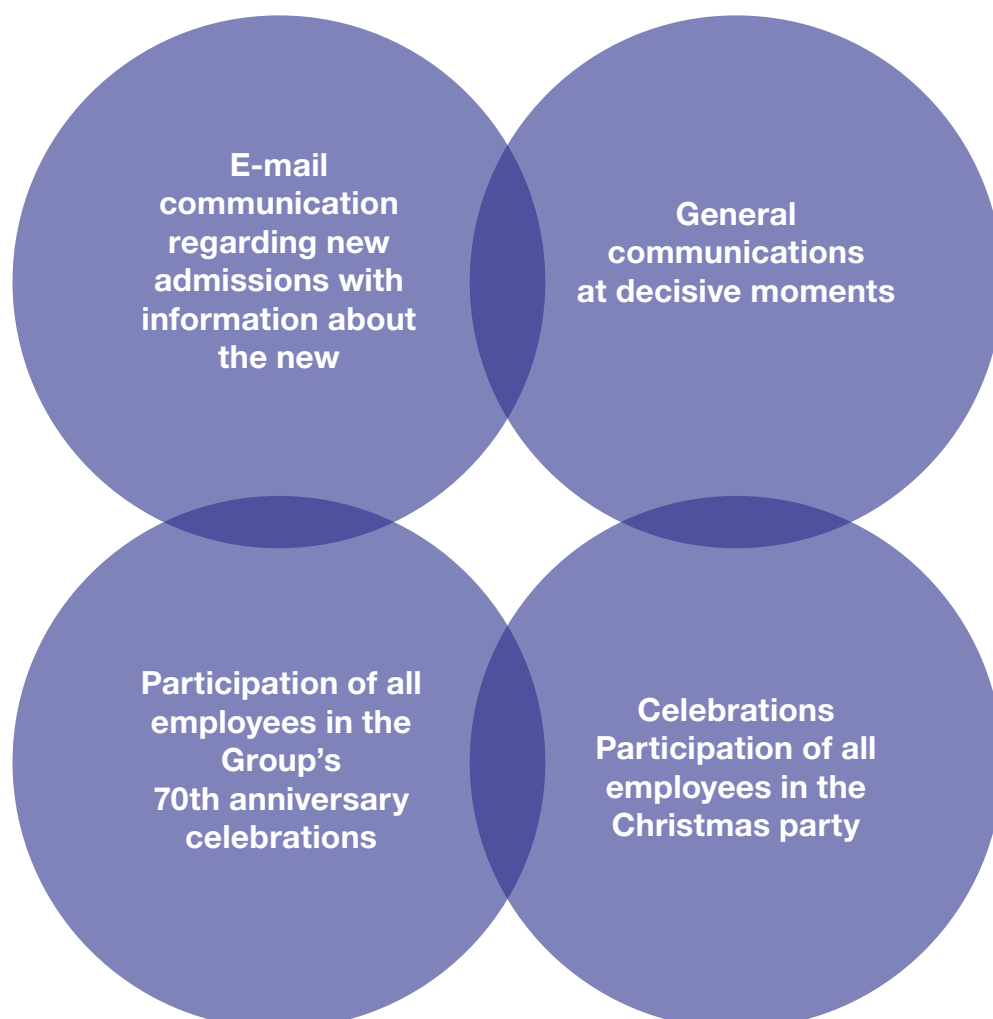


#### Initiatives to be developed after the approval of the Code of Conduct:

- Create an Ethics Commission, who will be responsible for the management of ethical behaviour and will convene whenever requested by any of its members or the Board of Directors;
- Carry out an awareness raising campaign regarding ethics and the Code of Conduct, which will apply to all employees.

#### Communication as a tool for the involvement of employees...

In 2013, several internal communication actions were promoted, aimed at standardizing knowledge and disseminating information which all employees should be familiar with.



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**COMMUNITY**

**V.4**

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**ENGAGING AND INVESTING IN  
LOCAL COMMUNITIES**











## 4.1 - Our commitment

Alongside its strongly innovative and dynamic activity in the human and animal food sector, Soja de Portugal is constantly aware of its social and environmental responsibilities.

In 2013, Soja de Portugal supported various causes and local entities through sponsoring and involving its employees in volunteer initiatives at various levels: social, cultural, educational, environmental and sporting levels.

## 4.2 - Objectives

Theme	Target	Target Date	Status	KPI	2012/2013
Interaction and investment on the local community	Ensure an investment of €100,000 in the community	2013	✓	Initiatives promoting engagement with local community (€)	360.024
	Promote 15 interaction initiatives with the local communities.		✓	Interaction initiatives with the local communities (number)	36



Target was achieved



Being implemented



Target not achieved

## 4.3 - What Soja de Portugal did in 2013

Soja de Portugal considers attending to the social, cultural and environmental aspects of the community it is inserted in as being essential for sustainable growth, and contributes wherever possible to the improvement of their quality of life.

In 2013, Soja de Portugal continued with the implementation of its social responsibility operational strategy through a plan of actions/initiatives for each of the 3 primary pillars, which represented a total of 36 initiatives and a total of €360,024 (2012/2013 accumulated amount) invested in the community.

### A. Support for causes and local entities

Investment in 2013

**91.691 €**

- Serralves Foundation
- Eco-schools of the Ovar Group of Schools
- Vilela Group of Schools
- Rarissimas Association
- Talks to the Community
- S. Romão do Coronado Football Club and Covelas Football Club
- Support of 6 animal shelters
- Support of the Cãominhada (Local Dog Walk)
- Participation in the Dog Marathon
- Animal Day celebrations
- Construction of the Interceptor connecting to the wastewater collection system

### B. Support of Employees

Investment in 2013

**60.925 €**

- Christmas Party
- Offer of watches
- Employee solidarity initiative
- Offer of poultry meat products

### C. Environmental Education

Investment in 2013

**5.345 €**

- Project Rios (Rivers)
- Campaign for Support of the Azores bullfinch
- 3 Eco-Christmas campaigns
- Odour monitoring platform



## A. Support for causes and local entities

In 2013, Soja de Portugal continued to develop community projects with positive social impacts through partnerships and supported local institutions, such as schools, sport clubs and non profit associations, among others.


### Soja de Portugal is a patron founding member of the Serralves Foundation

Soja de Portugal is a patron founding member of the Serralves Foundation, an institution of international stature and an irrefutable touchstone of our culture. Soja de Portugal has obtained the special status of patron, a position reserved to founding members that distinguish themselves through their contributions to the Foundation. Furthermore, it also collaborates on some of the projects promoted by the foundation, as is the case with the educational activities that are promoted in their learning farm, to which Soja de Portugal supplies the food for the farm animals free of charge.

### Invitation do be included in the Eco-schools Programme of the Ovar Group of Schools

Soja de Portugal was, for the second year running, invited to participate in the Eco-Schools Program of the Ovar Group of Schools.

In 2013, the Eco-School members drew up a plan of action based on the results of the environmental audit that was carried out during the first term of the school year, which aims to address some of the weak points that were identified. The themes are "Water, Waste and Energy", and the theme chosen in 2013 was "Organic Farming" and the complementary theme was "Exterior Spaces".

 GOVERNO DE PORTUGAL | MINISTÉRIO DA EDUCAÇÃO E CIÊNCIA

*Agrupamento de Escolas de Ovar*  
Sede: Escola Secundária c/ 3º CEB José Macedo Fragateiro

Exmo. Senhor Administrador da  
Sorgal, S.A.  
Estrada 109  
Lugar da Pardala  
3880-728 S. João de Ovar

Sua Referência: Sua Comunicação: Nossa referência: Data  
15/01/2013

**ASSUNTO: Convite para integrar o conselho Eco-Escolas 15.JAN.2013•000120**


No âmbito da atividade do Clube do Ambiente que funciona na Escola EB2,3 António Dias Simões, foi feita a inscrição na ação "O pilhão vai à escola", vimos convidar-vos a integrarem o Conselho Eco-Escolas que é dinamizado pela professora Áurea Conde.

Convictos da vossa anuência agradecemos que nos indiquem a pessoa que vos representa nesse conselho.

No site, [www.pilhaescola.ecopilhas.pt](http://www.pilhaescola.ecopilhas.pt) encontra-se o regulamento da iniciativa.

Com os melhores cumprimentos,

A Presidente da Comissão Administrativa Provisória

  
(Maria Cecília Reis Almeida Oliveira)



## Invitation to be included in the General Council of the Vilela Group of Schools (Paredes)

For the school year 2013/2014 Soja de Portugal will be a part of the Vilela Group of Schools General Council.

Having already been a part of the organizations of several groups of schools, Soja de Portugal accepted the invitation to form part of the Vilela Group of Schools General Council, and considers that the private sector should be called upon to actively participate in school community initiatives.

This is one more step along the social and environmental responsibility policy path according to which various support actions are planned for the schools of the Group.



## Partnership of excellence with the Raríssimas Association

On the 25th of November, during the inauguration of Casa dos Marcos, Soja de Portugal formalized another donation to the Raríssimas Association. This time support will be directed at the construction of the Quinta dos Marcos, in Maia.

The Quinta dos Marcos project will complement Casa dos Marcos and one of its characteristics will be that it will be built with independent modules, which will be constructed according to the needs of the families. The objective, other than funding, will be for Soja de Portugal to mobilize a group of partners and implement initiatives aimed at raising money for the construction of the Quinta dos Marcos.

This project also included employees from Group companies, who accepted the challenge, in each area/department, of generating additional value to support this initiative from 2014 onward. A solidarity KPI is being established internally to quantify, the amounts each area of business is committed to contributing.



## Community Talks

The Coronado and Covelas Group of Schools school community considered the cycle of talks promoted by Savinor in 2012 to be a success, and as a result they requested Savinor to promote a second edition of these sessions, including the topics that interested parents and teachers the most. Thus, in 2013, the talk "Childrens' Messages to their Parents" was once again given, and it was attended by parents and teachers that were not present the previous year. On the other hand, seeing that the Group of Schools was extended, more parents and teachers had the opportunity to attend.

**In total 120 parents, 80 students, 10 teachers and 7 employees attended these lectures.**



## Sponsoring of young players of the S. Romão do Coronado Football Club and Covelas Football Club

With the objective of supporting the young players of the parish of S. Romão do Coronado, Savinor signed a sponsoring agreement in 2012 pledging their support to two teams of the S. Romão do Coronado Football Club. In 2013, this support was renewed for these two teams, which allowed new equipment to be bought for these athletes, in addition to ensuring their participation in some tournaments.

**Over 40 youths were involved.**

## Support of 6 animal shelters

2013 was marked by a very significant reinforcement of the support by Pet's Best to various animal shelters. This effort was seen by the Group as necessary, in order to alleviate the extreme difficulties experienced by these associations while carrying out their mission, which is so important for the well-being of the animals and, more importantly, public health.

**In 2013 this support reached a total of 22,300kg of food donated, almost doubling the amount of food donated in 2012, as well as 1,500 animals and 6 associations.**

Of the associations that were supported, three originated from new agreements signed in 2013 with the following associations: Animalife, MIDAS and the Animal Friends Association of Albergaria (Amigos dos Animais de Albergaria).

## Dog walk (Cãominhada) in Ovar

The dog walk (Cãominhada) is an annual event in Ovar promoted by APADO. In 2013, this initiative attracted the largest number of participants ever. The Cãominhada consists in completing a predefined route accompanied by our four-legged friends. Those who do not have their own pet can take the opportunity to walk one of the many animals sheltered by APADO. At the end of the walks donations were made as a consequence of the interaction between participants and the animals. When they register, participants and their dogs are given a participation kit, which is sponsored by Pet's Best.

**In 2013, approximately 200 entries were received for the Cãominhada, in which 130 APADO dogs and 70 dogs were present with their owners.**







## Presence at the Dog Marathon

On the 14th of September, Pet's Best was present at the Dog Marathon promoted by Continente, in the Porto City Park, by sponsoring nine dogs belonging to two associations supported on a permanent basis by Soja de Portugal - APADO and MIDAS.

With this participation, the associations had the opportunity to promote themselves to other participants, by making their activities known and introducing some of the animals they have for adoption during the marathon. Pet's Best supported this participation by paying for the costs of vaccination and the insertion of electronic chips. Thanks to this initiative, at the end of the marathon some of the dogs that participated were adopted.



## Animal Day Celebrations

To commemorate Animal Day, Soja de Portugal, through its brand Pet's Best, developed a number of activities in partnership with APADO. For 3 days they were present at 2 schools of the Ovar Group of Schools. Awareness campaigns were carried out regarding the care of pets and animal abandonment, the care that animals require and the importance of animal associations, thus promoting APADO and raising awareness about the volunteer work that is needed.

**In total, 520 students and 10 teachers participated in the Animal Day celebrations.**



Pet's Best also provided a fun and different day for the public at the Ovar Dolce Vita. APADO was present on this day to talk about their association and sell some items offered by Sorgal, of which the full proceeds go to the association.

Some members of the Lucky school of canine behaviour were also present and gave a public demonstration with their dogs. The Group offered support to the work carried out by the school, which has facilities in Maia and S. João da Madeira. The aim of this partnership was to take the opportunity on this day to instil in children respect for animals and an awareness of the importance of the role they play.



## Construction of the Interceptor line connecting to the wastewater collection system

In 2013 the construction of the waste water interceptor connection to the municipal sewers, which Savinor is financing, was continued. It should be remembered that this interceptor, in addition to ensuring the channelling of Savinor effluents to the waste water collection system, will also enable the connection of two parishes of the Trofa Municipality. This is an important contribution towards the social and environmental development of these parishes, which will have basic sanitation available from now on.



## Avicasal supports Handball in S. Pedro do Sul

Avicasal supports APAESUL (Associação de Pais e Encarregados de Educação do Agrupamento de Escolas de São Pedro do Sul) in organizing the "Termas Handball Cup". This event brings together youngsters in practising sport, in a tournament for the under-10, under-12, under-14 and under-17 age groups.

**This initiative brought together more than 450 athletes.**

## Avicasal supports the under-16 male team of the Bola Basket Club in S. Pedro do Sul

This is yet another community project in which Avicasal leaves its mark. The practice of sport is considered to be one of the activities that most motivates children, while also promoting healthy habits. These are the reasons why Avicasal wholeheartedly supports initiatives of this nature.

## B. Support of Employees

Soja de Portugal undertakes initiatives that are aimed at supporting their employees by contributing to their well-being, their motivation and job satisfaction.

**Christmas party  
with gifts of toys  
for employees'  
children**

In 2013 Soja de Portugal hosted its traditional Christmas party for their employees. This initiative is a time for all employees to get together with their families and the Board of Directors.

**Gift offers of  
watches to  
employees**

Soja de Portugal offered watches to employees who celebrated 25 years of service at the company.

**Poultry meat  
products offered  
to all employees in  
commemoration of  
Soja de Portugal's  
70th anniversary.**

The investment in this initiative was valued at €21,000.

### Initiatives to be developed.

- Create the means to quickly identify situations of hardship among employees in various areas - health, financial.

## C. Environmental Education

Environmental education is one of Soja de Portugal's major commitments, and as such, specific awareness campaigns aimed at the younger population are being developed to draw their attention to the more important environmental issues. Starting in 2008, the Environmental Education Program has focused on neighbouring school communities and deals with environmental topics most relevant to the company.

In addition to the various initiatives undertaken throughout the year, there are specific campaigns, such as World Water Day and Christmas.

The results of the implementation of the Environmental Education Program are visible in the growing motivation of students and teachers towards the activities proposed. In addition, Soja de Portugal companies are invited to take part in initiatives other than those proposed at the beginning of the school year. The effort and commitment demonstrated by the company regarding the sustainability of the entire region is rewarded by the local population, who are always present at the initiatives carried out.

**200 students involved**  
**Approximately 100 people from the school community**



## Celebration of the 3rd year of the Rios Project at the Elementary School 2/3 of S. Romão do Coronado

### What is the Rios Project?

The RIOS Project was launched in Catalonia by the Associació Habitats para Projecte RIUS Catalunya in 1997 and has proved to be a success. In Spain, the Rios Project, which has existed for over 10 years, undertakes volunteer work which encompasses more than 1000 groups in five Autonomous Communities: Associació Habitats, in Catalonia; ADEGA, in Galicia; Xúquer Viu, in the Valencia community; CIMA, in Cantàbria, and Territoris Vivos, in Madrid. A protocol was set in place for the implementation of the project in Portuguese territory together with the Associació Habitats para Projecte RIUS Catalunya.

The Rios Project was started in Portugal in 2006 and is promoted by the following entities: the Portuguese Association for Environmental Education (ASPEA - Associação Portuguesa de Educação Ambiental); the Association of Geography Teachers (APG - Associação de Professores de Geografia); the Nature Protection League (LPN - Liga para a Proteção da Natureza); and the Faculty of Engineering of the University of Porto (FEUP - Faculdade de Engenharia da Universidade do Porto). ASPEA is currently responsible for the coordination of the project.

Various institutions are currently involved in the implementation of the Rios Project in the country, such as city councils, parish councils, schools, associations, non-governmental organizations (NGOs), institutes and research centres, companies and the general population.

The Rios Project aims at adopting and monitoring a stretch of river in order to promote awareness within civil society relating to problems and the need to protect and value our river systems. The main objective of the Rios Project is to implement a plan to adopt a 500-meter stretch of river or stream. In order to help with this task, a learning kit is supplied. Together with the implementation of this project in the field, it is possible to learn to value the importance of our water courses and create a nation-wide observation, monitoring or surveillance network aimed at the conservation and adoption of different stretches of river.

In 2013 Savinor, together with the S. Romão ES 2/3, celebrated their third year of partnership in the implementation of the Rios Project. The balance was considered as positive, seeing that over the three years it was possible to raise awareness about this issue with approximately 200 students.

This year, in addition to the usual workshop held indoors by the national director of the Rios Project in Portugal, Pedro Teiga, the informal lunch and the field trip, the students, in conjunction with the teachers, decided to organize a talk for their parents, Savinor and the rest of the school community. During this talk, the students presented various projects they undertook thanks to their participation in this project.



In this way, the classes that benefited from this opportunity over the last three years shared their experiences and explained how it contributes towards their development personally and as a team. The creativity of the students and the teachers delighted the audience, who had the opportunity of watching small plays created around the water theme and the Mamoia River, especially the play inspired on Auto da Barca do Inferno, featuring the waters of the Mamoia River as the main character.

Approximately 100 people were present at this talk, including parents, students, teachers and employees, completely filling the school library. Once again Pedro Teiga was also present to explain to the parents what Project Rios entails.

This action involves much more than just science teachers, and it was shown that projects such as this promote the inter-disciplinary acquisition of knowledge. It was possible to involve History, Portuguese and Chemistry teachers around the common objective that is the Mamoia River.

## Campaign in support of the Azores bullfinch

Aware of the threat of extinction faced by the Azores bullfinch and its habitat, the S. Romão do Coronado Elementary School and the Feira Nova Kindergarten undertook a project aimed at protecting the species.

During this campaign, one of the students gave a small presentation to all the other classes with the objective of raising funds for the Azores Bullfinch Environmental Centre. Savorin supported this initiative by donating some items with the image of the Azores bullfinch, whose total proceeds went to the project.

**100 Students were involved in this initiative.**



## Eco-Christmas Campaigns

For Soja de Portugal, the Christmas season that provides an excellent opportunity to teach children in a fun way about contributing to the preservation of the environment. Therefore, in 2013 two initiatives were implemented:

- Savorin (Trofa) participated in the Elementary School of Queredelo's Christmas party, helping the festivities with the presence of Father Christmas and an elf, who gave a lot of advice about the preservation of the environment and distributed small gifts among the students, teachers and auxiliary staff.

**100 Students and 14 teachers and employees were present.**

- Sorgal (Ovar) supported the Eco-Escolas Project in Ovar by awarding prizes to the winners of the Christmas centrepiece contest. The centrepieces were made from recycled materials.

**600 Students and 70 teachers and employees participated.**



## Odour monitoring platform

With the aim of promoting dialogue and involvement in civil society, in 2012 Savinor UTS created an odour monitoring platform. In 2013, the platform was promoted through local newspapers and on the company's website, making it available to the entire local community.

Currently, the platform has 65 records of occurrences, of which only 15 are active.

**(To find out more, please see chapter V.2 – Reducing environmental impact)**



### Initiatives to be developed.

- Continue to develop community projects with positive social impact in the areas of health, education, environment and sports, through partnerships established with local institutions such as schools, universities, R&D centres, city councils, sports clubs and non-profit organizations.

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# INNOVATION AND QUALITY

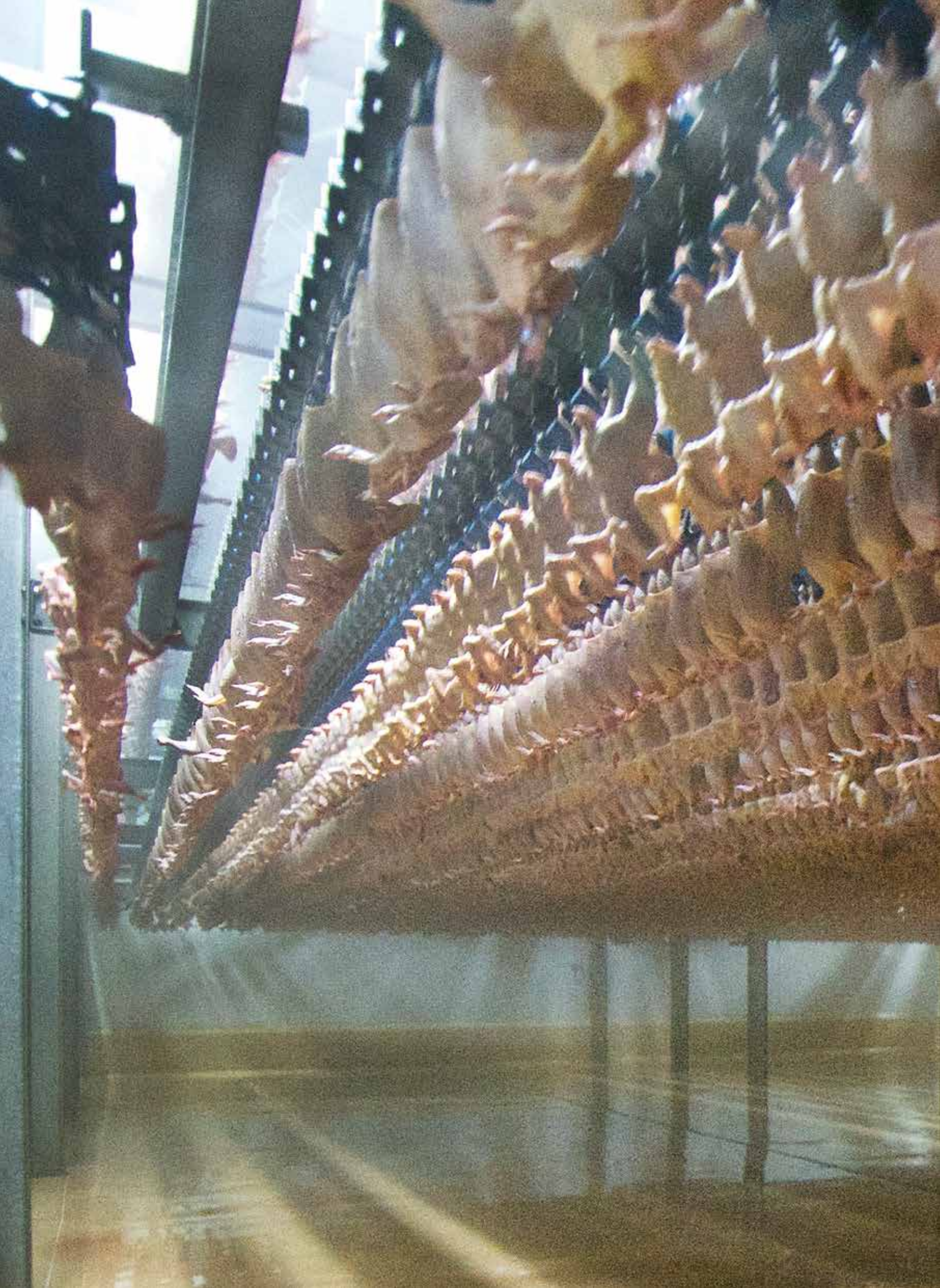
## V.5

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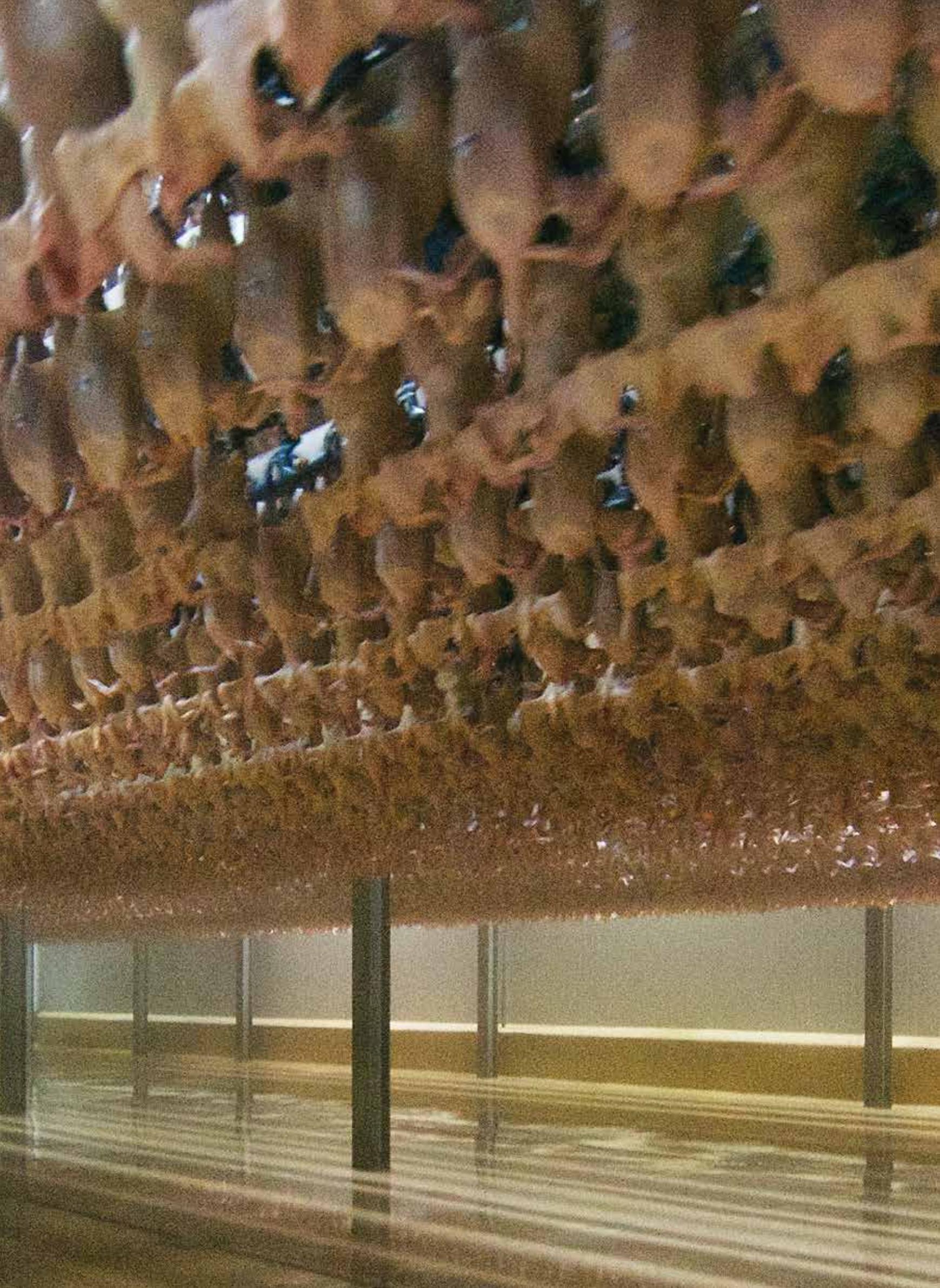
**ENSURING INNOVATION AND  
QUALITY OF PRODUCTS,  
PROCESSES AND BUSINESS  
MODELS, AND THEIR  
RECOGNITION**













## 5.1 - Our Commitment

Part of our mission at Soja de Portugal is to provide the market with competitive, innovative and sustainable solutions, while maintaining the high levels of service and quality of our products.

In 2013, Soja invested in Research & Development & Innovation activities that enabled the development of new products and processes. In this context, it should be noted that Soja de Portugal has implemented an RDI Management System.

It is also of the utmost importance for the company to ensure international recognition by means of certification, by retaining current certifications and obtaining new ones.

Soja de Portugal recognizes the importance of customer satisfaction. In this respect, in 2013 we developed a new study to evaluate customer satisfaction, which generated very positive results.

## 5.2 - Objectives

Topic	Objective	Target Date	Status	KPI	2012/2013
New products and improvement of processes, new business models	Achieve a total of 5 partnerships with the scientific community	2013	✓	Partnerships with the scientific community (number)	13
	Increase the number of process improvements to a total of 12	2013	✓	Process improvements implemented (number)	20
Certificações	Obtain 3 new certifications	2014	—	New certifications (number)	0
Certifications	Reduce the number of non-compliances for the range of non-ground product mixture products by 50%.	2013	✓	Non-compliance occurrences (number)	0
	Increase the overall customer satisfaction level from 67% to 80%	2013	✗	Customer satisfaction level (%)	72%



Objective Achieved



Objective in Progress



Objective Not-Achieved

## 5.3 - Achievements of Soja de Portugal in 2013

### 5.3.1 New products and improvement of processes, new business models

#### New products and product improvements

In order to develop new products and promote the improvement of already existing products, the animal nutrition experts at Soja de Portugal keep an attentive eye on market changes. Soja de Portugal is also concerned with supplying products that are fully adapted to animal needs, at both taste and nutritional balance level.

The following new products developed in 2013 by Soja de Portugal out:

#### A. Avistart

The Avistart Project was developed as a result of the implementation of the innovation system in 2012. The fundamental objective of this project was to improve the performance of broilers and increase batch homogeneity, based on the assumption that an improvement at the earlier stages would be reflected in the final product.

By the end of 2013 Avistart was implemented in the productive sector on a large scale.



#### B. Vacuum packaged cut-up poultry

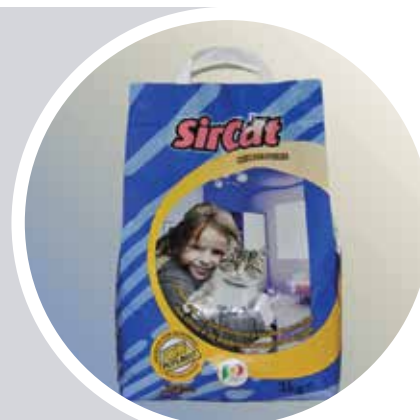
In order to properly address the market, Savinor invested in the image of its products at the point of sale, and started to vacuum pack its cut-up products.

This measure further allowed the shelf-life of the product to be extended.

#### C. New cat food

Pet's Best launched a new cat food under the brand name of Sircat. It's a fish mix offering additional variety for cats, who now have another option available for their diet.

Among other essential ingredients, this new formula contains taurine, which is indispensable for a cat's diet. The use of fish in the formula naturally increases the content of omega 3, zinc and selenium fatty acids, further to constituting and excellent source of naturally balanced protein.



## D. Cão Adulto Manutenção

Pet's Best, who is always attentive to market trends, launched a new product in 2013 that could become more affordable to their customers, given the economic situation of the country.

The product Cão Adulto Manutenção was created, clearly positioning it as a basic price product that assures the required diet characteristics necessary for the needs of a normally active adult dog.



## E. New Linha Campestre product range packaging

Due to the customer dissatisfaction that was detected by the customer support department of Soja de Portugal with regards to the way in which the Linha Campestre was being marketed, its packaging was significantly altered.



**F.** In 2013, Aquasoja launched new products in compliance with the EU regulations published in the beginning of the year with regards to the use of animal proteins in fish feed. This reformulation resulted in 20 new products for sea bass, sea bream and trout, which started being marketed in June. At the same time, various tests were carried out for both the optimization of the use of animal proteins on the different species (sea bream, sea bass and turbot) and the validation functional feeds, namely in the use of vegetable extracts to control sanitary issues.

- a) disruptive > 20
- b) tests > 14
- c) pre-2013 projects > 13

**Winter feed for sea bream** - In order evaluate the performance of the sea bream winter feed (Dorin) in contrast to a control feed, experimental testing was carried out during the winter months. The overall analysis of the results showed that the use of Dorin allows for greater growth without an increase in the volume of food consumed or deterioration in the use of those nutrients. The feedback received from clients that used Dorin during the winter make it possible to conclude that, in fact, the sea bream are in better conditions for the start of summer.



**G.** At the Savorin By-product Processing Plant (UTS) a new fish meal was developed with 70% protein. This meal was produced through the segregation of a specific raw product, dark tuna meat, which allowed us to obtain a value added product.



### 5.3.2 New processes and process improvements

Soja de Portugal continued to implement improvements to the processes and achieved the objective it set for itself, having implemented, in 2013, 10 new processes and/or improvements to its processes.

#### A. Improvements resulting from the Soja Lean Project at the production unit of aviculture and livestock compound feed

After a survey stage to identify improvement opportunities, which was carried out in conjunction with the Kaizen Institute, the implementation stage of the Soja Lean Project was initiated. Its implementation began in the production unit for aviculture and livestock compound feed and included the entire team for this business area. Improvement objectives were defined that were later applied as project indicators. The improvements introduced had a direct impact on the raw materials, subsidiary materials and finished product areas.

RAW MATERIALS	
<b>Measures introduced:</b> simulation for reference amounts to have in stock; improvement to the visual management of raw materials; employee training; arrangement and identification of raw materials in the different areas.	<b>Results:</b> a decrease in the number of days for raw material turnover and a decrease in the investment in stock.
SUBSIDIARY MATERIALS	
<b>Measures introduced:</b> improved visual management; improved management of storage space; standardization of all stock materials.	<b>Results:</b> less investment in stocks and a decrease of errors related with sack transporting operations to the production area. By reducing the number of out-of-stock situations and the number of handling operations of subsidiary materials, we achieved not only an increase in the productivity of our employees but also a greater response time in our planning.
FINISHED PRODUCT (FP)	
<b>Measures introduced:</b> rearrangement and identification of warehouses; development of indicators with dead stock and stock rotation monitoring in days; daily planning meetings, indicator evaluation of employee training requirements; creation of a pre-loading zone; demarcation of FP warehouse; implementation of an expiry date warning system; painting of the FP warehouse; creation of maintenance sheets where all employees	<b>Results:</b> considerable decrease in the number of days required for product rotation; no interruption in the level of service supplied to clients.

#### B. Complete reconversion of the Lamos plant for the manufacture of pet food

(For more details please see Main Highlights of 2013 p.23)

#### C. Start-up of the Avicasal feather by-product processing unit

(For more details please see Main Highlights of 2013 p.24)

#### D. Restructuring of the Avicasal WWTP

Equipping the Avicasal WWTP with the means and technology required to fully comply with the emission limit values established in the environmental license, namely with regards to nitrogen.

#### E. Restructuring of Avicasal steam production system

Complete modification of the boiler room, and burner and steam production system, by replacing the traditional burning of naphtha with biomass, which has greater energy efficiency, is less polluting and more viable economically.

#### F. Steam control and global recording system

Acquisition and installation of an integrated system, consisting of equipment and software, for the acquisition and recording of data relating to steam production of the two boilers, their water consumptions and steam consumption of the various departments. This management tool allows for greater energy savings and a more rational and efficient use of that energy.

### G. Cage drawing system to support the unloading of live poultry vehicles onto the waiting dock at Avicasal

Due to the increasing need to have all poultry unloaded at the live poultry loading dock, and seeing that almost none of the drivers is accompanied by an assistant, the need arose to implement a system to support this activity.

### Labelling of chickens at Avicasal

Replacement of the current chicken labelling machine with a label applied to the chicken's breast, which presents less of a hazard to consumers.

### H. Placement of a sieve on the fish processing line at the Savinor UTS

The previous sieve had an 8 mm mesh; it was later changed to 5 and 4 mm, respectively. This alteration was carried out due to the ever increasing requirements of our customers with regards to the granulometry of the meal.

### Fitting of a sieve on the category 2 processing line

A sieve was fitted to the category 2 processing line, which is located before the cooler to avoid the presence of foreign objects in the meal, such as metal and plastic.

## 5.3.3 Partnerships with research centers and universities

### Did you know that Teresa Tavares, monogastric technical assistant at Sorgal, took second place in 2013, for the Alltech Young Scientist 2012 Awards with her science project "The Effect of Replacing Inorganic Trace Minerals with Bioplex® and Sel-Plex® on Broiler Performance and Carcass Quality"?

This was the field test for her end-of-course assignment. The study consisted in testing the effects of the replacement of the inorganic minerals normally found in feeds, by the same minerals in their organic form, in the diets of industrially bred broilers. Even under the most difficult field conditions, Teresa Tavares was able to obtain reliable results and draw conclusions regarding the use of the product.

The Alltech Young Scientist Awards are held in Lexington, Kentucky, in the United States, and is an international level educational programme that obtained more than 8,000 entries.

Soja de Portugal establishes partnerships with various research centres and universities, which play a very important role in the development of our products. In 2013, the Group maintained all partnerships started in 2012 and established the following new partnerships:

**Partnership with ICBAS**, to undertake validation studies for Poultry Meat Fresh Sausages, studies concerning Pectoral Myopathies in Broiler Breasts and studies relating to The Potentiated Effects of Associated Welfare Issues.

### Partnerships with the Minho University and the H.S. of Biotechnology,

under the scope of the Valorintegrador QREN Project - Integrated valorization of Agro-Food by-products for application to human and animal diets.

**Internships with students** of the Agrarian Higher School of Viseu (ESAV - Escola Superior Agrária de Viseu), University of Trás-os-Montes and Alto Douro (UTAD - Universidade de Trás-os-Montes e Alto Douro) and the Abel Salazar. Biomedical Sciences Institute (ICBAS - Instituto de Ciências Biomédicas Abel Salazar).

### Protocol with the Youth Research Initiatives at Porto University (IJUP)

3 Projects were being undertaken at Aquasoja during 2013 under the scope of this protocol:

- Evaluation of the Life Cycle of essential ingredient in feeds for fish
- Evaluation of the effect of tryptophan supplementing to ease stress during corvina farming.
- Evaluation of Carob Wheat Germ as an ingredient in corvina diets.

### Study trips to the Avicasal plant

UTAD | 3 visits | 60 students

ICBAS | 6 visits | 120 students

ESACB | 47 students and 2 Veterinary Nursing professors



### 5.3.4 Awareness campaigns and participation in speciality events

Soja de Portugal promotes its products and participates in various speciality events. In 2013 we we present at the following events:

#### Soja de Portugal sponsors Agriculture and Agro-food Economy Cycle

Soja de Portugal sponsored Agriculture and Agro-food Economy Cycle promoted by the AESE Management and Business School

At the close of 2013, speakers lectured on three of the main issues relating to the sector over a cycle of three sessions dedicated to agriculture and the agro-industry. "Agriculture in Portugal: a vision for the future", "Business models in the agro-food sector" and "Safety, quality and innovation in the food industry".

Focus was placed on the different aspects involved in the agricultural sector and related industries, showing an increasing awareness to the importance of agriculture and the agro-food industry to the Portuguese economy..



## Soja de Portugal was present at the SAP Forum

António Isidoro, Administrator at Soja de Portugal, was present as a speaker at the SAP Forum in Porto, which took place at the Alfândega Congress Centre in Porto. António Isidoro was part of the panel “Successful Businesses? Yes, no matter their size”, together with Pedro Carvalho, Managing Director of the Banco Privado Atlântico Europa, and Francisco Cruz, CFO of the Primor Group. This panel was chaired by Júlio Magalhães, General Director of Porto Canal.

During his intervention, António Isidoro emphasized that the implementation of a SAP system was a structural decision made by the previous Administration, and was a process of system consolidation, seeing that prior to that each company had its own software. He also referred that the employees were one of the key factors to the success of this implementation due to their efforts.



## Soja de Portugal organized a conference at Fórum do Mar

The Fórum do Mar, which took place at the end of May, was sponsored by Soja de Portugal.

The event was organized by the Portuguese Entrepreneurial Association (AEP - Associação Empresarial de Portugal) and by the Oceano XXI Association - Sea Knowledge and Economy Cluster. It was open to professionals of all sectors relating to the sea economy, the scientific community and to the public in general, so as to contribute towards the development of the sea economy and for making the public aware of the benefits that can be drawn from the sustainable exploitation of sea resources.

Some of the sectors involved in this event were: aquaculture; canning; naval construction and repairs; ocean energies; R&D of products, technologies and biotechnologies; fishing, conservation and distribution of catches; ports and maritime transports; salt production; maritime services; sustainability; and nautical tourism.

“The Challenges of Aquaculture” was a topic debated by João Azevedo in one of the conferences of the event. The activity of aquaculture in Portugal over the last 20 years and future sea challenges for 2020 were discussed, as well as fish nutrition.

Soja de Portugal highlighted Aquasoja’s success story and the importance given by the Group to innovation.





## International PAEX Network meeting, with João Pedro Azevedo as speaker

The Porto Business School and the Dom Cabral Foundation hosted, between the 5th and 7th of May, at various locations in Porto, the 1st International PAEX – Partners for Excellence Network Meeting. This initiative, addressing the topic “The major challenges of global management”, was attended by various nationally and internationally renowned figures with connections to the field of economics, as well as by directors of respective Schools of Business.

On the table, for the 1st International PAEX – Partners for Excellence Network Meeting, were topics such as the economic situation in Europe; leadership in contexts of change; the world economy; the differences of negotiation in the Portuguese and Brazilian contexts and in the rest of European countries; and the impact of technological innovation, in which this last topic was developed and presented by João Pedro Azevedo. The program of the event also hosted networking moments between all participants.

The PAEX Program integrates all the Programs of the Porto Business School Consortium and aims at promoting active consulting through the development of management technologies and their implementation in companies, as well as the sharing of experiences. The partnership between both Business Schools and more than 350 companies (of which Soja de Portugal is a part) also aims at instilling high performance standards in organizations and the acquisition of competitive advantages, operating on a on-the-job coaching basis to allow companies to achieve effective financial results.





## Sojagado supports the 5th Portuguese Cuniculture Association Days (ASPOC - Associação Portuguesa de Cunicultura)

Sorgal, through its brand name Sojagado, was present at the 5th ASPOC Days. Under the theme of “Cuniculture, the art of doing it well and eating well”, this event took place in the auditorium of the Ponte de Lima Agricultural Higher School, with the aim of promoting the production and consumption of rabbit meat.

Further to sponsoring this event, Sojagado also exclusively sponsored a dinner, where the chef Hélio Loureiro confected a special menu for the invited guests. Approximately 60 people had the opportunity to taste the rabbit delicacies that were prepared for this occasion. coelho preparadas para esta ocasião.



## Aquasoja sponsors the 5th Aquaculture Seminar

Within the scope of the 5th Aquaculture Seminar organized by the Portuguese Association of Aquaculturists (APA - Associação Portuguesa de Aquacultores), Aquasoja was present, not only in a capacity of sponsor of the initiative but also to deliver two presentations regarding raw materials used in this sector.

Tiago Aires delivered his presentation focusing on the topic of “The fish product market in the EU - Evolution, prices, raw materials and trends”. Reviewing the past year with regards to what’s new in Mediterranean aquaculture in 2014, the focus of this presentation dealt with the expectations for the near future at a raw materials level. Two main aspects were addressed, namely the shortage of fish meals and oils, and the volatility of vegetable raw materials. The director of Aquasoja presented possible solutions as being the need to review the exclusion policies for GMO’s (Genetically modified organisms) and the utilization of animal proteins in French large scale distribution after the new European legislation comes into effect; the adaptation and optimization of diets to the new reality, namely that of the usage of higher contents of insoluble fibres; make formulation more flexible; optimize food handling to reduce losses; and to invest in performance.

Elisabete Matos addressed the topic of “Processed animal proteins in aquaculture – influences of the use of land animal by-products in zootechnics”. Within the scope of this topic, she

spoke about the motives for the change to this protein, pointing out three reasons: first, the protein world crisis; second, the fact that there is no proof that non-ruminant animals may be contaminated and suffer from transmissible encephalopathies such as BSE; and finally, that the only reason to maintain the prohibition is prejudice.

The event ended with lunch being served, with an aquaculture product tasting session offered by APA Associates.

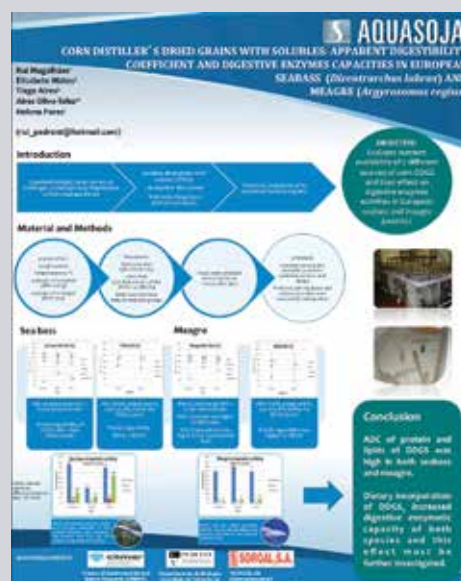


## Investigative work of Aquasoja presented at Aquaculture Europe 2013

Tiago Aires and Elisabete Matos of Aquasoja, presented an article on the topic of “Corn Distiller’s Dried Grains with Solubles: Apparent Digestibility Coefficient and Digestive Enzyme Capacities in Sea Bass and Meagre”, at Aquaculture Europe 2013 held in Norway.

The article, based on the investigation of the use of dry corn grains with solubles in feed for fish such as the sea bass, was worthy of note in the website TheFishSite and was published in MisPeces and Fish Farming International.

Another investigative work, which was part of the QREN FIT-AQUA project and Sorgal was the main sponsor, was also presented at this congress.



## Aquasoja present at the “Portugal-Brazil Aquaculture and Fisheries: Opportunities and Challenges” event

The Portugal-Brazil Aquaculture and Fisheries: Opportunities and Challenges event, whose official sponsor was Aquasoja, was hosted in the auditorium of the Central Building of the Rectory of the Aveiro University.

The aim of this initiative was to create synergies between aquaculture, fisheries and codfish industry professionals at a practical and theoretical level. On the other hand, another objective of this initiative was to highlight not only the opportunities, but also the challenges that participants in these sectors face in the relations between Portugal and Brazil.

Presentations focused on topics related to the challenges and opportunities that exist between Portugal and Brazil, according to the branch of activity of each speaker.



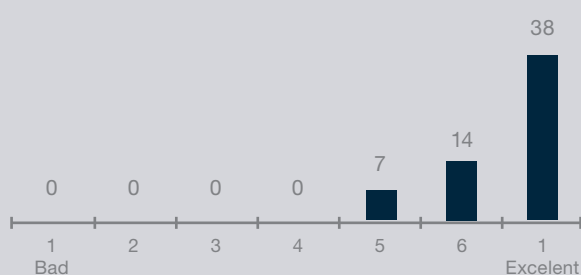
## Savinor and Avicasal organize Avicultural Days

At the Avicultural Days, topics such as the Food Safety Management System ISO 22000 – implementation and impact, aviculture handling and ventilation and production incentive systems – community funding, were addressed.

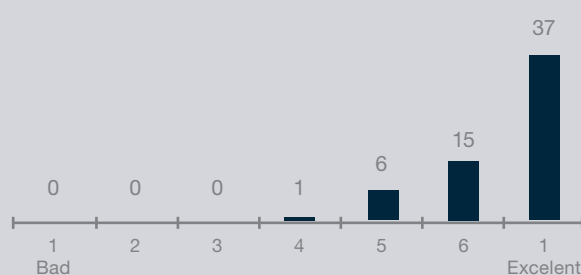
This event counted with the presence of 118 aviculturists, two per company.

A survey was undertaken at the end of the event, with the aim of evaluating the degree of satisfaction of those integrated with the companies (Avicasal and Savinor) and also with the Avicultural event, with regards to its organization and the topics addressed. In total, 59 answers were obtained during the survey. Some of the main results are listed below:

**How do you classify this avicultural event with regards to the interest of the topics?**



**How do you classify this avicultural event with regards to its organization?**





## Participation in trade fairs connected to the animal feed industry

- 2013 Trofa Annual Fair
- Agro 2013 (Braga)
- Agroleite 2013



## Customer orientated actions

The Soja de Portugal companies undertook actions related to various subjects, which involved more than 400 customers and potential customers.

Sojagado/Pronutri	Subjects addressed	Number of customers
Lecture with the agent Joaquim das Rações	Management of reproductive efficiency, reproduction control and diet supplements for bovines in extensive regimes	60 (customers and potential customers)
Agrotec Lecture, in conjunction with the magazine Agrotec and held at the Agro fair 2013.	Animal well-being	70
Lecture with the agent Corso	Handling of ruminants	40

Avicasal	Subjects addressed	Number of customers
Costumer visits to Avicasal	Poultry meat handling training	30
Beef Livestock in Mountain Areas Days, organized by the Arcos de Valdevez and Ponte da Barca Cooperative	Handling and nutrition	120

## 5.3.5 Publication of technical and business articles in the OCS

In 2013, as in previous years, Soja de Portugal collaborated in drawing up technical articles published in magazines and prominent publications:

Cães&Companhia

### Complete compound feeds for dogs - The secret of the flavour



Mariana Beça, Pet's Best Nutrition  
Technical Department – Sorgal

Cães&Companhia

### The importance of minerals - A dog's calcium



Pet's Best Nutrition Technical  
Department – Sorgal



Cães&amp;Companhia

**Canine obesity**

Mariana Ferro Beça e Tiago Aires,  
Pet's Best Nutrition Technical Department – Sorgal

Aprolep

**Meat steers – Growth and fattening**

António Godinho – Zootechnical  
Engineer of Soja de Portugal

Rural Life

**Animal nutrition and well-being**

Nuno Guedes – Zootechnical  
Engineer of Sorgal

IPAC

**Contribución a la sostenibilidad y la competitividad del sector acuícola europeo**

Tiago Aires - Technical Director of Aquasoja

## Fish Farming International



Tiago Aires and Elisabete Matos of Aquasoja

## Influence of supplemental maslinic acid (olive-derived triterpene) on the post-mortem muscle properties and quality traits of gilthead sea bream



Elisabete Matos of Aquasoja

## Did you know that Soja de Portugal published an article in the 2013 Sustainability Yearbook: “Soja de Portugal Innovation System – Innovation as a strategic vector”?



In the same manner, in 2013, various company members gave interviews to various OCS, among which:

#### Praça Pública

### Interview with João Pedro Azevedo, in 70th Anniversary of Soja de Portugal



#### Grande Consumo

### Interview with João Pedro Azevedo, in Soja de Portugal Group invests 6.5 Million in a New Plant



#### Grande Consumo

### Three questions to: Jorge Moura, business director of Pet's Best Nutrition of Sorgal, in Pet food market booming



#### Pontos de Vista Magazine

### Interview with Tiago Aires, Unit Director of Fórum do Mar 2013 Aquasoja Business



### 5.3.6 Customer relations

In order to achieve full satisfaction of the customer's need and to deepen relations with them, Soja de Portugal has implemented various initiatives:

#### Maximum customer satisfaction

In order to ensure that all employees are capable of contributing in a valid way towards customer satisfaction, Soja de Portugal has defined **"Maximum Customer Satisfaction"**, as one of its main priorities and this is transmitted to the employee on admission through the Welcoming guide.

The significant increase in the number of complaints does not represent inefficiency of the process but rather the consolidation of institutionalized continuous improvement practices of the management system.

#### Open door policy

Through its "Open Door Policy", Avicasal has been promoting and keeping up with various study trips of some universities, which enable the students to gain insight about the reality of this industry.

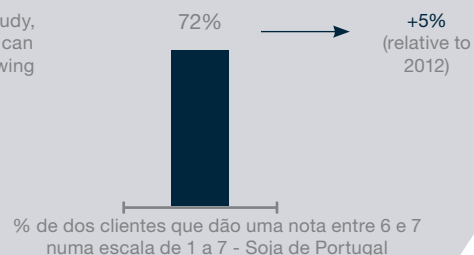
The requests made by universities to the company have increased due to the growing interest of the students to experience enriching practical activities and have direct contact with the market.

**Customer visits in 2013:**  
**Customers who visited Avicasal for training in poultry meat handling: 30.**

#### Customer satisfaction studies

Every year Soja de Portugal undertakes a customer satisfaction study, which allows them to evaluate the customer satisfaction, not only at a Soja de Portugal level but also at the level of each area of business. In 2013, the results were the following:

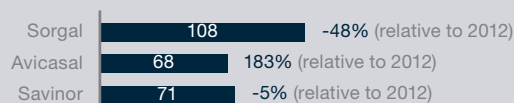
(The results of the study, by area of business, can be found in the following page)



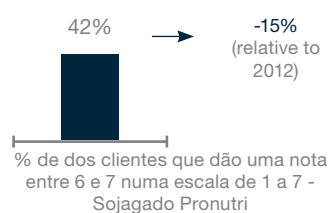
#### Customer hotline (complaints and suggestions)

Soja de Portugal has a helpline service available for its customers to log complaints or suggestions. Currently this service is available at Sorgal and Savinor, although it is the Group's intention to make this service available at all its companies. It is a communication channel that is available to all customers and remainder of the stakeholders. All contacts are viewed as an opportunity for improvement.

##### Number of complaints during 2013 at Soja de Portugal

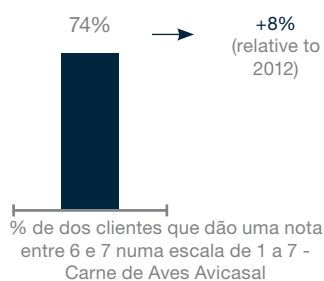


## Results of the customer satisfaction evaluation study, per area of business



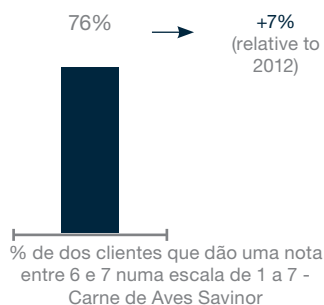
### SOJAGADO/PRONUTRI

Aspects to be improved	Positive aspects
<ul style="list-style-type: none"> <li>• Look of the Linha Campestre packaging</li> <li>• Consistency of the feed</li> <li>• Presence of fines in the product</li> <li>• Cleanliness of packages</li> <li>• Partnership relation</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the technical team</li> <li>• Response times of the technical team</li> <li>• Response times of the commercial team</li> <li>• Flexibility</li> <li>• Order satisfaction service</li> </ul>



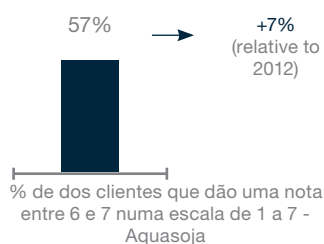
### POULTRY MEAT - AVICASAL

Aspects to be improved	Positive aspects
<ul style="list-style-type: none"> <li>• Presença de penas no produto</li> <li>• Presença de pisados no produto</li> <li>• Satisfação das quantidades de produto</li> </ul>	<ul style="list-style-type: none"> <li>• Freshness of the product</li> <li>• Distributors – personal hygiene and response times</li> <li>• Vehicles – adequate and hygiene</li> <li>• Trust of the commercial team</li> </ul>



### POULTRY MEAT - SAVINOR

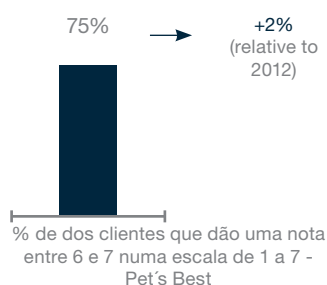
Aspects to be improved	Positive aspects
<ul style="list-style-type: none"> <li>• Presence of feathers in the product</li> <li>• Presence of bruises on the product</li> <li>• Product colour</li> <li>• Agility of the credit department</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable company</li> <li>• Response times of the commercial team</li> <li>• Trust of the commercial team</li> <li>• Considered as business partners</li> </ul>



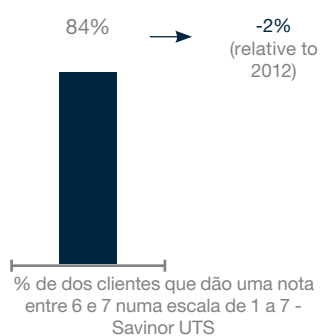
### AQUASOJA

Aspects to be improved	Positive aspects
<ul style="list-style-type: none"> <li>• Conversion indexes</li> <li>• Product homogeneity</li> <li>• Price vs. results obtained</li> <li>• Regularity of the product between orders</li> </ul>	<ul style="list-style-type: none"> <li>• Empresa sustentável</li> <li>• Resposta às solicitações por parte da equipa comercial</li> <li>• Confiança na equipa comercial</li> <li>• Considerados parceiros de negócio</li> </ul>



**PET'S BEST**

Aspects to be improved	Positive aspects
<ul style="list-style-type: none"> <li>• Deadline for order satisfaction</li> <li>• Product shine</li> <li>• Number of promotions at points of sale</li> </ul>	<ul style="list-style-type: none"> <li>• Considered as business partners</li> <li>• Commercial team response to requests</li> <li>• Flexibility</li> <li>• Problem resolution</li> </ul>

**SAVINOR - UTS**

Aspects to be improved	Positive aspects
<ul style="list-style-type: none"> <li>• Perception relative to price paid vs. quality of product collected</li> </ul>	<ul style="list-style-type: none"> <li>• Considered as partners</li> <li>• Motorists make correct pick-up/trustworthy/ personal hygiene</li> <li>• Flexibility</li> </ul>

\*The degree of customer satisfaction with Sojagado / Pronutri decreased significantly with respect to 2012. This situation is directly related to the closure of the Lamarosa plant, which was converted into a pet food plant, causing the dissatisfaction of the customers in the southern part of the country that were supplied by this plant. In order to contribute towards the maximum satisfaction of their customers, Soja de Portugal quickly implemented more frequent visits by the commercial team, at the same time it strived to guarantee a good service from the Ovar unit.

In the same manner, customers voiced their discontentment with regards to the Linha Campestre with regards to its image, seeing that it was first decided that a single package would be used for all species of animal, thus making it more difficult to distinguish between products. In this respect, Soja de Portugal responded to the demands of these stakeholders by creating a different package for each species.

### 5.3.7 Sustainable Innovation at Soja de Portugal

Admitting that innovation is a strategic and essential aspect for the daily performance of its companies, Soja de Portugal implemented a Research, Development and Innovation Management System (RDIMS), which will become certified in 2014.

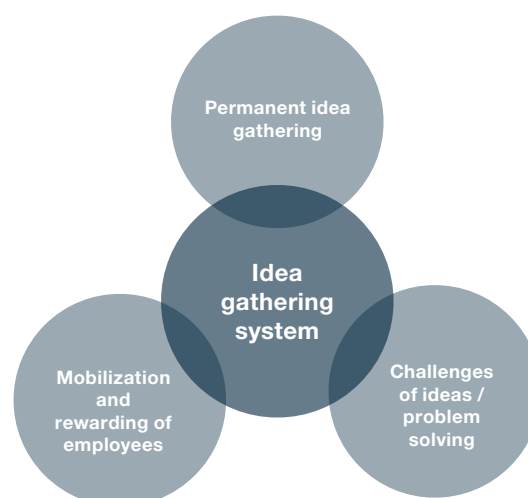


The innovative process at Soja de Portugal is geared towards the identification, retention and propagation of knowledge within the organization and its surroundings; in the shape of a process conceived for collecting, sorting, evaluating and selecting innovative ideas, which, after being matured, will bring added value to the organization; and as a process developed for the planning, implementation and monitoring of RDI projects thus guaranteeing the defined objectives are achieved

The innovation system allows ideas to be managed and is aimed at company employees.

The following activities were undertaken in 2013:

- Analysis, revision and fine tuning of the Interface and Knowledge Management and Idea Management platform;
- Analysis and revision of processes and objectives, aimed at obtaining the RDIMS certification at Sorgal;
- Test at a relevant scale of the first ideas, follow-up and access to the Knowledge Base in the Ideas Portal;
- SIM communication at Sorgal for kick-off in the field at the beginning of 2014.



### Online Idea Management – initiatives underway in 2013:






1. Formalization of the IJUP protocol in 2013 for 3 projects at Aquasoja; (For more information please see “1.4.2. New processes and process improvement”)
2. Application of Sorgal to the MANUNET ERA-NET Project, an Iberian project aimed at developing and valorizing by-products (pig’s hair and other by-products) through the extraction of keratin by means of hydrolysis. This project did not proceed due to the withdrawal of a promoter;
3. Preparation, analysis, definition and application by Sorgal, Avicasal and Savinor, to the QREN project, By-product Valorization integrating Value of the Agro-Food Sector.

#### Initiatives to be developed:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>● In 2014, develop an alternative product to the Poultry hamburger;</li> <li>● Install a fish by-product chute with a capacity of 50m3 and a dryer for the fish processing line with identical capacity to the current one, for enable redundancy;</li> <li>● Construct a finished product (meals) warehouse with 400 ton capacity;</li> <li>● Increase current fish UTS capacity and diversify the products;</li> <li>● Formalizer partnerships within the scientific community, such as universities and research centres as well as other companies of the food industry;</li> <li>● Invest in more innovative products;</li> <li>● Implement a benchmark analysis plan integrated into the SIM;</li> <li>● Promote greater involvement of suppliers in the innovative process;</li> </ul> | <ul style="list-style-type: none"> <li>● Develop knowledge of the nutritional characteristics of the various raw materials that were recently reintroduced into aquaculture diets, which derive from the valorization of by-products, namely aviculture by-products. It is necessary that this process encompass all aquaculture fish species for which we sell products – a study on the usage of feather meal is foreseen for 2014;</li> <li>● Develop fundamental nutritional research, aimed at widening our knowledge of important nutritional principles, of appropriate levels of nutrients and of new beneficial ingredients for pets and fish, namely with regards to the nutrition of the turbot;</li> <li>● Widen our portfolio with products that complete our range and can be used to ensure customer loyalty. These are products that Soja de Portugal will only market, which means that a new and parallel logistics plan will be required – an evaluation and quantification of the value generated by the project is foreseen for 2014;</li> <li>● Decision regarding the implementation of the Shared Services Centre project;</li> <li>● Investment in a new fish feed production unit.</li> </ul> |
|--|---|

### 5.3.8 Certifications

Soja de Portugal considers the certification of its management systems to be essential to achieving international recognition.

Business Units	NP EN ISO 9001	IFS	NP EN ISO 22000	NP EN ISO 14001	RDIMS
 Alimentos compostos para avicultura e pecuária	✓			●	●
 Carne de aves	✓		●	●	●
 Alimentos compostos para aquacultura	✓			●	●
 Alimentos secos para cães e gatos	✓	✓		●	●
 Recolha, tratamento e valorização de subprodutos	✓			●	●



Existing certifications



Foreseen certifications

#### Initiatives to be developed.

- Maintain ISO 9001 certification for all companies;
- Maintain IFS certification at Pet's Best;
- Obtain ISO 22000 certification at Avicasal;
- Obtain ISO 14001 certification for all companies;
- Certify the Innovation Management system.

### 5.3.9 Product quality

In order to ensure food quality and safety of its products, Soja de Portugal has implemented throughout its companies, a Quality Management System, which is certified by standard ISO 9001:2008. In 2013, Soja de Portugal redefined its quality policy and it became a corporative policy, which encompasses quality; the environment; human capital; customer orientation; value creation; research, development and innovation; and social development and citizenship.

The Soja de Portugal companies systematically apply HACCP methodology and good production practices, complying with legal and standardization requirements in terms of quality, safety and food hygiene, as a way to assure the best possible conditions for production and obtaining safe products.

On the other hand, each company carries out a set of analyses on their raw materials and the finished product. These analysis are carried out in Soja de Portugal laboratories or in external laboratories, whenever necessary.

#### Number of analyses carried out



In 2013, Savinor carried out a total of 1,774 analysis, 989 on own slaughter products and 785 at the by-product processing unit.

SAVINOR analyses	Products	No. of analyses
Own slaughter products	Seasoned broilers	482
	Industrial broilers	339
	Industrial cut-up broilers	131
	Industrial broiler giblets	37
By-product processing unit	Fish meal	294
	Fish oil (category 3)	17
	Poultry meal (category 3)	132
	Poultry fats (category 3)	6
	Mammal meal (category 3)	126
	Mammal fats (category 3)	18
	Meat and bone meal (category 2)	192

Note: Further to these analyses, meal and fat analysis is carried out at the Sorgal laboratory. These analyses were not considered within this framework, seeing that they had already been referenced in the Sorgal report.

Still regarding the products marketed in 2013, Savinor chose to request analysis bulletins from its suppliers, thus making them responsible for the safety of the products supplied.



In 2013, Avicasal carried out a total of 2015 analyses of quality parameters.

Avicasal Analyses: Parameters verified					
Water	20	CSM	122	Chicken Breast	45
Ambient Air	12	Chicken Skewers	30	Turkey Breast	5
Chicken Fillet	11	Turkey Skewers	130	Neck Skin	125
Turkey Fillet	55	Turkey Ham	140	Chicken Leg w/ Back	6
Poultry Burger	43	Industrial Broilers	7	Chicken Leg	17
Poultry Burger Salt-free	35	Whole Broiler	20	Turkey Leg	10
Poultry Burger Meat	132	Seasoned Broilers	42	Drumsticks	10
Poultry Burger Meat Salt-free	66	Chicken Halves	5	Poultry Sausages	256
Chicken Carcass	39	Chicken Giblets	1	Blood	17
Fresh Meat	5	Seasoning Sauce	5	Surfaces	513
Chicken Cordon Bleu	29	Chicken Nuggets	12		
Chicken Thigh	15	Breaded Chicken	35		

In 2013, Sorgal carried out 16,497 analyses, 6,497 were on raw materials and 9,982 were on finished products:

Type of product	Analyses carried out at external laboratories	Analyses carried out at the Sorgal laboratory	Total
Raw materials	172	6325	6497
Sojagado and Pronutri finished products	171	9208	9379
Aquasoja finished product	12	316	328
Pet's Best finished products	34	241	275

#### Initiatives to be developed

- Ensure compliance with the Quality Management System;
- Reduce returns;
- Integrate policies and actions related with human health, aviculture and the environment in the knowledge management platform; insert into the same platform information on the areas of research related with feedstuffs, risk assessments, laboratory methods, scientific publications and presentations on food and nutritional safety.
- Evaluate the control plan for selection of raw material suppliers, as well as evaluate the raw materials themselves;
- Evaluate the implementation of a Lean system at other industrial units of the Group;
- Optimize the quality control process in order to ensure that the results of the final product analysis are received in time for corrective measures to be taken in case of non-compliances.



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**RAW MATERIALS**

**V.6**

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**TRACEABILITY AND  
SUSTAINABILITY OF RAW  
MATERIALS**









## 6.1 - Commitment

**At Soja de Portugal we strive to ensure that our supplier selection process is based on strict and rigorous selection criteria that enable us to build long-lasting commercial relationships. In an attempt to promote the country's socio-economic development, our company chooses to work with local suppliers, other conditions being equal.**

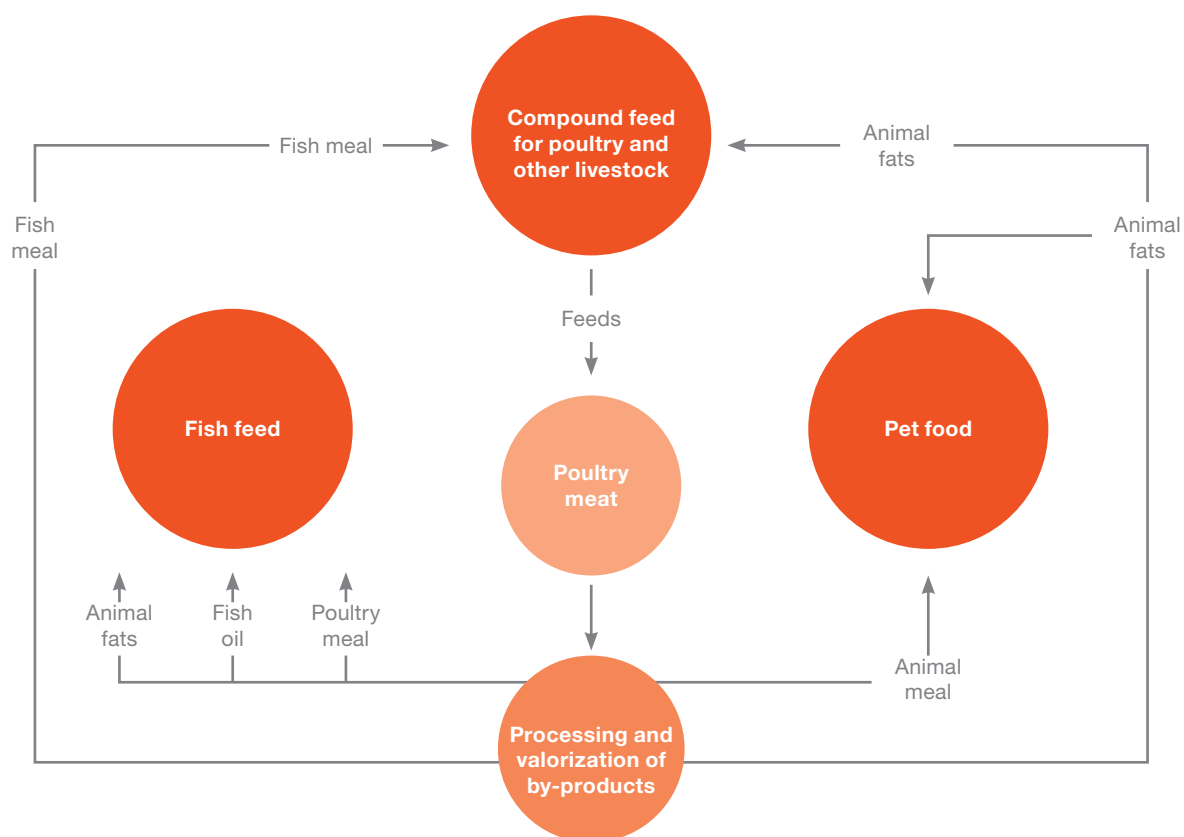
## 6.2 - Achievements of Soja de Portugal in 2013

### 6.2.1 Consumption of raw materials and use of by-products from other industries

Soja de Portugal's business model is based on circular economy principles through using by-products and the creation of synergies between the various business areas.. The use of a significant amount of by-products allows Soja de Portugal to supply the market with competitive, innovative and sustainable solutions while maintaining high levels of quality and service.

It is also important to mention that, by means of the valorization of by-products from other industries, Soja de Portugal is capable of:

- Guaranteeing greater traceability control of our final products (to find out more about traceability please refer to chapter V.5);
- Ensuring that the main raw material (feed) for the poultry meat business area is sourced from a Group company, which allows for greater control of its origin and quality;
- Reducing our carbon footprint, seeing that raw materials such as meat and fish meal, and oil and fat to produce compound feed do not need to be transported over great distances, as would be the case if they had to be imported.



### RM consumption in 2013

#### SORGAL

Corn | 49,88%  
Soya Bagasse | 20,18%  
Wheat | 7,38%  
Wheat Bran | 6,26%  
Rapeseed Press Cake | 3,90%  
Oils and Fats | 2,90%  
Sunflower Press Cake | 2,49%  
Meat and Bone Meal | 2,47%  
Flours | 2,31%  
Calcium in bulk | 2,25%

#### SAVINOR

Feed | 37%  
Day-old chicks | 11%

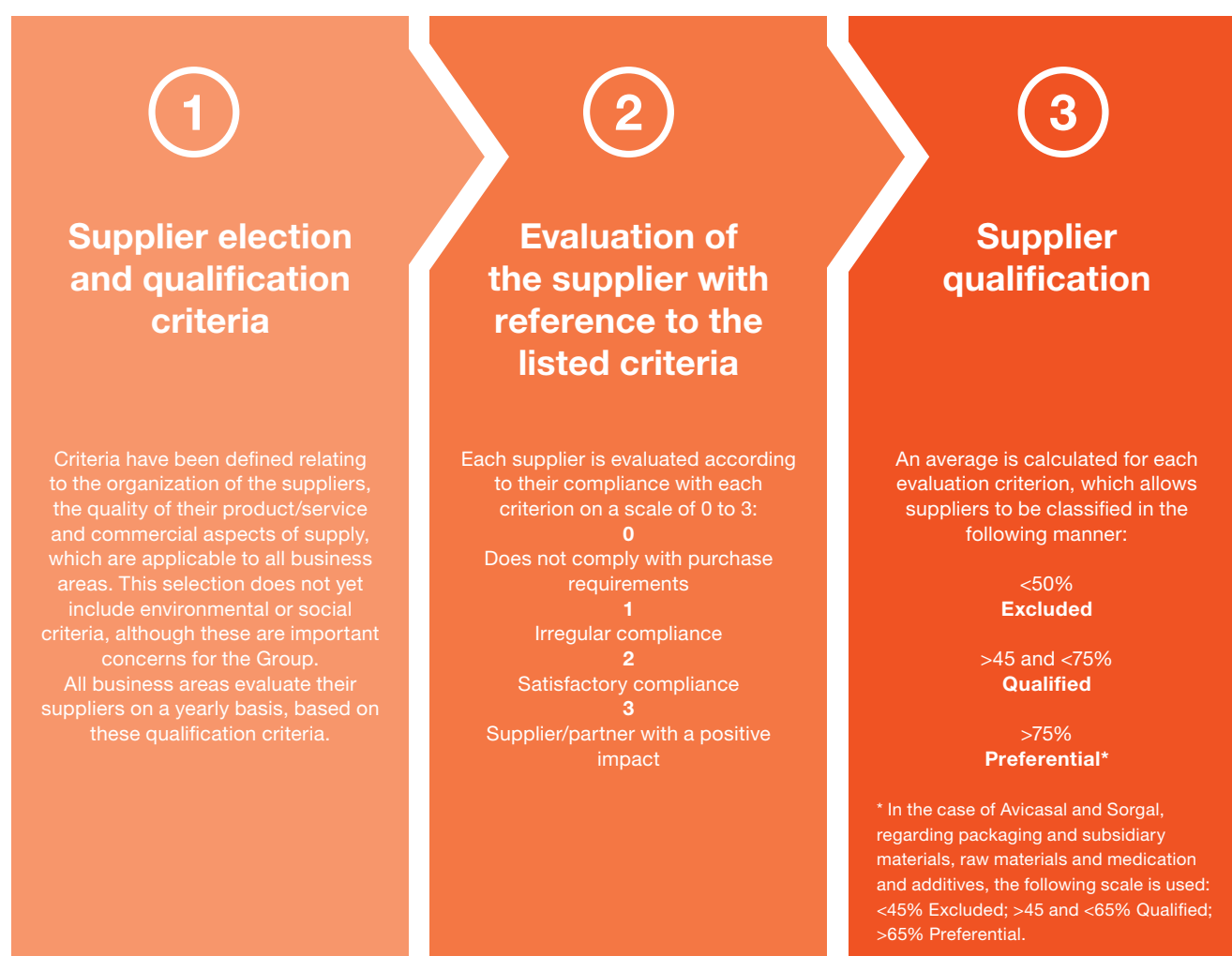
#### AVICASAL

Day-old chicks | 13%  
Day-old poults | 2%  
Chicken feed | 41%  
Turkey feed | 15%

Note: In 2013, Soja de Portugal began using an additional raw material in its compound feed business: glycerine. Glycerine is also used as a technical additive to improve production efficiency and reduce the energy costs of granulation.

## 6.2.1 Sustainability control criteria for suppliers and origin control

The supplier selection and qualification process is crucial for Soja de Portugal to maintain its high levels of quality and service.



### Selection and evaluation results for 2013

SORGAL	SAVINOR	AVICASAL
<b>Subcontracted raw material suppliers:</b> 10 Preferential; 2 Qualified; 16 Excluded.	<b>Non-food suppliers:</b> 30 Preferential; 22 Qualified; 2 Excluded.	<b>Own brand suppliers:</b> 2 Preferential; 1 Qualified; 1 Excluded.
<b>Subcontracted transport providers:</b> 17 Preferential; 15 Qualified.	<b>Food suppliers:</b> 15 Preferential; 13 Qualified; 1 Excluded.	<b>Goods suppliers:</b> 19 Preferential; 4 Qualified; 1 Excluded.
All packaging material and subsidiary material suppliers (29), raw material suppliers (10), medication and additive suppliers (8) and subcontracted services (15) were evaluated as being Preferential.	<b>By-product suppliers:</b> 28 Preferential; 10 Qualified.	<b>Packaging material suppliers:</b> 23 Preferential; 2 Qualified.
		<b>Service providers:</b> 2 Preferential; 2 Qualified.



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## GLOSSARY

## Glossary

**AEP** - Associação Empresarial de Portugal (Entrepreneurial Association of Portugal)  
**AESE** - Escola de Direção e Negócios (Management and Business School)  
**AESE-IESE** - Escola de Direção e Negócios - Instituto de Estudos Sociais e Económicos (Management and Business School - Social and Economic Studies Institute)  
**APA** - Agência Portuguesa do Ambiente (Portuguese Environmental Agency)  
**APA** - Associação Portuguesa de Aquacultores (Portuguese Aquaculture Association)  
**APADO** - Associação Protectora de Animais Domésticos de Ovar (Pets' Protection Association of Ovar)  
**APAESUL** - Associação de Pais e Enc. Educação do Agrupamento de Escolas de São Pedro do Sul (PTA of the São Pedro do Sul School)  
**APG** - Associação de Professores de Geografia (Geography Teachers' Association)  
**ASPEA** - Associação Portuguesa de Educação Ambiental (Portuguese Association for Environmental Education)  
**ASPOC** - Associação Portuguesa de Cunicultura (Portuguese Association of Rabbit Farming)  
**Associated poultry farmer** - Individual or entity with a production structure at a livestock farm aimed at breeding a single species of poultry, with its own production and health management, segregated from other farming activities.  
**BCI** - Banco de Comércio e Indústria (Bank of Commerce and Industry)  
**BI** - Business Intelligence  
**BPI** - Banco Português de Investimento (Portuguese Investment Bank)  
**BSCD Portugal** - Business Centre For Sustainable Development  
**BU** - Business Unit  
**CEGE/ISEG** - Centro de Estudos de Gestão/Instituto Superior de Economia e Gestão (Management Studies Centre / Institute of Economics and Management)  
**CFO** - Chief financial officer  
**CO<sub>2</sub>** - Carbon dioxide  
**COD** - Chemical oxygen demand  
**Dashboard** - Information panel  
**Draft** - Proposal  
**EB** - Escola Básica (Elementary School)  
**ELVs** - Emission limit values  
**EMS** - Environmental Management System  
**ESACB** - Escola Superior Agrária de Castelo Branco (Agrarian School of Castelo Branco)  
**ESAV** - Escola Superior Agrária de Viseu (Agrarian School of Viseu)  
**EU** - European Union  
**F** - Female  
**FEUP** - Faculdade de Engenharia da Universidade do Porto (Faculty of Engineering, Porto University)  
**FTEs** - Full-time employees  
**GGE** - Greenhouse Gas Emissions  
**GMOs** - Genetically Modified Organisms  
**GRI** - Global Reporting Initiative  
**GSA** - General Shareholders' Assembly

**HACCP** - Hazard Analysis and Critical Control Points  
**HEC Paris** - École des Hautes Etudes Commerciales de Paris (School of Higher Commercial Studies of Paris)  
**ICBAS** - Instituto de Ciências Biomédicas Abel Salazar (Abel Salazar Institute of Biomedical Sciences)  
**IDAD** - Instituto do Ambiente e Desenvolvimento (Institute of the Environment and Development)  
**R&D&I** - Research, development and innovation  
**IFS** - International Food Standard  
**IJUP** - Investigação Jovem na Universidade do Porto (Young Research at Porto University)  
**INESC** - Instituto de Engenharia de Sistemas e Computadores do Porto (Porto Institute of Systems Engineering and Computing)  
**ISCTE** - Instituto Universitário de Lisboa (Lisbon University Institute)  
**ISO 14001** - Standard for the certification of Environmental Management Systems  
**ISO 22000** - Standard for the certification of Food Safety Management Systems  
**ISO 9001** - Standard for the certification of the Quality Management System  
**kg** - Kilogram  
**kgep/ton** - Kilogram of oil equivalent per tonne  
**KGOE** - Kilogram of oil equivalent  
**Kick-off** - Initial meeting at the start of a project  
**KPI** - Key Performance Indicator  
**kWh** - Kilowatt hour  
**Lide Portugal** - Group of Business Leaders  
**LPN** - Liga para a Proteção da Natureza (League for the Protection of Nature)  
**M** - Male  
**m<sup>3</sup>** - Cubic metre  
**m<sup>3</sup>/ton** - Cubic metre per tonne  
**MBA** - Master of Business Administration  
**MIDAS** - Movimento Internacional em Defesa dos Animais (International Movement for Animal Protection)  
**mm** - Millimetre  
**NGO** - Non-governmental organization  
**NO<sub>x</sub>** - Nitrogen oxides  
**Nr.** - Number  
**OHS** - Occupational Health and Safety System  
**OHSAS 18001** - Standard for the certification of Occupational Health and Safety Management Systems  
**OHS** - Occupational Health, Safety and Hygiene  
**PADE** - Programa de Alta Direção de Empresas (Senior Management Programme)  
**PAEX** - Partners for Excellence  
**QMS** - Quality Management System  
**R&D** - Research and development  
**RDIMS** - Research, Development and Innovation Management System  
**RFID** - Radio Frequency Identification  
**Rollout** - Implementation  
**SAP** - Systeme, Anwendungen, Produkte in der Datenverarbeitung (Systems, Applications and Products for Data Processing)  
**SIM** - Soja Inovação e Melhoria (Soja Innovation and

Improvement)

**SKU** - Stock-keeping unit

**SO<sub>x</sub>** - Sulphur dioxide

**SPI** - Sociedade Portuguesa de Investimentos (Portuguese Investment Society)

**t** - Tonnes

**Tep** - Tonne of oil equivalent

**ton** - Tonnes

**ton CO<sub>2</sub>e** - Tonne CO<sub>2</sub> equivalent

**ton/h** - Tonnes per hour

**UTAD** - University of Trás-os-Montes e Alto Douro

**UTS** - Unidade de tratamento de subprodutos (By-product processing plant)

**WWTP** - Waste water treatment plant

**%** - Percentage

**€** - Euros

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## GRI TABLE





GRI 3.1 Indicators		Answer	Report page containing the information/ explanation for not reporting or partial reporting
<b>1. STRATEGY AND ANALYSIS</b>			
1.1	Message from the CEO	✓	Pag.08 - 09 Message from the CEO
1.2	Description of key impacts, risks, and opportunities	✓	Pag.42 - 43 Governance Model and Risk Management
<b>2. ORGANIZATIONAL PROFILE</b>			
2.1	Name of the organization	✓	Pag.14 I. Soja de Portugal - About Soja de Portugal
2.2	Primary brands, products, and/or services	✓	Pag.18 - 20 I. Soja de Portugal - Business areas
2.3	Operational structure of the organization	✓	Pag.14 - 16 I. Soja de Portugal - About Soja de Portugal
2.4	Location of organization's headquarters	✓	Back cover
2.5	Countries where the organization operates	✓	Pag.14 I. Soja de Portugal - About Soja de Portugal
2.6	Nature of ownership and legal form of the organization	✓	Back cover
2.7	Markets served	✓	Pag.14 I. Soja de Portugal - About Soja de Portugal
2.8	Scale of the organization	✓	Pag.14 - 16; 21 I. Soja de Portugal - About Soja de Portugal
2.9	Significant changes	✓	None
2.10	Awards received	✓	Pag. 22 - 26 I. Soja de Portugal - Highlights 2013
<b>3. REPORT PARAMETERS</b>			
Report Profile			
3.1	Reporting period	✓	Pag.5 Our Report
3.2	Date of most recent previous report	✓	Pag.5 Our Report
3.3	Reporting cycle	✓	Pag.5 Our Report
3.4	Contact point for questions regarding the report or its contents	✓	Pag.5. Our Report
Report Scope and Boundary			
3.5	Process for defining report content	✓	Pag.5 Our Report
3.6	Boundary of the report	✓	Pag.5 Our Report
3.7	Other specific limitations	✓	Pag.5 Our Report
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	—	Not applicable. This report does not include information on joint ventures, leased facilities or outsourced operations
3.9	Data measurement techniques and the bases of calculations	✓	Pag.4 Our Report
3.10	Explanation of the effect of any re-statements of information provided in earlier reports	—	There were no re-statements of information provided in earlier reports
3.11	Significant changes from previous reporting periods	—	There were no significant changes from previous reporting periods
GRI Contents Table			
3.12	Table identifying the location of each element of the GRI report	✓	Pag.158-171 GRI Table
Verification			
3.13	Policy and current practice with regard to seeking external assurance for the report	✓	Pag.5 Our Report



Fully answers



Partially answers



Not applicable



Does not answer

\* Complementary indicator

GRI 3.1 Indicators		Answer	Report page containing the information/ explanation for not reporting or partial reporting
4. GOVERNANCE			
4.1	Governance structure	✓	Pag.36 - 39 II. Governance model and risk management - 1. Governance model
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management)	✓	Pag.36 - 39 II. Governance model and risk management - 1. Governance model
4.3	State the number of members of the highest governance body that are independent and/or non-executive members	✓	Pag.36 - 39 II. Governance model and risk management - 1. Governance model
4.4	Mechanisms for shareholders and employees to provide recommendations to the highest governance body	✓	Pag.40 II. Governance model and risk management - 1. Governance model
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	✓	Annual report and accounts
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	✓	Pag.40 II. Governance model and risk management - 1. Governance model IV.3 Valuing employees - Code of Conduct
4.7	Process for determining the qualifications and expertise of the members of the highest governance body to define the organization's strategy in economic, environmental and social matters	✓	Directors' qualifications are determined by the shareholders.
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	✓	Pag.17 I. Soja de Portugal - About Soja de Portugal
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	✓	Pag.36 - 40 II. Governance model and risk management - 1. Governance model
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	✓	Pag.40 II. Governance model and risk management - 1. Governance model
Commitments to External Initiatives			
4.11	Explanation of how the precautionary approach or principle is addressed by the organization	✓	Pag.42 - 43 II. Governance model and risk management - 1. Governance model
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	✓	Pag.141 V.5 Ensuring innovation and quality of products, processes and business models, and their recognition - 5.3.3 Certifications
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations	✓	Participation in BCSD, AEP, Oceano XIX, LIDE Mar, IACA, FEPASA, ANCAGE, AIDA, AICEP, FIPA, Serralves, ACP (Porto Commerce Association), AESE, PBS.
Stakeholder engagement			
4.14	List of stakeholder groups of the organization	✓	Pag.48 - 49 III Stakeholder engagement
4.15	Basis for identification and selection of the main stakeholders	✓	Pag.48 - 49 III Stakeholder engagement
4.16	Forms of consultation of stakeholders	✓	Pag.48 - 49 III Stakeholder engagement
4.17	Key topics and concerns that have been raised through stakeholder consultation and how the organization has responded to those key topics and concerns	✓	Pag.50 - 51 III Stakeholder engagement



Fully answers



Partially answers



Not applicable



Does not answer



\* Complementary indicator

## ECONOMIC INDICATORS

GRI 3.1 Indicators		Answer	Report page containing the information/ explanation for not reporting or partial reporting
Management approach			21; 27-28; 42-43; 56-59; 95-96; 141
ASPECT: ECONOMIC PERFORMANCE			
EC1	Direct economic value generated and distributed (thousands of euros)	✓	Pag.27 - 28 I. Soja de Portugal - Economic performance
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	✓/✓	Financial investment due to climate change strategy: 66.546,09 €
EC3	Coverage of the organization's defined benefit plan obligations	✓	Informação em falta
EC4	Significant financial assistance received from government	✓	Pag.27 - 28 I. Soja de Portugal - Economic performance
EC6	Policy, practices, and proportion of spending on locally-based suppliers (thousands of euros)	✓	Informação em falta
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	✓	33% Avicasal 33% Savinor
ASPECT: MARKET PRESENCE			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, inkind, or pro bono engagement	✓	Pag.105 - 115 V 4. Engaging and investing in local communities
EC9*	Understanding and describing significant indirect economic impacts, including the extent of impacts	✓	Pag.105 - 115 V 4. Engaging and investing in local communities



Fully answers



Partially answers



Not applicable



Does not answer



\* Complementary indicator

## ENVIRONMENTAL INDICATORS

GRI 3.1 Indicators		Answer	Report page containing the information/ explanation for not reporting or partial reporting
Management approach			42-43; 56-59; 80; 95-96; 141
ASPECT: MATERIALS			
EN1	Consumption of raw materials	✓	Pag.151 V.6. Traceability and sustainability of raw materials
EN2	Materials used that are recycled waste from external sources	✓	Pag.151 V.6. Traceability and sustainability of raw materials
ASPECT: ENERGY			
EN3	Direct energy consumption by primary source	✓	Pag.82 V.2 Reducing environmental impact - Efficient use of energy and reducing associated CO2 emissions
EN4	Indirect energy consumption by primary source	✓	Pag.82 V.2 Reducing environmental impact - Efficient use of energy and reducing associated CO2 emissions
ASPECT: WATER			
EN8	Total water consumption	✓	Pag.85 V.2 Reduzir o impacto ambiental - Utilização eficiente da água
ASPECT: BIODIVERSITY			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	—	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	✗	
ASPECT: EMISSIONS, EFFLUENTS AND WASTE			SORGAL AVICASAL SAVINOR OUTROS
EN16	Total direct and indirect greenhouse gas emissions by energy source	✓	Pag.83-84 V.2 Reducing environmental impact - Efficient use of energy and reducing associated CO2 emissions
EN17	Other relevant indirect greenhouse gas emissions by weight	✗	
EN18*	Initiatives to reduce greenhouse gas emissions and reductions achieved	✓	Pag.82-84 V.2 Reducing environmental impact - Efficient use of energy and reducing associated CO2 emissions

## ENVIRONMENTAL INDICATORS

GRI 3.1 Indicators			Answer	Report page containing the information/ explanation for not reporting or partial reporting			
Management approach				42-43; 56-59; 80; 95-96; 141			
ASPECT: EMISSIONS, EFFLUENTS AND WASTE				SORGAL	AVICASAL	SAVINOR	OUTROS
EN19	Emissions of ozone-depleting substances by weight		✗				
EN20	NO, SO, and other significant air emissions	Total NO emissions (t)	✓	0.000	0.051	0.000	
		Total SO emissions(t)		0.000	0.013	0.000	
	Total water discharge by quality and destination		✓	Pag. 86 V.2 Reducing environmental impact - Waste water			
EN21	Total weight of waste by type and disposal method	Hazardous waste (t)	✓	16	14	4	
		Valorization (t)					
		Elimination (t)		15.68	3.36	3.75	
		Non-hazardous waste (t)		0.00	10.70	0.13	
		Valorization (t)		573	1292	2099	
		Elimination (t)		552.12	1185.14	2061.72	
		Total waste generated (t)		20.80	107.30	37.70	
			589	1307	2103		
EN22	Total number and volume of significant spills		✓	0	0	0	
ASPECT: PRODUCTS AND SERVICES				SORGAL	AVICASAL	SAVINOR	OUTROS
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation		✗				
EN27	Percentage of products sold and their packaging materials that are reclaimed by category		✓	0,37%	0,11%	0,19%	
ASPECT: COMPLIANCE							
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations		✓	In 2013 there were no infraction proceedings.			
ASPECT: TRANSPORT				SORGAL	AVICASAL	SAVINOR	OUTROS
EN30*	Total environmental protection expenditures and investments by type	• Costs of waste disposal, treatment and reduction of emissions (€)	✓	16142	44728	202123	
		• Costs of environmental prevention and management(€)		18 352	30259	330752	



Fully answers



Partially answers



Not applicable



Does not answer

\* Complementary indicator



## SOCIAL INDICATORS

GRI 3.1 Indicators Social Indicators - Labour Practices GRI		Answer	Report page containing the information/ explanation for not reporting or partial reporting			
Management approach			42-43; 56-59; 92; 95-96; 141			
ASPECT: EMPLOYMENT			SORGAL	AVICASAL	SAVINOR	OUTROS
LA1	Total workforce by employment type (full-time or part-time), employment contract (permanent, fixed-term or unspecified duration) and by region	✓	<b>Total Number of Employees</b>			
			180	251	178	45
			• Work contract - Permanent			
			157	207	139	30
			• Work contract - Fixed-term			
			23	1	5	5
			• Work contract - Unspecified duration			
LA2	Total number and rate of new employee hires and employee turnover by age group, gender and region	✓	• Employment type - Full-time			
			179	251	178	45
			• Employment type - Part-time			
			1			
			<b>Total Employee Turnover in 2013</b>			
			<b>Turnover Rate</b>			
			54			
LA3*	Benefits provided to full-time employees that are not provided to temporary or part-time employees	✓	8.3%			
			• Employee turnover - Male			
			15	13	9	3
			• Employee turnover - Female			
			4	7	1	2
			• Employee turnover - Age group < 30 years			
			1	9	4	2
LA3*	Benefits provided to full-time employees that are not provided to temporary or part-time employees	✓	• Employee turnover - Age group 30 a 50 years			
			13	8	4	1
			• Employee turnover - Age group >= 50 years			
			5	3	2	2
			<b>Total Hires in 2013</b>			
			<b>New Hire Rate</b>			
			45			
LA3*	Benefits provided to full-time employees that are not provided to temporary or part-time employees	✓	6.9%			
			• Employee hires - Male			
			2	16	12	3
			• Employee hires - Female			
			2	7	0	3
			• Employee hires - Age group < 30 years			
			1	12	6	1
LA3*	Benefits provided to full-time employees that are not provided to temporary or part-time employees	✓	• Employee hires - Age group 30 a 50 years			
			3	9	5	2
			• Employee hires - Age group >= 50 years			
			0	2	1	0
			<b>Pag.98 V.3 Valuing employees - Corporate Culture of Soja de Portugal</b>			

## SOCIAL INDICATORS

GRI 3.1 Indicators Social Indicators - Labour Practices GRI			Answer	Report page containing the information/ explanation for not reporting or partial reporting				
Management approach				42-43; 56-59; 80; 95-96; 141				
				SORGAL	AVICASAL	SAVINOR	OUTROS	
LA15	Return to work and retention rates after parental leave	<div>• Employees entitled to parental leave - Male</div> <div>• Employees entitled to parental leave - Female</div> <div>• Employees who took parental leave - Male</div> <div>• Employees who took parental leave - Female</div> <div>• Employees who returned to work after parental leave - Male</div> <div>• Employees who returned to work after parental leave - Female</div> <div>• Employees who returned to work after parental leave and who are still with the company 12 months after returning - Male</div> <div>• Employees who returned to work after parental leave and who are still with the company 12 months after returning - Female</div> <div>• <b>Return Rate - Male</b></div> <div>• <b>Return Rate - Female</b></div> <div>• <b>Retention Rate- Male</b></div> <div>• <b>Retention Rate- Female</b></div>	<div>✓</div>					
					5	5	3	0
					0	0	0	3
					5	5	3	0
					0	0	0	3
					5	5	3	0
					0	0	0	3
					5	5	3	0
					0	0	0	3
					100%	100%	100%	-
					-	-	-	100%
					100%	100%	100%	-
	-	-	-	100%				
ASPECT: LABOUR/MANAGEMENT RELATIONS								
LA4	Percentage of Soja de Portugal employees covered by collective bargaining agreements		✓	96.3%				
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements		✗					

## SOCIAL INDICATORS

GRI 3.1 Indicators Social Indicators - Labour Practices GRI			Answer	Report page containing the information/ explanation for not reporting or partial reporting			
Management approach				42-43; 56-59; 80; 95-96; 141			
ASPECT: OCCUPATIONAL HEALTH AND SAFETY				SORGAL	AVICASAL	SAVINOR	OUTROS
LA7	Type of injury, lost days, absenteeism and number of work-related fatalities	<div>✓</div>	• N.º de Óbitos - Masculino	0	0	0	0
			• N.º de Óbitos - Feminino	0	0	0	0
			• N.º de Doenças Profissionais - Masculino	0	0	0	0
			• N.º de Doenças Profissionais - Feminino	0	0	0	0
			• N.º de Acidentes de trabalho - Masculino	19	15	21	4
			• N.º de Acidentes de trabalho - Feminino	1	12	10	1
			• N.º de Acidentes de trabalho com baixa - Masculino	16	6	13	4
			• N.º de Acidentes de trabalho com baixa - Feminino	0	8	7	1
			• Taxa de Frequência de Acidentes - Masculino	66.5	19.4	62.8	78.7
			• Taxa de Frequência de Acidentes - Feminino	0	54.2	60.7	34.2
			• Taxa de Gravidade - Masculino	1789.0	579.4	507.0	3444.4
			• Taxa de Gravidade - Feminino	0.0	1084.6	858.9	171.1
			• Taxa de Absentismo - Masculino	5%	2%	2%	7%
			• Taxa de Absentismo - Feminino	3%	4%	5%	9%
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding diseases	<div>✓</div>	• Training and awareness programs -n r. of programs	3	4	5	3
			• Training and awareness programs - nr. of participants	7	99	63	20
			• Risk prevention and control programs - nr. of prgrams	2	7	5	4
			• PRisk prevention and control programs - nr. of participants	19	44	59	29

## SOCIAL INDICATORS

GRI 3.1 Indicators Social Indicators - Labour Practices GRI			Answer	Report page containing the information/ explanation for not reporting or partial reporting				
Management approach				42-43; 56-59; 80; 95-96; 141				
ASPE TO: FORMAÇÃO E EDUCAÇÃO				SORGAL	AVICASAL	SAVINOR	OUTROS	
Total hours of training per year per employee by gender, and by employee category	Total nr. of training hours			4331	6494	3025	1651	
	Nr. of hours per employee			24,06	25,9	17,0	36,7	
	Executive officers/ Directors - Male			19				
	Senior managers - Male			43	113			
	Senior managers - Female							
	Middle managers - Male			1429	345	360	30	
	Middle managers- Female	✓		202	510	201	170	
	Highly qualified workers - Male			1144	3739	1908	324	
	Highly qualified workers - Female			536	1745	556	688	
	Semiskilled workers - Male			920			42	
	Semiskilled workers - Female				2		84	
	Unskilled workers - Male			32				
	Unskilled workers - Female			6	8		6	
	Trainees/Apprentices - Male				34			
	Trainees/Apprentices - Female							
	Average hours of training per year per employee by gender, and by employee category	Executive officers/ Directors - Male			19,0			308,0
		Executive officers/ Directors - Female						
		Senior managers - Male			21,5	37,7		
		Senior managers - Female			75,2	57,4	72,0	29,5
		Middle managers - Male			33,6	72,9	33,5	84,8
Middle managers- Female		✓		26,0	24,3	17,8	14,7	
Highly qualified workers - Male				29,8	25,3	9,3	62,5	
Highly qualified workers - Female				57,5			42,0	
Semiskilled workers - Male					0,7		42,0	
Semiskilled workers - Female								
Unskilled workers - Male				0,5				
Unskilled workers - Female		✓		1,5	3,8		2,0	
Trainees/Apprentices - Male					11,2			
Trainees/Apprentices - Female								

✓ Fully answers

✓ Partially answers

— Not applicable

✗ Does not answer


\* Complementary indicator

## SOCIAL INDICATORS

GRI 3.1 Indicators Social Indicators - Labour Practices GRI			Answer	Report page containing the information/ explanation for not reporting or partial reporting			
Management approach			42-43; 56-59; 80; 95-96; 141				
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	Male Female	✓	0% 0%	0% 0%	0% 0%	0% 0%
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY				SORGAL	AVICASAL	SAVINOR	OUTROS
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	• Executive officers	✓	1	1	0	1
		Male		1	1	0	1
		Female		0	0	0	0
		< 30		0	0	0	0
		30 a 50		1	0	0	1
		> 50		0	1	0	0
		• Senior managers		2	3	0	0
		Male		0	0	0	0
		Female		0	0	0	0
		< 30		1	2	0	0
		30 a 50		1	1	0	0
		> 50		25	13	11	3
		• Middle managers		19	6	5	1
		Masculino		6	7	6	2
		Feminino		2	0	2	0
		< 30		14	9	9	3
		30 a 50		9	4	0	0
		> 50		62	223	167	33
		• Highly qualified and qualified workers		44	154	107	22
		Masculino		18	69	60	11
		Feminino		6	46	30	5
		< 30		36	127	101	14
		30 a 50		20	50	36	14
		> 50		17	5	0	3
		• Semiskilled workers		16	2	0	1
		Masculino		1	3	0	2
		Feminino		3	0	0	0
		< 30		7	5	0	3
		30 a 50		7	0	0	0
		> 50		73	3	0	5
		• Unskilled workers		69	1	0	2
		Masculino		4	2	0	3
		Feminino		19	0	0	0
< 30	38	0	0	4			
30 a 50	16	3	0	1			
> 50	0	3	0	0			
• Trainees/ Apprentices	0	3	0	0			
Masculino	0	0	0	0			
Feminino	0	1	0	0			
< 30	0	1	0	0			
30 a 50	0	1	0	0			
> 50	0	1	0	0			



## SOCIAL INDICATORS

GRI 3.1 Indicators Social Indicators - Labour Practices GRI			Answer	Report page containing the information/ explanation for not reporting or partial reporting			
Management approach				42-43; 56-59; 80; 95-96; 141			
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY				SORGAL	AVICASAL	SAVINOR	OUTROS
LA14	Ratio of the basic salary and remuneration of women to menRatio of the basic salary and remuneration of women to men		<b>Female/Male Basic Salary Ratio</b>				
			Executive officers				
			Senior managers				
			Middle managers				
			Highly qualified and qualified workers				
			Semiskilled workers				
			Unskilled workers				
			Trainees/Apprentices				
			<b>Female/Male Remuneration Ratio</b>				
			Executive officers				
			Senior managers				
			Middle managers				
			Highly qualified and qualified workers				
			Semiskilled workers				
			Unskilled workers				
Trainees/Apprentices							

## SOCIAL INDICATORS

Indicadores GRI 3.1 Social Indicators - Human Rights		Answer	Report page containing the information/ explanation for not reporting or partial reporting
Management approach			42-43; 56-59; 95-96; 141
ASPECT: INVESTMENT AND PROCUREMENT PRACTICES			
HR1	Agreements and contracts that include clauses incorporating human rights concerns	✓	0
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	✓	0
HR3*	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	✓	0
ASPECT: NON-DISCRIMINATION			
HR4	Total number of incidents of discrimination and corrective actions taken	✓	0
ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	✓	0
ASPECT: CHILD LABOUR			
HR6*	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	✓	0
ASPECT: FORCED AND COMPULSORY LABOUR			
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	✓	0
ASPECT: ASSESSMENT			
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	✓	0
ASPECT: REMEDIATION			
HR11	Number of grievances related to human rights filed	✓	0

## SOCIAL INDICATORS

GRI 3.1 Indicators Social Indicators - Society		Answer	Report page containing the information/ explanation for not reporting or partial reporting
Management Approach			42-43; 56-59; 95-96; 104; 141
ASPECT: COMMUNITY			
			Pag.48-49 III Stakeholder engagement
			Pag.86 - 89 V.2 Reducing environmental impact - Waste water - Odour monitoring platform
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	✓	Pag.115 V 4. Engaging and investing in local communities - C - Environmental education - Odour monitoring platform
			Pag.136 V.5 Ensuring innovation and quality of products, processes and business models, and their recognition - Complaints
SO9	Operations with significant potential or actual negative impacts on local communities	✓	Pag.84; 87 V.2 Reducing environmental impact - Waste water - Odour monitoring platform
			Pag.113 V 4. Engaging and investing in local communities - C - Environmental education - Odour monitoring platform
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	✓	Pag.86 - 89 V.2 Reducing environmental impact - Waste water - Odour monitoring platform
			Pag.115 V 4. Engaging and investing in local communities - C - Environmental education - Odour monitoring platform
ASPECT: CORRUPTION			
SO2	Percentage and total number of business units analyzed for risks related to corruption	✓	Sorgal - 28,6% Avicasal - 12,5% Savinor - 12,5%
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	✓	Sorgal - 16,7% Avicasal - 0,0% Savinor - 16,7%
SO4	Actions taken in response to incidents of corruption	✓	0
ASPECT: PUBLIC POLICY			
SO5	Public policy positions and participation in public policy development and lobbying	✓	Do not participate
ASPECT: COMPLIANCE			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	✓	0

## SOCIAL INDICATORS

GRI 3.1 Indicators Social Indicators - Product Responsibility		Answer	Report page containing the information/ explanation for not reporting or partial reporting
Management Approach			Pag.40-41; 54-57; 93-94; 138; 146
ASPECT: CONSUMER HEALTH AND SAFETY			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	✓	100% by HAACCP
ASPECT: PRODUCT AND SERVICE LABELLING			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	✓	100% Process to ensure the inclusion of important information in own-brand products and their description. Product's intended use, preservation and sell-by date
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	✓	<b>Pag.133-135</b> V.5 Ensuring innovation and quality of products, processes and business models, and their recognition - Customer satisfaction surveys
ASPECT: MARKETING COMMUNICATIONS			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	✓	<b>Pag.123-132</b> V.5 Ensuring innovation and quality of products, processes and business models, and their recognition - Awareness campaigns and participation in industry events; Publication of technical and business articles in the media
ASPECT: COMPLIANCE			
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services	✓	No legal and/or administrative decisions were applied arising from irregularities in the supply and use of goods and services.



Fully answers



Partially answers



Not applicable



Does not answer

\* Complementary indicator

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*desde 1943*

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