

Building a sustainable future.

Corporate and Cooperative
Responsibility Report
2025



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About Sollio Cooperative Group

Sollio Cooperative Group is proud to be a driving force for economic and social development rooted in rural communities that generates \$8.4 billion in revenue. Our operations are spread across three divisions: BMR, Olymel L.P., and Sollio Agriculture. We also work with an extensive network of cooperatives that are owned and managed by farmers. We represent more than 110,000 members, farmers, and consumers and 41 cooperatives across Canada. Through our cooperative business model, we've been investing in communities and meeting the needs and expectations of our members since 1922.

Sollio Cooperative Group's three divisions:



Sollio Agriculture is Sollio Cooperative Group's agri-business division and a Canadian leader in the agriculture industry. It specializes in supplying farm inputs and providing value-added services that benefit its farmers, cooperatives, and partners. Its business model combines the strength of a local approach with the power of a national presence to deliver innovative products and solutions, promote the adoption of sustainable farming practices, and help our farming families prosper.



This division includes over 275 renovation centres and hardware stores in Québec, Ontario, and the Maritimes. It is one of Québec's leading hardware retailers and operates under the BMR, Agrizone, and Potvin & Bouchard banners. With additional stakes in the Lefebvre & Benoît business group and CDL Sugaring Equipment, BMR continues to find new ways to maximize synergies.



Olymel is Sollio Cooperative Group's food division and a Canadian leader in the production, processing, and distribution of pork and poultry products. It has production and processing facilities in Québec, Ontario, Alberta, Saskatchewan, and New Brunswick. Its main brands are Olymel, Pinty's, La Fernandière, Lafleur, and Flamingo.

Who we are

Our mission

Rooted in rural communities, we leverage our combined strength to help feed people, ensure prosperity for farming families, and create a sustainable future for everyone.

Our vision

To be a driving force for our members and divisions and serve as responsible stewards of our cooperative agricultural heritage as we strive for sustainable, impactful growth.

Our values

Honesty

Solidarity

Equity

Responsibility

Recognized and promoted by the International Cooperative Alliance, our four cooperative values reflect who we are and how we work together, giving meaning to our work and guiding our choices and actions every day. They're the foundation for our brand of cooperation.

Message from the President and the Chief Executive Officer

"Our approach to corporate and cooperative responsibility is deeply rooted in our mission to feed people, support prosperity for farming families, and help create a sustainable future. It adapts to economic, social, and environmental realities, as well as to the needs of our members and the regions we serve."
— Richard Ferland



Richard Ferland
President



Pascal Houle, FCPA
Chief Executive Officer

We're proud to present Sollio Cooperative Group's 8th Corporate and Cooperative Responsibility Report. Our commitment to transparency is rooted in over 100 years of cooperative history. It isn't separate from our core activities, but rather an integral part of how we carry out our work every day.

Our cooperative model is one of our defining strengths. It supports a long-term vision and a broad understanding of performance that includes economic, social, regional, and democratic aspects. This report increases transparency with our members and provides an alternative way to measure performance, in addition to financial performance. It also serves as a valuable tool for dialogue within our network.

Message from the President and the Chief Executive Officer

A challenging environment, a responsible approach

The year 2025 required clear-eyed thinking. Amid intensifying climate change, mounting supply chain pressures, and ever-growing societal expectations, we know there's a long road ahead of us.

Our approach is based on a clear governance structure and close integration with our overall corporate strategy. It includes our CCR plan, which clarifies our priorities, guides our decision-making, and aligns our operations with our objectives. It is supported by ongoing collaboration with the Board of Directors, the parent company's teams, the division teams, and our members.

Three pillars to guide our actions

Our framework for action is built around three complementary pillars: Planet, Prosperity, and People. With Planet, we aim to reduce our environmental footprint in operations under our control, deepen our understanding of climate risks, strengthen our capacity to adapt, and make continuous progress. Prosperity reflects our commitment to creating sustainable and shared value rooted in local communities by using a cooperative model that fosters significant economic benefits for those communities. With People, we focus on health and safety, well-being, and diversity, equity, and inclusion, putting people first in all aspects of our organizational performance and resilience.

Moving forward with determination

There are many challenges ahead, and they'll change over time. We take a realistic approach to the future, relying on our collective strength, our governance structure, and our cooperative network. For us, corporate and cooperative responsibility is a long-term commitment and a lever for action.

We want to acknowledge the commitment of our employees, the impact of our members, and the essential role of the entire cooperative network. Through consistency, collaboration, and continuous improvement, we'll keep moving forward together, staying true to our mission and cooperative model.

"In the face of these challenges, we take a stance of conscious responsibility. We act wherever we have real leverage, deliberately and credibly, never losing sight of our goals or our capacity for execution. We fully embrace this approach, aware of the impact it can have on our environment and our communities."

— Pascal Houle, CPA

About this report

“Our approach emphasizes continuous learning and collaboration with our divisions and network. We take measured and credible action. Our goal is to move forward consistently and sustainably.”

—Stéphane Forget

Senior Vice-President, Public Affairs,
Cooperation & Corporate Responsibility

This eighth edition of the Corporate and Cooperative Responsibility Report outlines the work done by Sollio Cooperative Group and its three divisions, Sollio Agriculture, BMR, and Olymel, in the area of corporate and cooperative responsibility (CCR). It covers the period from October 27, 2024, to October 25, 2025—the organization’s fiscal year.

The report begins by presenting our governance structure and the major policies that inform our approach. It is then divided into three main sections based on the three pillars of our CCR approach: Planet, Prosperity, and People.

The appendices contain a number of data tables and a dedicated section for each division that goes into greater detail about their respective Corporate Responsibility (CR) initiatives.

The findings covered in this report are the result of a materiality analysis led by Sollio Cooperative Group’s Senior Vice-President, Public Affairs, Cooperation & Corporate Responsibility, with the help of an external party and several internal committees and teams. The Cooperative Affairs team prepares the cooperative review and, together with Sollio Cooperative Group’s Governance Committee, supports the initiatives introduced throughout the year. The CR process was informed by national and international practices for sustainable development reporting, such as the United Nations Sustainable Development

Goals, and enriched by insights from several meetings with the Corporate Responsibility Functional Committee, senior management, and the Corporate Responsibility Committee of Sollio Cooperative Group’s Board of Directors. The performance indicators used in the report are based on the GRI¹ and the SASB.² The quantitative data presented is that of the entities under our operational control.

The data contained in this report was collected by Sollio Cooperative Group. While this data has not been subject to an external audit, the organization believes it to be reliable and accurate. The financial results have been subject to an external audit. For more details, please refer to the [2025 Annual Report](#).

For more information on the terminology used in this report, please see [Appendix VII: Terminology](#).

¹ The Global Reporting Initiative (GRI) is an independent international body that sets standards for disclosure and the sustainability performance of companies, government bodies, and non-governmental organizations. It provides guidelines for annual reporting on social and environmental responsibility.

² The Sustainability Accounting Standards Board (SASB) is a non-profit organization that sets sector-specific standards for US public companies regarding calculation and disclosure for issues with significant environmental, corporate responsibility, and governance impacts. In August 2022, the International Sustainability Standards Board (ISSB) of the IFRS Foundation took over responsibility for the SASB Standards. The ISSB is committed to maintaining and further developing the standards.

Highlights

01

Deployed the plan to reduce scope 1 and 2 GHG emissions by 25% by 2030

02

Created a climate profile and assessed risks to the organization as part of the Climate Change Adaptation Plan

03

Implemented multiple projects and initiatives to promote employee health and well-being

04

Achieved our targets for female representation on the Board of Directors and in cooperatives' delegations to our annual general meeting

05

Created an eco-friendly design for the La Fernandière expansion project

Cumulative performance indicators

		Sollio Cooperative Group			Sollio Agriculture			BMR			Olymel		
People	Performance indicators	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
	Total number of employees	124	104	100	1,196	1,058	1,045	1,562	1,853	1,829	13,070	11,656	11,773
	Men	54	60	43	762	664	657	1,038	1,287	1,270	8,565	7,666	7,714
	Women	70	44	57	434	394	388	524	566	559	4,505	3,990	4,059
	Percentage of management positions held by women	65%	64%	53%	36%	31%	37%	31%	35%	28%	-	30%	31%
	Number of workplace accidents per 200,000 hours worked	-	-	-	3.85	3.45	3.24	11.24	1.72	0.99	11.43	12.6	11.58
Prosperity	Donations and sponsorships in \$	686,147	500,995	606,387	161,072	153,644	219,000	139,753	235,144	263,476	1,740,000	1,894,000	1,741,333
	Revenue in thousands of \$	8,256,857*	4,567,270	8,391,729	2,802,000*	2,305,039	2,560,219	1,464,000*	950,120	968,185	4,708,000*	4,567,270	4,858,393
Planet	Total water consumption in m ³	N/A	N/A	N/A	N/A	N/A	115,015**	N/A	N/A	N/A	6,668,000	6,110,000	6,123,546
	GHG emissions in t CO ₂ eq. (scope 1)	74	74	5	22,433	23,118	22,435	8,036	9,109	9,399	427,049	347,096	334,571
	GHG emissions in t CO ₂ eq. (scope 2)	1	1	1	2,655	2,909	2,779	20	21	19	63,334	56,889	53,364

*Figures marked with an asterisk are based on ASPE. The other years are based on IFRS.

IFRS: International Financial Reporting Standards ASPE: Accounting Standards for Private Enterprises

** Please note that the data presented is preliminary and does not yet cover the full scope of the assessment. Adjustments will be made in the 2025–2026 Corporate and Cooperative Responsibility Report.

Cooperative indicators

	Indicator	2023	2024	2025
Board composition	Men	12	12	11
	Women	5 (29%)	5 (29%)	6 (35%)
Training for elected representatives	Hours of training taken by board members	378	328	297.66
Training for new farmers	Amounts invested by SCG in new farmers (\$)	520,115	481,473	445,276
Cooperative principle 3	Patronage refunds to cooperatives (\$M)	0	17.8	32.1
	Dividends – Cooperative Pork Network (\$M)	0	0	5.4

Data for Sollio Cooperative Group

The three pillars of our CCR approach

We've formulated 14 goals across 3 pillars based on 6 of the United Nations Sustainable Development Goals (SDGs).

Planet

Protecting resources,
ecosystems, and life

Prosperity

Contributing to the prosperity
of the regions in which we operate

People

Putting people at the centre
of our decisions

Our 14 goals

Planet

13 Climate action

1. Set and meet a greenhouse gas reduction target for our operations
2. Give farmers the tools to manage the effects of climate change

06 Clean water and sanitation

3. Minimize the impact of our operations on water resources
4. Help farmers manage water sustainably

12 Responsible consumption and production

5. Reduce waste generated by our facilities and aiming for zero waste to landfills
6. Strive to eliminate food waste and reclaiming organic waste generated by our operations

02 Zero hunger

7. Promote sustainable agriculture among farmers and other agri-food industry players
8. Be a leading player in sustainable agriculture and agri-food in Canada

Prosperity

08 Decent work and economic growth

9. Use our investments and business development projects to lift up local communities
10. Make our cooperative model central to all our business activities

12 Responsible consumption and production

11. Offer our customers healthy, responsible products

People

03 Good health and well-being

12. Develop a forward-thinking work model built on a strong employer brand
13. Support the physical and mental well-being of every member and employee, across all our operations
14. Put the right measures in place to reach our goal of zero accidents

Governance



Governance structure

Sollio Cooperative Group has established a corporate responsibility (CR) governance structure aligned with that of its divisions to implement its CR approach.

The roles and responsibilities of the various bodies and committees that deal more closely with CR are set out below.

Board of Directors

- Establishes the CR mission, vision, and goals of Sollio Cooperative Group and its divisions
- Participates in the CR strategy
- Monitors environmental compliance and CR activities and disclosure through the CR Committee

Board's CR Committee

- Oversees and evaluates the CR approach of Sollio Cooperative Group and its divisions
- Helps the Board meet its environmental compliance obligations
- Ensures compliance with the Environmental Policy and the respective policies of Sollio Cooperative Group, Sollio Agriculture, and BMR Group on compliance with environmental laws and regulations
- Ensures compliance with the Integrated Resilience Management Policy for emergency measures, crisis management, and business continuity
- Monitors best practices in CR and sustainable agriculture
- Analyzes, oversees, and makes recommendations for the Donation and Sponsorship Policy

Chief Executive Officer

- Ensures CR priorities are integrated into the business strategy and objectives are met
- Has a delegated responsibility for resilience management

Vice-President, Public Affairs, Cooperation & Corporate Responsibility

- Develops strategic CR guidelines
- Develops and coordinates the parent company's CR plan
- Develops a consistent environmental, social, and governance (ESG) strategy across the organization and ensures it is followed
- Supports the cooperative network in their CR initiatives

CR Functional Committee

- Comprised of employees from the parent company and each of the divisions
- Shares CR best practices across the divisions and parent company
- Coordinates the planning and execution of work
- Helps capture execution synergies

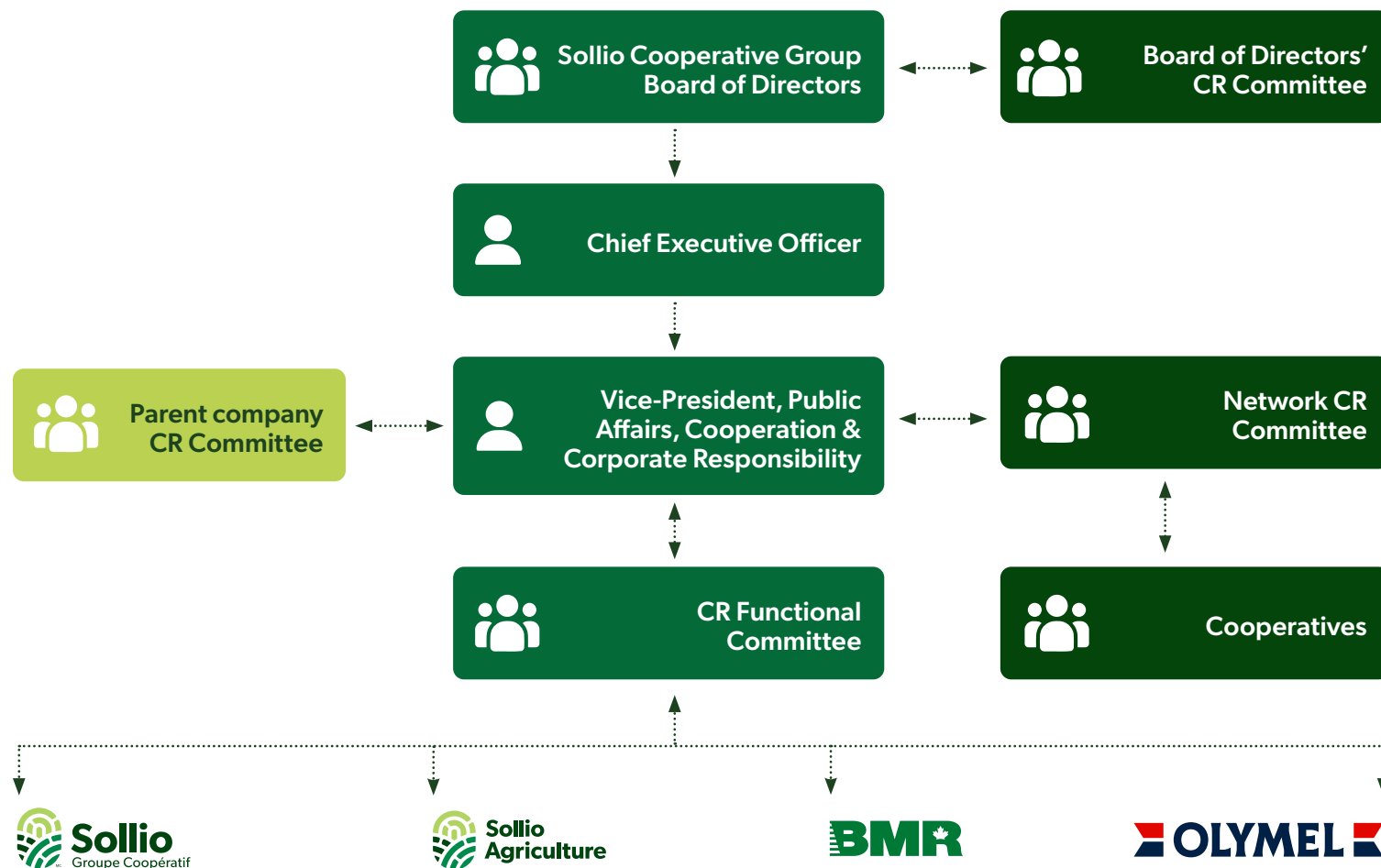
Network CR Committee

- Comprises members from the parent company and the network cooperatives
- Shares the progress of the CR initiatives of Sollio Cooperative Group and its divisions, including those in the cooperative network
- Facilitates best-practice sharing within the cooperative network
- Monitors regulatory changes

Parent company CR Committee

- Composed of parent company members
- Shares progress updates on the execution of the parent company's CR Action Plan
- Coordinates work
- Facilitates CR best-practice sharing

Corporate responsibility governance



Our stake- holders

At Sollio Cooperative Group, we maintain close ties with many stakeholders. Our cooperative model keeps us in close contact with our members. We also work closely with various levels of government, sector committees, and working groups to promote the agri-food industry and the interests of its various players.

We use many formal and informal communication channels to build and maintain lasting relationships with our stakeholders.

Members and customers

- Annual General Meeting
- Biannual Meeting
- President's Tour
- General Managers Committee
- Network Governance Committee
- Network CR Committee
- Ambassador network
- *Le Coopérateur* magazine
- Social media communications
- Satisfaction surveys

Government bodies

- Lobbying
- Participation in initiatives in various sectors relevant to Sollio Cooperative Group
(e.g., cooperatives, agri-food)
- Consultations

Financial institutions, insurers, investors, and pension funds

- Quarterly and annual reports
- Meetings and discussions

Employees

- Intranet
- Surveys
- Training
- Employee forum
- Team meetings
- Internal committees

Non-governmental organizations (NGOs) and interest groups

- Meetings and discussions
- Committees

Universities involved in cooperative work

- Meetings and discussions

Industry federations, associations, and professional orders

- Association memberships
- Serving on industry committees
- Conferences

Suppliers

- Meetings and discussions

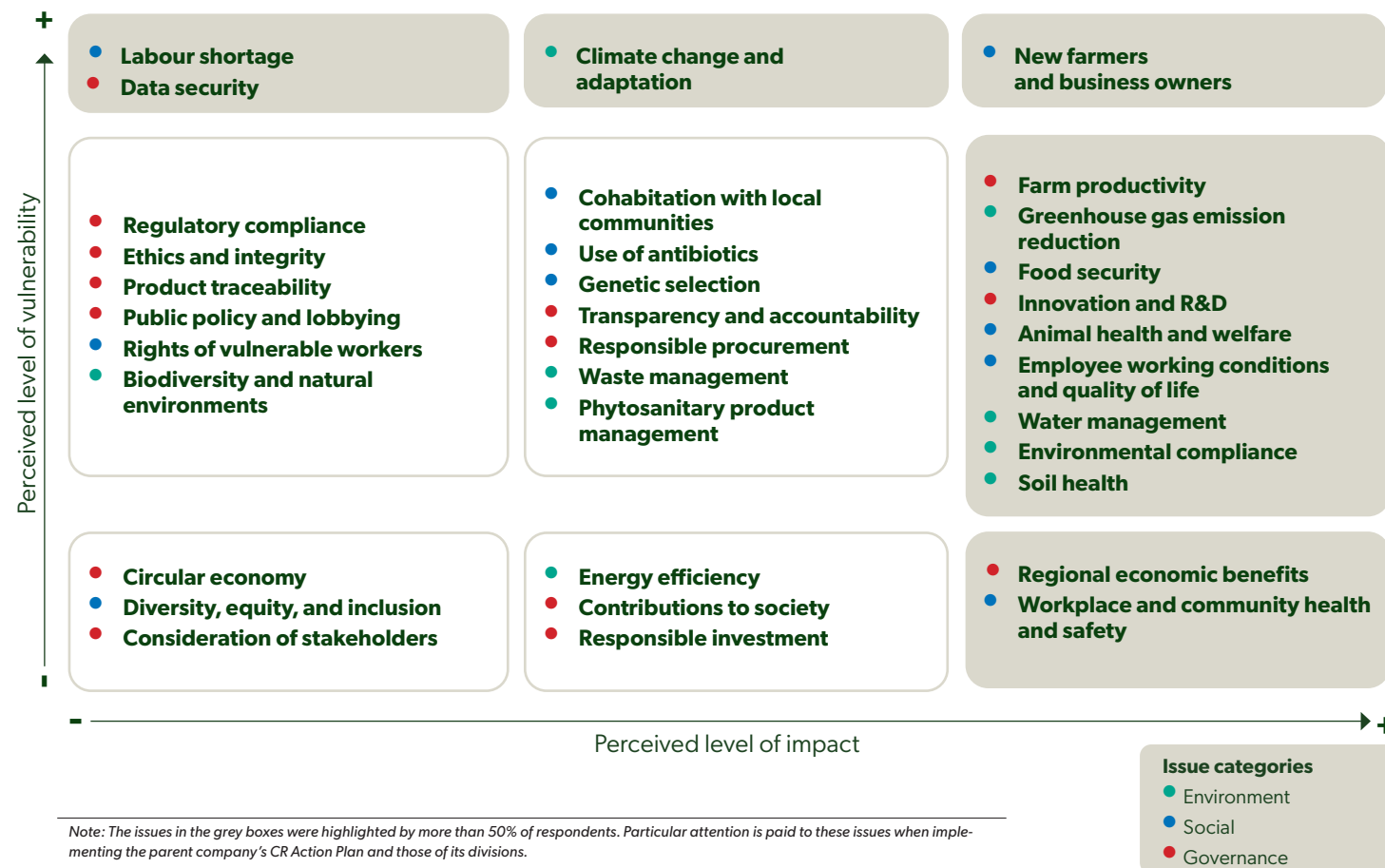
Business partners

- Meetings and discussions

Double materiality matrix

As part of the consultations carried out with stakeholders in 2023, Sollio Cooperative Group conducted a double materiality analysis to get their views on the organization's environmental, social, and governance vulnerabilities and impacts. The results were used to inform decision-making and guide the group's priorities. The analysis was conducted with an external consulting firm and in collaboration with Sollio Agriculture. The issues raised were selected based on recognized sustainability standards and a broad understanding of the business sectors in which Sollio Cooperative Group and its divisions operate.

The double materiality analysis will be updated in 2026. Consultations will be carried out across the entire cooperative.



Key policies

Here are some of the main policies that govern our organization's approach to corporate and cooperative responsibility.

Responsible procurement

Sollio Cooperative Group has committed to a responsible procurement (RP) approach. In 2025, the group conducted an ESG risk analysis with an external firm.

The analysis results provided an overview of the ESG risks associated with the main purchasing categories for the entire group. The group then used that risk profile to produce the Framework Policy on Responsible and Cooperative Procurement, which aims to ensure that responsible procurement practices are implemented throughout the group.

The policy serves to guide operational due diligence actions on issues with ethical and reputational implications for suppliers, as well as ensuring compliance with all applicable laws.

The policy's 3 guiding principles

- **Consistency with the group's mission and values** — The group maintains consistency between its stated values and its actions, including in its interactions with business partners, by adopting RP practices.
- **Applicability to the entire supply chain** — The group is committed to extending its expectations regarding RP practices to all its direct suppliers and, where possible and reasonable, to its entire supply chain.
- **Transparency and social responsibility** — The group strives to promote and establish high ethical, social, and environmental standards throughout its procurement processes by actively collaborating with its partners to ensure greater transparency and accountability throughout the value chain.

The group has also identified performance indicators designed to measure progress in responsible procurement and is currently deploying them.

The 3 key performance indicators (currently under development)

Indicator	Description
Percentage of staff trained	The percentage of employees in division procurement teams who have received training to effectively integrate sustainable development criteria into their work practices.
Percentage of contracts with sustainable development criteria	The percentage of purchases from strategic suppliers for which sustainable development criteria are applied in the selection process.
Adherence to the Supplier Code of Conduct	The percentage of suppliers who have signed the Supplier Code of Conduct.

Key policies

Report and training on forced labour in supply chains

Passed in 2023 by the Government of Canada, *Bill S-211* aims to prevent and mitigate the risk of forced labour and child labour in supply chains. It requires companies to list the measures they are taking to identify, prevent, and reduce that risk. In response, Sollio Cooperative Group and its divisions produced their <https://sollio.coop/sites/default/files/2025-05/Rapport-Loi-S-211-FR.pdf>.

We created and are currently delivering a course for managers and procurement team employees. The course explains the bill and informs participants of our responsibilities, which include recognizing indicators and warning signs, monitoring internal and external risks, understanding employee expectations and obligations, and taking action to exercise due diligence and reduce risks.

Furthermore, we're conducting an in-depth analysis of existing policies, processes, and tools. We'll use the results of this analysis to prepare an action plan that ensures continued compliance with the bill's requirements and improves procurement practices on an ongoing basis.

Cybersecurity and data protection

The digital shift in business and the economy has resulted in a major increase in available data. In addition to allocating resources to make our tools and methods better and more efficient, we also have security measures in place to protect against fraud and cyberattacks. For the parent company, Sollio Agriculture, and BMR, this is part of the ongoing delivery of our security roadmap to protect our assets, our operations, and the personal information (PI) for which we're responsible.

Sollio Agriculture conducted periodic follow-ups to support the operational groups responsible for introducing policies and strategies around data retention.

This past year, Olymel strengthened its cybersecurity with a program to address rapidly evolving threats, growing regulatory requirements, and operational imperatives. The cybersecurity program revolves around six pillars: governance and risk management, asset protection, detection, incident response, recovery, and innovation and monitoring.

Ethics at Sollio Cooperative Group

The parent company and all three divisions use an ethical approach to create a healthy, trustworthy business and work environment. The Sollio Cooperative Group ethics program has various components, including a code of ethics, online training modules, a reporting hotline, a communication and awareness campaign, and a process for managing conflicts of interest. We also integrate ethics into human resources processes through various policies and performance evaluation procedures.

Planet

Protecting resources, ecosystems, and life



Planet

Key initiatives		Status
	• Deploy a plan to reduce scope 1 and 2 emissions by 25% by 2030	↻
	• Launch GHG target projects to determine the organization's capacity to define a scope 3 target	↻
	• Execute Phase 1 of the Climate Change Adaptation Plan	↻
	• Adopt a scope 1–2 decarbonization plan comprising some 30 energy efficiency initiatives to be deployed by 2030	✓
	• Launch a new range of services: carbon footprinting	✓
	• Develop R&D projects to support the agriculture industry's decarbonization	↻
	• Model GHG emissions attributable to the use and end-of-life of products sold by the group	↻
	• Begin gradually decarbonizing the vehicle and handling-equipment fleet	↻
	• Take our first biodiversity inventory following the guidelines of the Taskforce on Nature-Related Financial Disclosures	↻
	• Use biomethanization to convert sludge, manure, and slurry into solid byproducts, agricultural fertilizers, and renewable natural gas	↻
	• Run energy-efficient heat recovery systems and actively participate in peak management programs	↻
	• Participate in a research project on reducing GHG emissions from livestock slurry	↻

Agriculture is affected by climate change but can also produce solutions to it. Climate change presents three major challenges—adaptation, mitigation, and global food security—each one bringing its share of risks and opportunities. At Sollio Cooperative Group, we help farmers and the agriculture industry overcome those challenges. That means writing policies, formulating action plans, and employing environmental and risk management strategies.



Environmental stewardship

Our policy

First established in 1994, our <https://sollio.coop/en/our-commitment/environmental-protection> is based on ISO 140011. It's our guide to sound environmental management aligned with today's environmental concerns and those of our stakeholders, and it serves as the foundation for all of Sollio Cooperative Group's environmental practices. Examples include deploying our environmental management system (EMS), conducting environmental compliance audits (ECAs), and setting environmental compliance targets.

Environmental management system

We're continuing to deploy our EMS, which we've updated in accordance with the key principles of ISO 14001 (2015). We're also currently rolling out our updated operational procedures, self-inspections, environmental aspects identification matrix, and corporate EMS training programs.

Environmental compliance audits

Facilities run by Sollio Agriculture, BMR, and their partners are also subject to ECAs every four to six years, depending on the level of risk associated with the facility's activities. Sollio Cooperative Group's Environment and Emergency Measures Department produces ECA protocols based on CSA Z773-032 and conducts an average of 30 audits per year, in addition to reviewing compliance logs twice a year. Through our ECAs and monitoring, we're able to spot anything that may not comply with environmental legislation or best practices and quickly implement appropriate control measures.

Olymel's facilities are audited every three years by the division's Corporate Environmental Department to confirm regulatory compliance and ensure that best practices are being followed. The department follows up with facility managers annually to ensure recommendations are being adopted. The department also monitors monthly reports required by government authorities and issues corrective action plans when necessary.

Environmental compliance targets

In an effort to promote continuous improvement and sound risk management, we also set environmental compliance targets for BMR- and Sollio Agriculture-owned facilities during the year. As a result, the total number of violations recorded dropped by nearly 50%.

↓ 50 %

drop in the total
number of violations
recorded in 2025

1 ISO 14001 provides a set of rules for integrating environmental concerns into business operations so as to control environmental impacts and thereby reconcile operational constraints with environmental protection.

2 CSA Z773-03 establishes principles and practices for conducting environmental compliance audits. It provides a consistent framework and minimum requirements for conducting these audits in compliance with all regulatory and site-specific requirements.

Emergency measures

Crisis Plan update

Sollio adopted an integrated resilience management policy for emergency measures, crisis management, and business continuity in 2023. This policy applies to Sollio Agriculture, its subsidiaries, and BMR and is designed to prepare us for the various risks we're exposed to, as well as to minimize the likelihood and consequences of those risks.

In 2024 we updated the parent company's Crisis Plan to align with that policy, and we deployed the updated plan in 2025. The plan incorporates new realities that could directly affect the environment, including pandemics, cyberattacks, threats to individuals, and disruptive meteorological, biological, or anthropogenic events.

By anticipating these emerging risks and establishing a clear governance structure for managing crises, we've strengthened our ability to limit the scope and duration of impacts during critical situations.

Emergency Plan overhaul

Along with updating and deploying our Crisis Plan, the parent company overhauled its Emergency Plan template. In 2025 we supported Sollio Agriculture in updating the emergency plans for its facilities to ensure full alignment. We'll similarly support the other divisions in the coming months.

Integrated emergency management platform

To standardize emergency responses across all our entities, the parent company helped Sollio Agriculture migrate its emergency plans to a secure, collaborative digital platform accessible via computer or mobile app.

Tools for environmental emergency drills

We created a toolkit to build a strong internal culture of prevention and appropriate response and effectively minimize the environmental impact of emergencies involving the storage of certain types of regulated materials. The toolkit provides facility managers at Sollio Agriculture and BMR with templates and practical guides to plan and conduct their own environmental emergency drills.

Setting and meeting a greenhouse gas reduction target for our operations

Transitional target

-25 %
scope 1 and 2
GHG emissions
by 2030

In June 2024, Sollio Cooperative Group and its three divisions committed to reducing their scope 1 and 2 GHG emissions by 25% by 2030 compared to the 2019–2020 fiscal year.

The target represents an absolute reduction across Sollio Cooperative Group and its divisions, meaning it refers to a reduction in total tonnage of GHG emissions.

Scope 1 and 2 emissions (in t CO₂eq.)

Year	Parent company	Sollio Agriculture	BMR	Olymel	Total
2019–2020	79	26,250	9,514	605,891	641,773
2022–2023	75	25,087	8,057	490,382	523,602
2023–2024	75	26,028	9,130	403,985	439,218
2024–2025	7	25,213	9,418	387,935	422,573

Setting and meeting a greenhouse gas reduction target for our operations

Horizon scan

We're conducting this scan with external help from a firm that specializes in the agri-food industry. The scan aims to:

- Identify potential changes in the business environment that could affect the carbon intensity and usage volume (inventories) of the key drivers of Sollio Cooperative Group's carbon footprint and, consequently, our decarbonization strategy by 2050.
- Increase our understanding of how these changes could affect our ability to fulfill our mission by 2050.

Trajectory calculator

We're developing a GHG emissions trajectory calculator that aggregates operational efficiency projects, models their respective reduction potential, and defines decarbonization scenarios. We're currently using it as a decision-making tool to devise strategies for reducing scope 1 and 2 emissions.

Setting and meeting a greenhouse gas reduction target for our operations

Initiatives around scope 3 emissions are also underway. They aim to:

1. Optimize the quantification of certain processes (e.g., transportation, procurement)
2. Estimate the GHG reductions that would result from meeting the largest suppliers' targets
3. Estimate the reductions that could result from optimizing transportation
4. Create tools for estimating the GHG impact of upcoming major projects based on the three divisions' anticipated growth

Our areas of focus

		Scope 1	Scope 2	Scope 3
		Emissions under operational control		Upstream and downstream indirect emissions
Main emissions sources	Sollio Cooperative Group	425,837 t CO₂ eq. ● 5 t CO₂ eq. ● 22,435 t CO₂ eq. ● 9,399 t CO₂ eq. ● 334,571 t CO₂ eq.	56,163 t CO₂ eq. ● 1 t CO₂ eq. ● 2,779 t CO₂ eq. ● 19 t CO₂ eq. ● 53,364 t CO₂ eq.	% of total GHG inventory ● 99% ● 99% ● 97% ● 85%
	Parent company	Natural gas consumption	Electricity consumption	- Purchase of goods and services - Staff transportation
	Sollio Agriculture	- Consumption of natural gas and other fuels by feed mills - Truck fleet - Poultry manure management		- Use of nitrogen fertilizers sold - Purchase of fertilizers
	BMR	- Consumption of propane, natural gas, and other fuels - Vehicle fleet		- Purchases of lumber and building materials such as drywall and insulation - Third-party transportation of goods between warehouses
	Olymel	- Manure management - Natural gas consumption - Truck fleet		- Third-party transportation - Purchase of livestock, feed, and equipment**

● Parent company
● Sollio Agriculture
● BMR
● Olymel

*Biomethanization is a process where methane emissions from manure are converted into renewable natural gas.

Setting and meeting a greenhouse gas reduction target for our operations

Research project for reducing GHG emissions from livestock slurry

Sollio Agriculture, Olymel, and the Research and Development Institute for the Agri-Environment (IRDA) are working together on a project to evaluate a slurry acidification system. They submitted a grant application to the Consortium for Research and Innovation in Industrial Bioprocesses in Québec (CRIBIQ). The aim is to reduce GHG emissions from livestock slurry. According to scientific literature, using a system to decrease slurry pH could result in a 60%–80% reduction in GHGs emitted from slurry stored in pits. Trials will confirm the reduction rates under Québec conditions and clarify the potential benefits. Currently in the planning phase, the project will enter the experimental phase in May 2026 at the Olymel farm.

Methane emissions from slurry pits present a significant challenge for Olymel, accounting for 43% of its direct GHG emissions. Since this is a widespread issue in the swine sector, Olymel is working with partners in the Cooperative Pork Network such as the Centre de développement du porc du Québec (CDPQ), the IRDA, Les Éleveurs de porcs du Québec, and Sollio Agriculture's innovation team. These research projects focus on manure management approaches.

Because of the size of its herd, Olymel is particularly well positioned to provide accurate data on waste production and usage, which supports its partners' biomethanization projects.

Coopérateur GHG inventory

Our Environment and Emergency Response Department conducted a greenhouse gas emissions inventory for Le Coopérateur, our media outlet, to better understand the carbon footprint of Sollio Cooperative Group's various media platforms. The inventory covered scope 1 and 2 emissions and some scope 3 emission categories from operations under Le Coopérateur's control. The inventory helped identify the areas with the highest emissions. Our goal is to reduce Le Coopérateur's carbon footprint in the coming years.

Other initiatives

Sollio Agriculture

- GHG target initiatives (scopes 1, 2, and 3)

BMR

- Electric delivery truck
- Forklifts in distribution centres
- New driving practices to improve efficiency

Olymel

- Freight transport optimization
- Eco-friendly design for the La Fernandière expansion

Giving farmers the tools to manage the effects of climate change

Recurring extreme weather events are reminding us of the reality of climate change and our vulnerability to its impacts.

We have a commitment to farmers, and this ambition reflects that. But if we are to give farmers the tools to manage climate change, we need the right tools ourselves. That's why we're including the adaptability of our facilities in this section.

We're committed to developing adaptive strategies and techniques, including climate change adaptation plans, to bolster the resilience of Sollio Cooperative Group and our divisions. These measures will future-proof our physical facilities and help farmers adapt and innovate.

Climate change adaptation plan

In 2025 Sollio Cooperative Group and its three divisions completed Phase 1 of the Climate Change Adaptation Plan (CCAP). That phase focused on creating a climate profile and assessing risks for the organization. The CCAP's methodology is based on a structured, five-step process that draws on recognized frameworks, including the Public Infrastructure Engineering Vulnerability Committee (PIEVC) Protocol, ISO 31000, and ISO 14091, to evaluate climate change risks and prepare adaptation plans. It also draws on Developing a climate change adaptation plan, a guide published by Ouranos and the Québec government.

CCAP objectives

- Make our facilities more resilient
- Ensure business continuity
- Support teams in the face of visible climate hazards

The CCAP aims not to reduce emissions (mitigation) but to adapt our infrastructure and practices to the impacts of climate change. In Phase 1, we studied various climate scenarios based on available scientific data. We analyzed our facilities' exposure to climate hazards and the degree of risk from climate impacts. We also identified over 100 adaptation measures.

The CCAP complements our decarbonization efforts and will help us:

- Limit business interruptions
- Extend our assets' lifespans
- Reduce costs associated with extreme events and facilitate access to sustainable funding

Phase 2 of this strategic project has begun. It will involve estimating the costs of the identified measures and prioritizing their implementation based on feasibility, effectiveness, and cost-benefit analysis. This step is critical for supporting decision-making and planning the rollout of adaptation measures across the divisions.

Giving farmers the tools to manage the effects of climate change

Other initiatives

Sollio Agriculture

- Conducted innovation projects in 2025
- Supported the digital transition of farm businesses

Olymel

- A first-ever climate resilience analysis covering all operations

A space for 4R management

Sollio Agriculture created its first 4R (right source, right rate, right time, right place) space at its crop production research farm in Québec. There, it evaluates the 4R management of nitrogen, phosphorus, and alternative products in wheat, corn, and soybean crops to optimize input efficiency and reduce environmental impacts. The space is also used for training and experimentation. Five training sessions were held for over 150 advisors, 30 farmers, and a dozen students.

- Crop management practices evaluated: tillage, vertical tillage, and minimum tillage
- Agronomic outcomes monitored: yield, microbial activity, compaction, and soil health

Ecocert organic certification

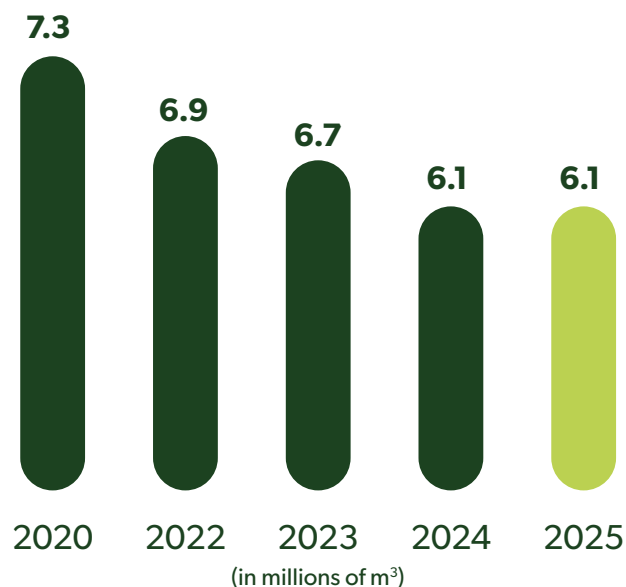
The 24 hectares of fields used for organic farming at Sollio Agriculture's crop production research farm are now Ecocert Canada certified. Approximately one third of the area is currently planted with corn, which requires a significant amount of nitrogen. Two research projects are underway to evaluate the nitrogen input of cover crops for corn production. A third project aims to determine the optimal number of machinery hours required to effectively control weeds in corn and soybean crops while preserving soil quality. The goal at this stage is not to increase the area certified as organic, but rather to refine and improve existing practices.

Minimize the impact of our operations on water resources

Water is a precious resource, and conserving it is a major concern for Sollio Cooperative Group. In addition to optimizing the equipment at Sollio Agriculture and Olymel plants, we're continuing our water assessment to quantify the water consumed directly by our facilities so that we can address the most pressing use-reduction needs.

Olymel water assessment

In 2025 Sollio Cooperative Group calculated the water consumption of Olymel's operations. We took into account all water usage except on farms and used the ISO 14046 definition of water consumption for the assessment.



Sollio Agriculture water assessment

Sollio Agriculture updated its water assessment for the 2024–2025 period. To ensure relevance and materiality, the organization refocused the assessment's scope on facilities that consume the most water, including poultry farms, hatcheries, mills, and certain terminals.

The water consumptions of the parent company and BMR weren't calculated, since they are immaterial.

The change in scope aims to:

- Improve the monitoring and understanding of Sollio Agriculture's water consumption
- Focus efforts on operations where water-related challenges are significant
- Move the organization toward more sustainable and responsible management of water, an essential resource

The assessment therefore excludes sites where water consumption is deemed immaterial: warehouses, seed processing centres, and terminals where water is primarily used for sanitation needs (kitchens, washrooms).

Total water consumed for Sollio Agriculture in 2025: 115,015 m³

Sollio Agriculture is working to standardize its process for collecting water-related data and gradually improve data quality and accessibility in future reporting periods.

Please note that the data presented is preliminary and does not yet cover the full scope of the assessment. Data is still missing for some mills, terminals, and hatcheries. We plan to complete the 2024–2025 data in the 2025–2026 Corporate and Cooperative Responsibility Report.

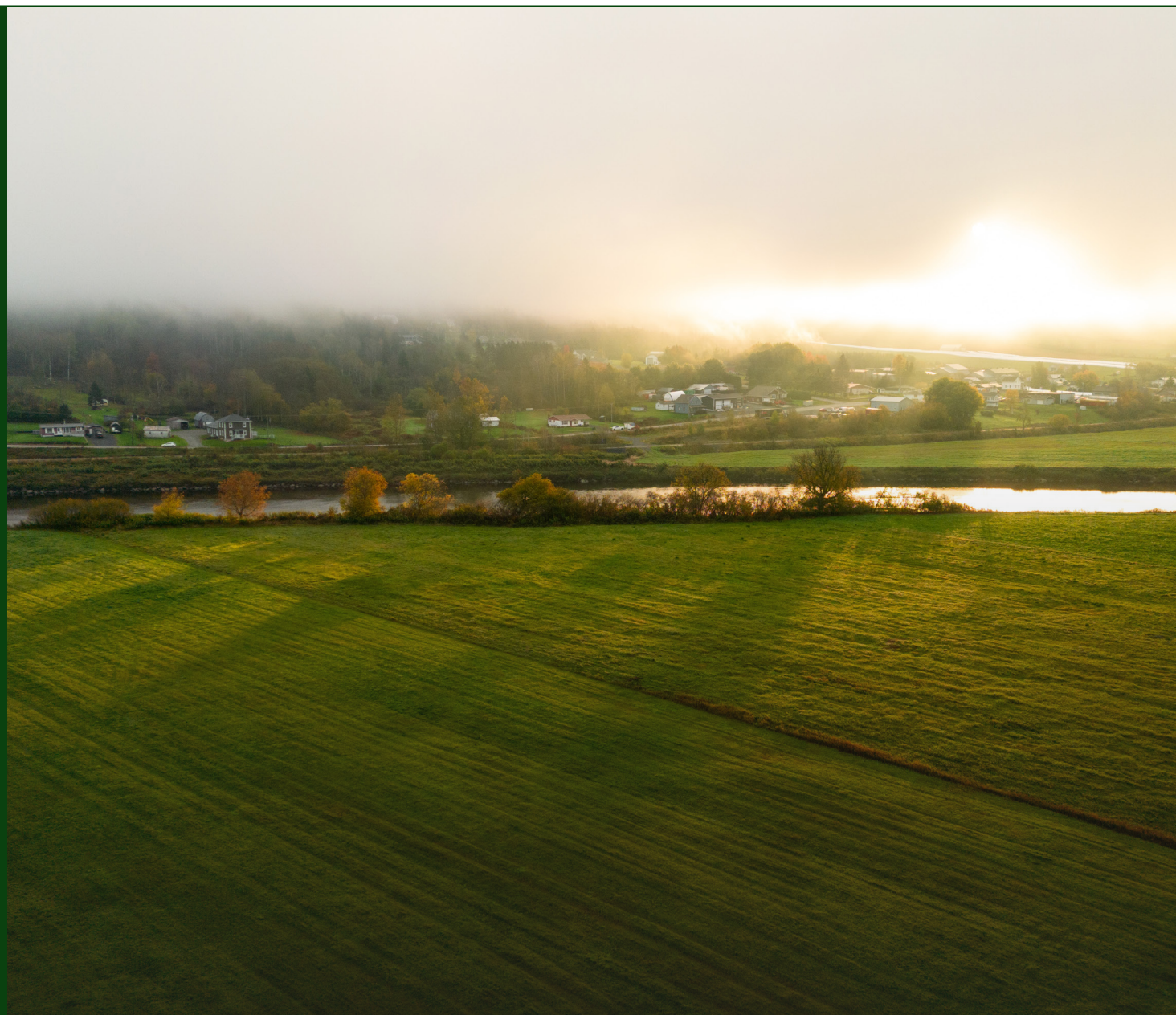
Other initiatives

Olymel

- Eco-friendly design for the La Fernandière expansion

Helping farmers manage water sustainably

Water management has become an increasingly critical issue in farming, as a changing and variable climate can impact water availability. What's more, the irrigation, drainage, wastewater, and leachate from farming all have a direct impact on the quantity and quality of water available. That's why Sollio Cooperative Group continued its initiatives aimed at helping farmers manage their water consumption sustainably. The agricultural practices a farmer chooses can increase or decrease demand for water and have a positive or negative impact on the soil's water holding capacity.



Reducing waste generated by our facilities and aiming for zero waste to landfills

Striving to eliminate food waste and reclaiming organic waste generated by our operations

Raising animals, farming fields, and processing and marketing food products generates residual materials and organic waste. From plastic packaging to meat-cutting byproducts, we need to look at the entire value chain to minimize loss, waste, and landfill use.

Sollio Cooperative Group is aiming to reduce food waste and the production of residual materials at source. Food waste encompasses all food intended for human consumption that is lost or discarded along the value chain, as well as all organic waste—residual materials that are decomposed by microorganisms—such as manure.

Initiatives to improve waste management

Sollio Cooperative Group's three divisions are working on various initiatives to reduce waste.

Sollio Agriculture identified an initiative to optimize waste management, reduce its environmental impact, and cut costs. In 2026 it will launch the first phase of a pilot project involving representative sites from its poultry operations, distribution centres, and mills.

Olymel launched a pilot project at three plants with a view to improving the recovery rate of waste materials (plastics, cardboard, metal, etc.), promoting greater material circularity, and reducing treatment costs.

BMR already has recycling programs for metal and paper, as well as a program for reselling cardboard recovered at the Boucherville warehouse, where the BMR head office is located. BMR is also exploring new avenues for recycling plastic and recovering damaged wood at its building materials distribution centre in Longueuil.

Upcycling non-edible byproducts

Sanimax and WCRL, Olymel's partner rendering companies, upcycle non-edible byproducts from Olymel's slaughterhouses and processing plants, such as fats, bones, offal, and feathers, into value-added products. They use grinding, cooking, separating, and drying processes to recover fats for producing soaps and biodiesel, as well as proteins for manufacturing meat-and-bone meal and agricultural amendments. Their facilities incorporate water treatment and heat recovery systems to recover as much material as possible and reduce environmental impact.

For companies like Olymel, forming partnerships with rendering companies makes a real difference. By diverting byproducts from landfills, companies can reduce methane emissions and promote a circular economy that uses every part of the animal. This approach minimizes the carbon footprint of operations (particularly scope 3 emissions), ensures regulatory compliance, and improves Olymel's overall ESG performance.

**Reducing waste
generated by our facilities and
aiming for zero waste
to landfills**

**Striving to eliminate
food waste and reclaiming
organic waste generated by
our operations**

Guidelines for organizing responsible events

We updated our responsible events guide from 2008 and created new guidelines. The updated guide emphasizes the responsible management of corporate events and provides employees with the necessary tools to plan and hold them. The guidelines cover methods for communicating responsibly, promoting sustainable mobility, reducing waste, ensuring responsible procurement, and creating a positive social impact among stakeholders. We'll officially launch the new guidelines at the parent company in the coming months. The guide will also serve as a reference for organizing events at the group's other divisions.

Promoting sustainable agriculture* among farmers and other agri-food industry players

As a major player in the agriculture industry, Sollio Cooperative Group has the power to promote sustainable agriculture among farmers in our cooperative network and other players in the agri-food industry.

*Sustainable agriculture

Any model of production that accounts for human, ethical, environmental, and economic impacts in order to optimize production and adapt to climate change and society's ever-evolving expectations of the agri-food industry.

Sustainable agriculture must establish minimum requirements and foster positive outcomes while accounting for compromises and competing priorities. This definition is intended to have functional utility for decision-making. Together with the tools in place, it enables strategic alignment and cohesion between the organization's business strategy and its deployment.

Since 2023 we've been disseminating this definition of sustainable agriculture within the cooperative network and among our divisions, largely through training and a shared approach.

Promoting sustainable agriculture* among farmers and other agri-food industry players

Farm carbon footprinting

In collaboration with Coop Carbone and a group of agri-environmental agri-advisors, Sollio Agriculture developed a carbon footprinting calculator and tools for modelling GHG emissions associated with nitrogen fertilizers. These tools will help agri-advisors support famers, especially dairy farmers, in reducing their carbon footprint. Sollio Agriculture ran a pilot project testing the calculator on 30 dairy farms to improve the tools and build the decarbonization service.

Agri-advisor training

Sollio Agriculture held four training sessions throughout the year to strengthen the knowledge of agri-advisors in the cooperative network and improve their ability to help farmers adopt sustainable farming practices.

4 training sessions on sustainable practices

- Technical and economic day: presented new developments in dairy research and raised awareness about the challenges of feed efficiency, animal welfare, GHG reduction, and climate change adaptation (110 participants)
- GHG sources and sustainable reduction strategies: agri-environmental session aimed at conveying the fundamental principles of GHGs and reduction practices (36 participants)
- Carbon calculator: progress on tool development (25 participants)
- Hands-on workshop on using the carbon calculator (33 participants)

Being a leading player in sustainable agriculture and agri-food in Canada

At Sollio Cooperative Group, keeping up on the latest trends, challenges, and opportunities in business while promoting our approach and point of view is integral to our mission.

That's why we take part in major social debates relevant to the agri-food industry. We're active and present in many farming forums and are involved in major sustainable agriculture and agri-food initiatives.

We also took part in producing the new iteration of presented by the Ministère de l'Agriculture, de l'alimentation et des pêcheries du Québec (MAPAQ).

As part of that work, we stressed the importance of placing farmers at the centre of the new policy and equipping them to adapt to their changing business environment without compromising their competitiveness.



[Sollio Agriculture](#) and [Olymel](#) also work with a number of organizations, associations, and committees that are in the food sector or are dedicated to sharing and supporting the adoption of more sustainable agricultural practices.

Representatives of Sollio Agriculture also attended several conferences on corporate responsibility and sustainable agricultural practices this year.

- Farmer days hosted by VIVACO Groupe Coopératif and Novago Coopérative: technical presentations on feed efficiency, forage use, feeding during critical periods, performance, and heat stress in cows (February and March 2025)
- Living Lab – Carbon-Neutral Milk: roundtables and conversations with farmers, researchers, and advisors to identify priorities during the transition to sustainable agriculture (February 2025)
- Forum Carbone: a forum on carbon organized by Coop Carbone and aimed at accelerating climate action by Québec SMEs, particularly in the agri-food industry (September 2025)

Other initiatives

[Sollio Agriculture](#)

- The Hamilton and Ste-Catherine terminals are now Green Marine certified.

Prosperity

**Contributing to the
prosperity of the
regions in which
we operate**



Prosperity

	Key initiatives	Status
	Distribute \$17.8 million in patronage refunds in 2024	✓
	Reach 30% female representation on the Board of Directors of Sollio Cooperative Group and in the cooperative delegations that attend the AGM by 2025	✓
	Expand the scope of the ambassador program	↻
	Provide ongoing support for young farmers through the FCARA program	↻
	Increase our donations and sponsorships by 30%	✓
	Launch a joint approach to sustainable agriculture with the cooperatives	↻
	Be a member of the ARENA Alliance	✓
	Design a marketing campaign for local products	✓
	Aim for all hogs slaughtered in our facilities to come from open sow-housing systems by 2029	↻
	Develop allergen-free recipes	✓
	Create a supplier management program	↻

Using our investments and business development projects to lift up local communities

\$8.4B in revenue

14,747 employees in Canada

As a leading actor in many regional Canadian economies, Sollio Cooperative Group creates jobs, invests in communities, takes care of its members, and supports important causes through donations and sponsorships. The wider benefits of our operations are both economic and social.

Number of employees for each division and the parent company

				
2022-2023	124	1,196	1,562	13,070
2023-2024	104	1,058	1,853	11,656
2024-2025	100	1,045	1,829	11,773

Change in revenue

in thousands of dollars

2025 **\$8,391,729**

2024 **\$7,843,601**

2023 **\$8,256,857**

2022 **\$8,434,105**

2021 **\$7,536,369**

Using our investments and business development projects to lift up local communities

Donations and sponsorships

Helping our communities grow and thrive is part of our cooperative values. We support local and regional initiatives and also encourage our employees to volunteer. This past fiscal year, Sollio Cooperative Group and its divisions gave more than \$2.6 million in donations and sponsorships in the form of money, food, and volunteer hours.

Since 2025, our actions have been guided by four aims:

- Education and the next generation
- Food security
- Mental health
- Environment

Donations and sponsorships 2023–2025

	2023	2024	2025
	\$686,147	\$500,995	\$606,387
	\$161,072	\$153,644	\$219,000
	\$139,753	\$235,144	\$295,476
	\$1,740,000	\$1,894,000	\$1,741,333

To learn more about the causes supported by [Sollio Agriculture](#), [BMR](#), and [Olymel](#), see the division reports.

Making our cooperative model central to all our business activities

At Sollio Cooperative Group, we take pride in our cooperative roots. Dating back over 100 years, those roots have allowed us to build a strong foundation in Québec and expand across Canada. Guided by a focus on serving our members and supporting our communities, we continue to expand while staying true to our founding principles.

Our cooperative business model and the way we conduct our business truly set us apart. We affirm our cooperative identity by adhering to the seven internationally recognized cooperative principles, and we illustrate our economic and social impact in the following pages of our annual cooperative report. This distinguishes us from other types of businesses.

Objectives of the cooperative review

Conducting a cooperative review is a distinctive practice that allows cooperatives to measure and demonstrate their economic and social footprints. The review provides a quantified overview of our commitment to our members and the communities we serve. It is based on the Statement on the Cooperative Identity adopted by the International Cooperative Alliance and aims to strengthen transparency and recognition of the cooperative model.

Cooperatives in all sectors are strongly encouraged to conduct cooperative reviews. This allows them to include unique data in various annual reports, educate their members and the general public on cooperation, and provide management with a practical tool for continuously improving their organization's cooperative governance practices.

Cooperative principles

The following cooperative principles are guidelines that help cooperatives put their values into practice.

Principle 1

Voluntary and open membership

Principle 2

Democratic member control

Principle 3

Member economic participation

Principle 4

Autonomy and independence

Principle 5

Education, training, and information

Principle 6

Cooperation among cooperatives

Principle 7

Concern for community

Cooperative principle 1

Voluntary and open membership

Cooperatives become members of Sollio Cooperative Group on a voluntary basis. Together with the group, they form the cooperative network.

At the end of the 2025 fiscal year, Sollio Cooperative Group had:

19 agricultural cooperatives

22 consumer cooperatives

3 sections as regular members*

52 auxiliary members, 51 of which are agricultural equipment user cooperatives (CUMAs)

*The sections are the Pork Network East (271 members), the Western Hog Section (6 members), and one group consisting of 96 independent BMR dealers.

Sollio network membership (2024)*

Regular members	Auxiliary members	Associate members	Total
33,716	62,827	10,556	107,099

The network's cooperatives included nearly 107,000 voluntary members.

Sollio Cooperative Group membership



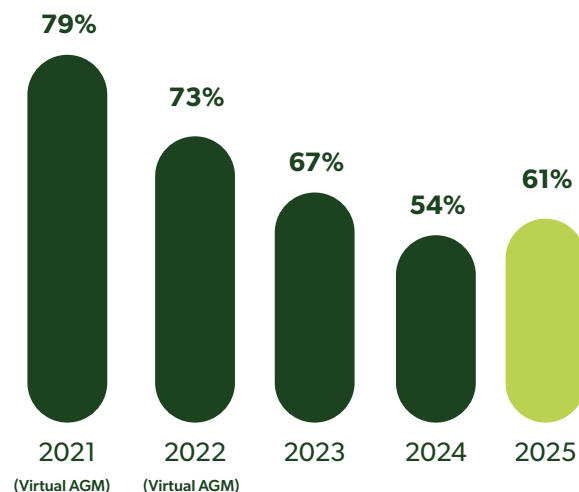
*Because of the time required for data collection, the available data about our affiliated cooperatives' membership pertains only to 2024.

Cooperative principle 2

Democratic member control

Member delegations take part in the deliberations at Sollio Cooperative Group's annual general meeting. The number of delegates assigned to each cooperative is based on a calculation that factors in the number of its members and its sales volume with Sollio Cooperative Group during the year.

Delegate participation at Sollio Cooperative Group's Annual General Meeting



Percentage of delegates who exercised their right in 2025: 61%

Sollio Cooperative Group's Board of Directors is made up of:

- 17 members, including 6 women (35%)
- 13 sector representatives
- 1 equity position
- 1 seat for a special-interest cooperative
- 2 (non-voting) seats for external directors

The Board of Directors sets the strategic agenda for the organization and ensures its long-term viability. To provide sound governance, the Board has also formed the following committees:

- Audit Committee
- Governance and Cooperation Committee
- Human Resources Committee
- Corporate Responsibility Committee
- Information Technology Committee

Cooperative principle 2

Democratic member control

Women's representation on boards of directors

Women make up nearly a third of all farm owners in Québec. But beyond the need to faithfully represent our members' interests, there are performance related reasons for encouraging women to serve on boards of directors.

By having gender-diverse boards of directors, organizations:

- Increase their chances of exceeding their financial targets and achieving better business results
- Generate and foster the emergence of new, innovative perspectives and creative solutions
- Become more appealing to other women

We set ourselves a target of 30% female representation on our governing bodies.

Reaching and exceeding this target is the result of the longstanding commitment we brought to life through our Equity Plan. This plan is a true catalyst for progress, helping us maintain our target female representation while embedding our organization in a culture of inclusion and continuous improvement.

Above target

Our target

Reach **30% female** representation on the Board of Directors of Sollio Cooperative Group and in the cooperative delegations that attend the AGM by 2025.

Our result for 2025

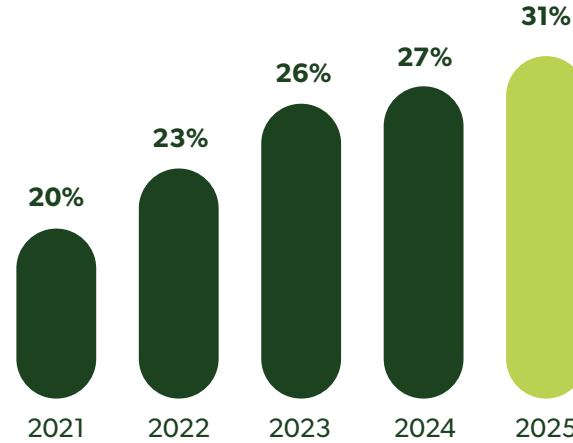
In 2025 Sollio Cooperative Group had **35% female representation** on its board of directors.

With this in mind, we rolled out several key initiatives, including the Colloque des coopératrices (female cooperators' conference), Femmes et coopération (women and cooperation), and Table Évolution, which aims to raise awareness and promote inclusive governance practices among the board members of affiliated cooperatives in order to foster diversity within the cooperative network's governing bodies. These initiatives are delivering results: The percentage of women serving on cooperative boards of directors has steadily increased over the past two decades, rising from 10% to 26% at Sollio between 2009 and 2025.

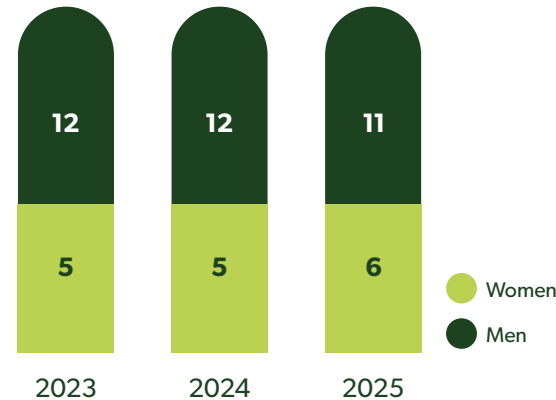
Cooperative principle 2

Democratic member control

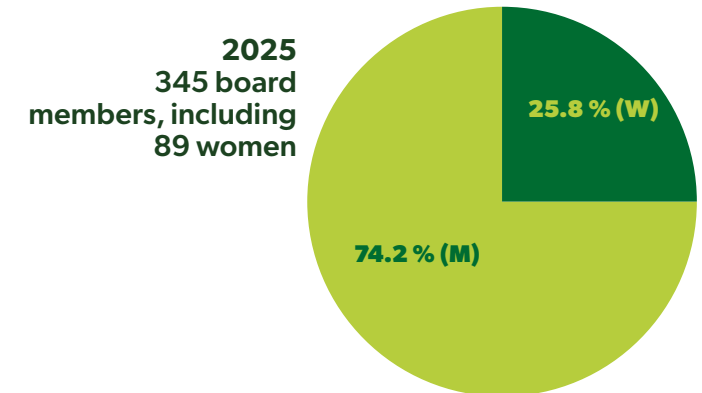
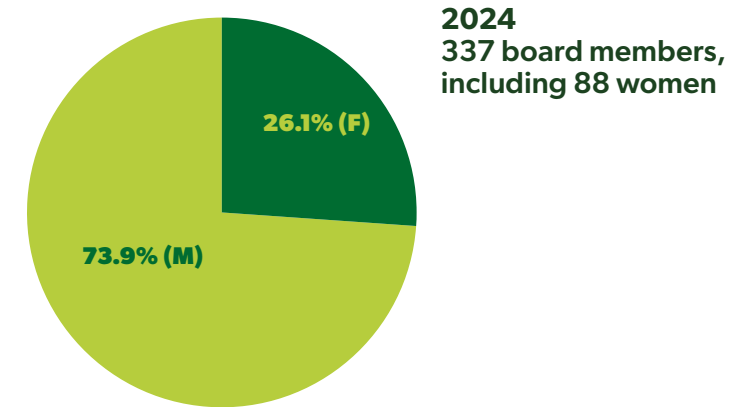
Female representation at Sollio's 2025 AGM:



Composition of the Sollio Cooperative Group Board of Directors



Across the cooperative network



Cooperative principle 2

Democratic member control

Accountability for the organization's activities

During the year, Sollio Cooperative Group invites board members in the network to participate in various organizational and democratic events, in addition to the annual general meeting, allowing them to work together, discuss different topics, and report transparently on the organization's operations:

- President's Tour
- Presidents' Forums
- Biannual Meeting



Network ambassadors

In recent years, changes in the cooperative network have given rise to new realities and new challenges. Following the consolidation of a number of cooperatives, it became important to foster a strong democratic and community spirit within the network while maintaining the closeness and sense of belonging members have within their cooperatives. This led to the creation of the ambassador program in the 2018–2019 financial year. In 2025, we had a group of 140 ambassadors charged with the mission of helping to preserve our cooperative business model by embodying cooperative culture and fostering meaningful interactions between members and their cooperatives.

One benefit of this role is attending the Ambassadors' Forum, an annual gathering that provides opportunities for all ambassadors in the cooperative network to come together and learn. The forum was held in 2023 and 2024 and attracted 80 participants each year. We also encourage our ambassadors to be as well informed and engaged as possible by inviting them to attend the AGMs of their cooperatives and of Sollio Cooperative Group, the President's Tour, and various sector-specific meetings throughout the year.

Cooperative principle 3

Member economic participation

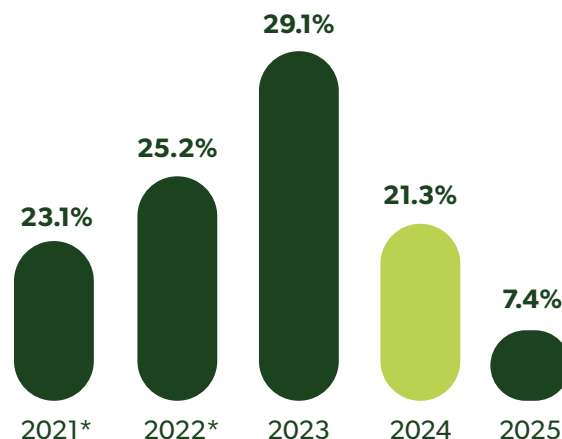
Our network cooperatives contribute equitably to Sollio Cooperative Group's capital. Together, they hold \$277 million in Sollio Cooperative Group shares and \$604.4 million in a collective reserve.

Introduction

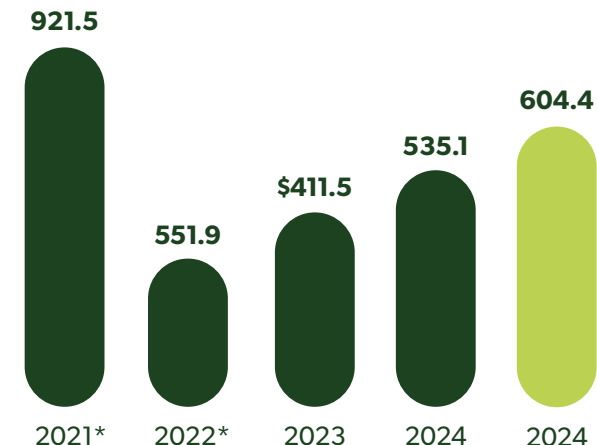
One of our initiatives is switching to International Financial Reporting Standards (IFRS) for the presentation of consolidated financial statements.

This will strengthen our financial credibility with investors, lenders, and financial analysts while opening up access to other funding sources.

Ratio of members' equity to assets (share capital)



Statement of collective reserve (\$M)



*Years marked with an asterisk are based on ASPE. The other years are based on IFRS.

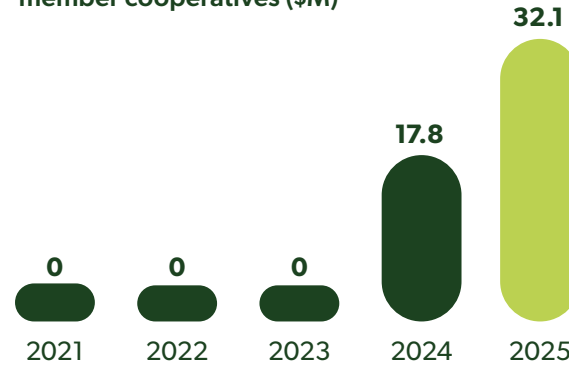
IFRS: International Financial Reporting Standards

ASPE: Accounting Standards for Private Enterprises

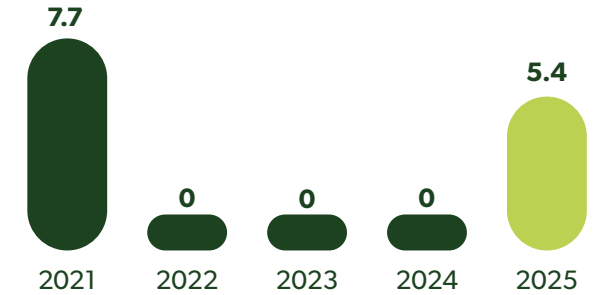
Cooperative principle 3

Member economic participation

Patronage refunds distributed to member cooperatives (\$M)



Dividends paid to the Cooperative Pork Network (\$M)



Cooperative principle 4

Autonomy and independence

Sollio Cooperative Group is a federation of autonomous cooperatives controlled by its member cooperators. The organization uses diverse financial management strategies that promote resilience and long-term stability. It follows strict sound governance practices, most notably by separating board president roles from management, by ensuring board members' independence from management, and by constantly pursuing sustainable results. We're also committed to respecting the autonomy and independence of each member cooperative.



Cooperative principle 5

Education, training, and information

Sollio Cooperative Group provides its members, directors, managers, and staff with the cooperative education and training they need to make an effective contribution to the organization's development. All employees take The Cooperative: A World to Discover, a course about what it means to be a cooperative. Managers and directors from the cooperative network complete the Cooperative Governance Certificate program each year. In 2025, 150 individuals had completed the program since its inception.

Total hours of training

	2023	2024	2025
Board members	378	328	404
Ambassadors and directors in the cooperative network	1,600	1,547	298

Fonds coopératif d'aide à la relève agricole (FCARA)

Training is also essential for the next generation of farmers. Since its founding in 2008, FCARA has provided financial and professional support to many young farmers.

Between 2008 and 2025, FCARA:

- Supported 950 farmers
- Awarded \$12.3 million in financial aid and training fees
- Gave thousands of hours of training

FCARA training and participants

	2023	2024	2025
Hours of training	1,600	849	803
Number of participants	192	105	105

To learn more about training for managers and employees, see the section on [People](#).

Cooperative principle 5

Education, training, and information

Coopérateur.coop redesign

Le Coopérateur is one of Sollio Cooperative Group's flagship communication tools. Through a print magazine, a website, the Coopérateur Flash newsletter, and the Coopérateur Audio podcast, it reaches all cooperative network members.

In 2025 we completely redesigned coopérateur.coop, the Le Coopérateur website. Through this redesign, we reaffirmed our commitment to establishing Le Coopérateur as a multiplatform agricultural media outlet that represents our farmer members and meets current digital standards.

In 2025 *Le Coopérateur* published:

1

new website

208

print magazine articles

334

online articles



Le Coopérateur creates a direct link between farmers and Sollio Cooperative Group while fostering the cooperative spirit and a sense of belonging.

It teaches members about:

- Agronomic best practices
- Technological and technical innovations in precision agriculture and sustainable arming practices from experts in the cooperative network
- Sollio Cooperative Group's corporate responsibility initiatives
- Major issues in agriculture and agri-food, including environmental issues

Cooperative principle 6

Cooperation among cooperatives

Sollio Cooperative Group fosters cooperation between its member cooperatives and works with partners dedicated to promoting cooperation and sustainable development. These include:

- Women Farmers of Québec
- Coop Carbone
- Co-operatives and Mutuals Canada (CMC)
- Association of Cooperative Educators (ACE)
- Fondation pour l'éducation à la coopération et à la mutualité
- Société de coopération pour le développement international (Socodevi)
- Table des responsables de la formation coopérative et mutualiste du Québec
- Interdisciplinary Centre for Research and Information on Collective Enterprises (CIRIEC-Canada)
- Conseil québécois de la coopération et de la mutualité (CQCM)
- Consortium de coopération des entreprises collectives
- Université de Sherbrooke's Research and Education Institute for Cooperatives and Mutuals (IRECUS)



There are myriad initiatives that demonstrate the strength of inter-cooperation within Sollio Cooperative Group and the network.

The cooperative participated in the “Femmes et coopération” days organized by our affiliated agricultural cooperatives, a consultation held by the Conseil québécois de la coopération et de la mutualité (CQCM), the OSEntreprendre challenge, the Women Farmers of Québec gala (as a jury member), the Social Economy Summit, the Global Research Conference of the International Cooperative Alliance, various seminars offered by CIRIEC-Canada, and CMC's annual “L'avenir est coopératif” conference. In addition, Sollio Agriculture and the cooperatives in its network launched a joint initiative on sustainable agriculture to help farmers switch to more sustainable practices. Lastly, we continued to administer the Fonds coopératif d'aide à la relève agricole, a key initiative jointly administered by Sollio Cooperative Group, Sollio-affiliated cooperatives, the Fédération de la relève agricole du Québec, and Desjardins Group. The fund has provided financial and professional support to young farmers since 2008.

Cooperative principle 6

Cooperation among cooperatives

In September 2025 we began developing a training program for social economy enterprises in agriculture. The program aims to enhance the skills of members and employees in areas essential to the viability of their businesses. We're working with consultants, as well as partners such as the Conseil québécois de la coopération et de la mutualité (CQCM), Réseau COOP, and the Coopérative de développement régional du Québec (CDRQ), to create the program, which is scheduled to be delivered in 2027.



Cooperative principle 7

Concern for community

Sollio Cooperative Group was founded by agricultural cooperatives that wanted to share their resources and expertise. That spirit of mutual aid continues to inspire everything we do. True to our value of solidarity, we support numerous organizations and initiatives that are close to our hearts each year. This past fiscal year, we gave \$2.83 million in donations and sponsorships to support the communities where we operate.

Our affiliated cooperatives gave an additional \$1.63 million¹ in donations and sponsorships, illustrating their commitment to collective well-being and community development.

For more information about donations and sponsorships, see the section on [Using our investments and business development projects to lift up local communities.](#)



Offering our customers healthy, responsible products

At Sollio Cooperative Group, we work hard to integrate social, environmental, and ethical criteria into our business practices and to offer our consumers responsible products. Because we know they care about being healthy, having a smaller environmental footprint, and supporting their local economies. All across our value chain—from procurement to the marketing of products and services—we work to reduce the impact of our activities by searching for more environmentally friendly inputs, applying a responsible procurement policy, and conducting research projects on the efficacy and performance of more sustainable farming practices.



People

Putting people at the centre of our decisions



People

Key initiatives

Status



- Meet our parity criteria for management positions (including upper management)
- Deploy interdivisional DEI committee actions
- Modernize, simplify, and standardize group insurance plans
- Introduce a new applicant management tool
- Continue leadership development training



- Continue rolling out the DEI and accessibility action plans
- Review and improve health and safety procedures to keep teams safe



- Implement a program to support sales teams during peak store seasons
- Create a new employer brand



- Modernize the technology systems used for prevention management, risk identification, inspections, and audits
- Put in place a structured audit program for technical risks related to occupational health and safety (OHS)
- Establish a shared services centre for Human Capital



Developing a forward-thinking work model built on a strong employer brand

Our employer brand places as much focus on the employee experience as on the candidate experience. To grow that brand, we need to recruit and retain top candidates who are drawn to our organization's openness to diversity and innovation.

A number of courses and activities were held this year, both at the parent company and in the divisions. These included women's leadership program [The A Effect](#) and efforts to encourage the sharing of best practices within our cooperative network and divisions.



Our cooperative values and distinctive business model

In our recruitment process, we emphasize our cooperative model as a key differentiator. Working for a cooperative means:

- Supporting the work of all member farmers
- Having the opportunity to invest in the cooperative via a cooperative investment plan (CIP)
- Enjoying enhanced mobility between the parent company, the divisions, and network-affiliated cooperatives
- Helping improve the lives of families in developing countries through our technical and organizational assistance initiatives with the Société de coopération pour le développement international (Socodevi), of which we have been a member institution for over 20 years

Cooperation is all about commitment to our organizational values, vision, and mission. Our employees bring their knowledge and skills to a wide network of cooperatives and farmers, reinforcing our commitment to that essential mission.

Developing a forward-thinking work model built on a strong employer brand

New applicant management tool

To enhance their appeal and improve the candidate experience, the parent company and Sollio Agriculture jointly adopted a new applicant management tool for talent acquisition.

Leadership development training

Perspectives

The Perspectives program is a new executive leadership development program launched in 2025. It aims to strengthen the leadership skills of executives at Sollio Cooperative Group and across the cooperative network, as well as to foster innovation and promote a culture of collaboration within the organization. Eleven people participated in the program during the year.

Altitude

Building on the work we started in recent years, a third cohort of 15 people from the divisions and cooperatives completed Altitude, a program that gives participants the opportunity to reflect on themselves, their team, and the organization. The goal is to foster authentic and mindful leadership. In the spirit of continuous development and collaboration, we invited previous cohorts to mentor the current one, thereby fostering experience-sharing, mutual support, and collective learning.

Furthermore, 60% of the current cohort are women. Although gender is not a selection criterion for the program, this reflects our commitment to championing women's career advancement and development within the group.

SOCODEVI

Sollio Cooperative Group has been a member of the Société de coopération pour le développement international (Socodevi) for over 20 years. Socodevi's mission is to support and strengthen cooperatives as drivers of sustainable and inclusive socioeconomic development. Since 2003, Sollio members and employees have shared their experience and expertise by participating in over 200 advisory support assignments in more than 21 different countries.

Other initiatives

Sollio Agriculture

- Created a training program on discrimination-free recruitment
- Enhanced the employee experience and sense of belonging

Supporting the physical and mental well-being of every member and employee, across all our operations

Creating the conditions for employees, managers, and farmers to learn and grow—both professionally and personally—is a priority for Sollio Cooperative Group and its divisions. Each organization offers tools, programs, and training to support the physical and mental well-being of each and every employee, so that everyone can thrive. That includes taking action on mental health and diversity, equity, and inclusion.

Group insurance

Sollio Cooperative Group has modernized, simplified, and standardized its group insurance plans. In late 2024 and early 2025, we rolled out the new plans for all cooperative employees, as well as for non-union employees in the divisions and at Sollio Cooperative Group. The enrolment rate was 95%. This major initiative, which began in 2023, now allows us to better meet our teams' diverse needs. The new plan offers a more inclusive range of benefits and services, as well as expanded coverage that reflects various realities and identities. This initiative demonstrates our commitment to providing fair, tailored protection for all.

Recognition programs, employee experience, and sense of belonging

This year Sollio Agriculture deployed several initiatives to enhance the employee experience and cultivate a sense of belonging. The company provides recognition through social media highlights, a newsletter, and a message from the CEO to boost team engagement. It also launched a leadership toolkit featuring training modules, practical guides, quick references, and refresher videos to support managers. Lastly, it introduced targeted development approaches and promoted internal mobility to retain talent, placing particular emphasis on succession plans this year to ensure continuity in critical roles.

BMR continued its efforts to recognize employees' contributions through recognition programs. Following a review of the years-of-service reward system, the company launched a new personalized gift shop to celebrate years of service. Recipients can now choose from a wide selection of products and experiences. BMR also organizes the recognition gala, a flagship event celebrating employees' years of service.

Wellness training and activities

The parent company implemented a health and wellness calendar with four main themes for overall well-being: cultivating balance, healthy eating, moving for a better life, and solidarity and engagement. The calendar aims to promote overall health through awareness and monthly activities for parent company staff. BMR organized several talks throughout the year on topics such as financial health to support its employees' overall well-being.

Supporting the physical and mental well-being of every member and employee, across all our operations

Event Committee

The parent company formed an event committee this year. The purpose of the committee is to create unique opportunities for employees to come together, build connections, share ideas, and strengthen their sense of belonging, enriching their daily lives through memorable experiences.

Jasette Sollio

This meeting brings together parent company employees to highlight the projects and achievements of their coworkers. It's an opportunity for interaction aimed at strengthening staff engagement and sense of belonging. Six meetings were held throughout the year after the initiative was launched in March 2025.



Supporting the physical and mental well-being of every member and employee, across all our operations

Human resources dashboard

The cooperative adopted a common business intelligence solution for the human resources departments of the parent company and its divisions, thereby simplifying and improving data collection methods.

Breakdown of our workforce

	Parent company	Sollio Agriculture	BMR	Olymel
Men	43	657	1,270	7,714
Women	57	388	559	4,059

2024*

36%

64%

2025

34%

66%

Men
Women

*Persons who do not identify (or do not exclusively identify) as women or men are not included in this data.

Other initiatives

Sollio Agriculture

- Initiatives aimed at providing staff with a work environment that promotes health and well-being

BMR

- Support for teams during busy periods

Diversity, equity, and inclusion (DEI)

At Sollio Cooperative Group, we feel that having a diverse, equitable, and inclusive workplace allows us to better meet the needs of our members, customers, employees, and communities. We believe that every individual deserves to have a place, to be recognized, and to grow within our network.

Promoting an inclusive culture

Throughout the year, the parent company's DEI employee resource group marked key dates on the diversity calendar by publishing articles (e.g., sharing interesting facts, raising awareness, featuring a video of summer interns) and holding activities (e.g., Haitian-themed lunch in February, women's panel in March, Orange Shirt Day).

Target		Sollio Cooperative Group		Sollio Agriculture		BMR		Olymel ¹		Combined results ²	
		2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Visible minorities	Achieve 10% representation	7%	4%	13%	13%	21%	26%	50%	26%	16%	17%
Ethnic minorities	Achieve 10% representation	18%	13%	13%	13%	11%	11%	5%	8%	13%	12%

¹ The methodology for Olymel changed between 2024 and 2025. In 2024, Olymel's data came from an internal survey, and the combined results excluded Olymel's data. In 2025, however, Olymel's data came from a new self-identification survey, which had a response rate of 6%.

² The combined results for 2024 did not include Olymel. The combined results for 2025 do include Olymel, as a uniform methodology was adopted across the group. Source: DEI self-identification survey. Respondent rates in 2025 were 47% for the parent company, 74% for Sollio Agriculture, 43% for BMR, and 6% for Olymel.

Diversity, equity, and inclusion (DEI)

The A Effect and women's leadership

Since 2017, more than 125 women in the network have taken on one or more challenges with the A Effect, a partnership program aiming to empower women at Sollio and within our network through development opportunities.

Women who participated last year received personalized support from their managers and, in some cases, from a mentor within the group or cooperative network, as part of a culture of support and collaboration. At the same time, participants had the opportunity to take part in annual professional development activities organized by The A Effect's Sollio Community, which fostered conversation and learning.

Women in Governance

In 2025, Sollio Cooperative Group applied for Women in Governance's Parity Certification for the ninth consecutive year, earning gold-level certification.

A stronger interdivisional DEI committee

The interdivisional DEI committee was formed in 2022 by the parent company, Sollio Agriculture, and BMR to set common DEI goals, share best practices, address shared concerns, and create synergies. This year, Olymel joined the committee's discussions. The entire organization can now tackle shared challenges, learn from each other's experiences, and inspire one another.

Objectives of the parent company, Sollio Agriculture, and BMR

- Management and senior leadership positions:
- Achieve 40% representation of women (35% at BMR)
- Achieve 10% representation of visible and ethnic minorities
- Create connections with and be sensitive to the needs of Indigenous, disabled, and 2SLGBTQI+ communities

- Parent company internal publications and activities
- Continued training on DEI and cognitive biases for new managers and HR teams
- Workshop on inclusive governance for members of Sollio Cooperative Group's board

Achievements in 2025

Women in senior leadership and management positions¹

Targets

- Sollio Agriculture and parent company: approximate parity of 40%
- BMR: approximate parity of 35%

Parent company	Sollio Agriculture	BMR	Olymel	Average with Olymel	Average without Olymel*
53%	37%	28%	31%	32%	35%

Source: HR reports. The 2024 data came from a self-identification survey. The methodology used for 2025 is more accurate because the figures are taken directly from HR records on all employees in the organization.

¹ These figures concern management, including senior management.

² The combined average, excluding Olymel's results, is 35%. Olymel does not currently participate in the targets for women in management and senior leadership positions.

Putting the right measures in place to reach our goal of zero accidents

At Sollio Cooperative Group, ensuring a safe work environment for all personnel at our parent company and divisions is a priority for the entire organization. We work towards this goal by providing training, having dedicated occupational health and safety teams, and closely managing all causes of accidents and risks of incidents in order to proactively reduce or eliminate them.

Our goal: Zero accidents.

Occupational health and safety 2023–2025

	Sollio Agriculture		Olymel		BMR	BMR retail	BMR	BMR retail
	2023 2024	2024 2025	2023 2024	2024 2025	2023 2024		2024 2025	
Number of workplace accidents	46	47	1,038	938	30	19	177	195
Workplace accident frequency rate ¹	3.45	3.24	12.60	11.58	0.77	0.95	0.99	0.95
Workplace accident severity rate ²	143	192.09	284	286	0.57	0.83	0.71	0.61

Notes:

¹ Number of workplace accidents per 200,000 hours worked

² Number of days lost per 200,000 hours worked

Putting the right measures in place to reach our goal of zero accidents

Recognition programs for top-performing sites

Both BMR and Sollio Agriculture established recognition programs for their sites. Sollio Agriculture's program recognizes good practices in occupational health and safety and awards OHS Champion trophies to top-performing sites based on various OHS indicators. The organization also holds events when sites reach milestones of one or five years without a lost-time incident. It awards champion trophies and performance-recognition plaques to the best-performing sites of the year, sites that had no lost-time incidents in the past year, and sites that had no lost-time incidents for five years.

BMR also organizes a recognition event to celebrate sites that achieve a streak of more than 365 days without an accident. The event highlights collective efforts, maintains team engagement, and encourages a zero-accident culture. In 2025 two facilities received that recognition, and several others continue to exceed that goal.

Proactive OHS risk management

Sollio Agriculture uses standardized tools and monitors corrective actions closely to manage OHS risks proactively. This helps the organization prevent accidents and continuously improve working conditions across all sites. This year Sollio Agriculture identified and assessed 623 risks to make necessary changes based on severity, likelihood, and impact.

Several tools for strengthening OHS management at operational sites were integrated in Phase 3 of the OHS process management platform implementation. These include standardized inspection grids for all sites for assessing OHS compliance and detecting cases of non-compliance, as well as a hazardous materials labelling feature to help teams create and print compliant labels.

Other initiatives

Sollio Agriculture

- Prevention and team engagement

BMR

- Reactive and proactive performance indicators
- OHS follow-up meetings

Olymel

- Pain and discomfort management program
- Structured technical risk audit program
- Risk management with Olyquest audits

623 risks identified

561 follow-up actions identified

381 risks mitigated

95 additional corrective actions implemented

CONCLUSION

Looking to the future

In 2025, Sollio Cooperative Group built on its ongoing commitment to corporate and cooperative responsibility. True to our cooperative model and long-term vision, we're deploying our strategy by consolidating our practices and adding structural elements that enhance the consistency and credibility of our approach.

Guided by our pillars of Planet, Prosperity, and People, we place corporate and cooperative responsibility at the core of our operations, business model, and governance structure. Our efforts are part of a continuous improvement process designed to prepare the organization for current and future challenges.

Regarding the environment, we're progressing with the deployment of the plan to reduce scope 1 and 2 emissions, supported by initiatives that clarify our levers for action and improve our performance. We're creating a climate profile and assessing organizational risks to lay the groundwork for an evolving climate change adaptation plan.

The actions we take regarding people, equity, and democratic vitality reaffirm the importance of these values. Our achievement of the target for female representation on the Board of Directors, our health, safety, and well-being initiatives, and the cooperative review presented in this report demonstrate our dedication to strengthening sound governance, inclusive environments, and dialogue with members.

Recognizing various intensifying climate, economic, and societal challenges, the organization is facing the future with clarity and determination. Corporate and cooperative responsibility is an integral part of Sollio Cooperative Group's long-term commitment, vision, and mission.

We'll focus on collaborating with our network, being transparent, and continuously improving our practices to remain consistent and credible on our path, confident that the actions we take today are helping build a sustainable future for generations to come.

Appendices



Appendix I: Compliance and energy

Table: Non-compliance with environmental legislation and regulations

Fines and non-financial penalties	Olymel	Sollio Agriculture	BMR
Fines (\$)	10,000	0	0
Number of fines and non-financial penalties incurred	0	0	0
Proceedings against the entity	0	0	0
Explanatory comments	Cases of non-compliance were observed during monthly monitoring.	Cases of non-compliance were observed during environmental compliance audits, but steps are being taken to resolve them.	Cases of non-compliance were observed during environmental compliance audits, but steps are being taken to address them.

Energy consumption in 2024–2025

	Parent company	Sollio Agriculture	BMR	Olymel
Total consumption (GJ)	4,123	517,819	203,946	3,334,450
Diesel (L)	N/A	1,907,148	2,394,797	7,057,347
Electricity (MWh)	1,142	47,845	15,771	384,498
Natural gas (m³)	2,721	6,131,732	1,147,348	35,352,341
Propane (L)	N/A	1,179,620	290,866	1,788,245
Fuel oil (L)	N/A	317,170	N/A	120,417
Gasoline (L)	N/A	38,465	124,577	642,689

Appendix II: Employees

Breakdown of our workforce				
	Parent company	Sollio Agriculture	BMR	Olymel
2023	124	1,196	1,562	13,070
2024	104	1,058	1,853	11,656
2025	100	1,045	1,829	11,773

Age groups (2025)				
	Parent company	Sollio Agriculture	BMR	Olymel
Under 25	3	97	321	524
25-35	33	216	404	2,646
35-45	26	254	362	3,058
45-55	18	252	314	2,850
Over 55	20	226	428	2,695

Appendix II: Employees

Our employees

Our workforce in numbers				
	Parent company	Sollio Agriculture	BMR	Olymel
Union employees	0	222	633	8,881
Non-union employees	100	823	1,196	2,892
Permanent employees	96	924	1,811	11,422
Temporary employees	0	104	13	252
Interns/students	4	17	195	99
Full-time employees	92	863	1,432	11,467
Part-time employees	4	94	99	143
Casual employees	0	88	108	163
Hours of training	1,210	19,350	9,832	457,536
Voluntary departures	9	142	415	1,718
Involuntary departures	13	134	226	427
Total departures	22	276	641	2,145
Turnover rate ¹	21%	26%	27.6%	18%
Corporate retention rate ²	82%	89.6%	61.6%	85%
Operations retention rate ²	N/A	83.9%	59.4%	69.69%

¹ Percentage of employees who left the organization during the reference period relative to the average number of employees at the organization.

² Percentage of employees hired less than one year beforehand who still worked for the organization at the end of the reference period.

Appendix III: CR Action Plan

The parent company's Corporate Responsibility (CR) Action Plan, which was established in 2023, reflects the progress made to date in fulfilling the organization's CR mission. It sets out the priorities for current projects and the work to come in the next year.

The CR Action Plan allows the parent company to:

- Continue to fulfill its leadership role
- Be the guardian of the organization's overall CR approach
- Conduct strategic CR monitoring
- Ensure continuous improvement of practices
- Ensure effective accountability
- Assist the divisions and the network
- Represent Sollio Cooperative Group in dealings with internal and external stakeholders



CR Action Plan

**The parent company's
CR Action Plan is based
on five key action pillars:**

1. Position, coordinate, and measure

Refers to the integration of CR into Sollio Cooperative Group's strategic plan, as well as the parent company's leadership role in ensuring consistency and rigorous execution across the cooperative.

2. Orchestrate cultural change

Refers to the parent company's predominant role in making CR an integral part of the culture of all its departments. Also refers to its role in terms of leadership, support, coordination, and influence in making CR an integral part of the culture of the three divisions, the cooperative network, and other entities in the Sollio Cooperative Group ecosystem.

3. Communicate and represent

Refers to Sollio Cooperative Group's communications for audiences outside the cooperative network, as well as its role as a representative to industry actors, government entities, and civil society in general.

4. Fund and invest

Refers to the parent company's role as a coordinator in obtaining the capital needed to fuel Sollio Cooperative Group's growth.

5. Manage operations

Refers to the parent company's internal operations and those for which it is otherwise responsible.

Division report: Sollio Agriculture



Message from the CEO of Sollio Agriculture

Pursuing our commitment to sustainable agriculture

For Sollio Agriculture, the past year has involved navigating profound change on both the economic and political fronts. These changes have put pressure on our organization, but they have also steeled our resolve to continue making the right decisions that centre the needs of our members and partners while helping to prepare for the future.

More than ever, Sollio Agriculture is guided by our core purpose: to have a positive and measurable impact on the environment, in the communities where we operate, and on the well-being of our people through all our activities.

Our first-ever corporate responsibility plan period (2022–2025) has drawn to a close, and we can be proud of our achievements.



Casper Kaastra
Chief Executive Officer



Over these past three years, we've made sustainability core to our strategy by focusing our actions on clear priorities: to position sustainable agriculture as a driver of innovation and support for our agri-advisors; to improve our environmental impact through ambitious tools and objectives, aiming for a 25% reduction in greenhouse gas emissions from our operations (scope 1 and 2) by 2030; and to foster a safe and healthy work environment through workplace training and prevention, supported by rigorous and responsible governance.

These strides are a testament to the commitment of our teams and the strength of our governance.

The new 2025–2027 plan, which took effect in November 2025, consolidates these gains. Developed based on an extensive cooperative exercise and an in-depth analysis of the actions that resulted from our initial plan, it retains the main themes of the 2022–2025 plan. However, it reorganizes them into nine strategic objectives and prepares for the convergence of our financial and non-financial (environmental, social, and governance) targets in advance of our strategic planning for 2027–2030.

Highlights from the past year include proactive OHS risk management and the implementation of vital rules that have reduced our frequency and incident rates once again this year. We have also launched a Workplace Health and Wellness Committee, obtained level-two Coesion status, and conducted many other initiatives to improve our employees' health and wellness.

In the environmental sphere, our decarbonization efforts resulted in the adoption of a plan to contribute to Sollio Cooperative Group's 2030 operations greenhouse gas reduction target. Important energy efficiency projects have begun to be deployed. We've continued to support the decarbonization of the agricultural sector through a new range of carbon footprinting services and numerous R&D projects, including at our research farm.

Message from the CEO of Sollio Agriculture

Furthermore, the analysis of ESG risks in our product categories was another step in refining our responsible procurement processes.

This progress illustrates our commitment to building an even more effective, responsible, and future-forward organization.

I would like to extend my sincere thanks to all our teams, as corporate responsibility is a group effort at Sollio Agriculture. Each action, project, and decision helps make our organization sustainable in service of our farmers, our communities, and future generations.

Happy reading!



Highlights

01

Proactive OHS risk management

02

Launch of the Workplace Health and Wellness Committee and establishment of a list of actions to improve employee health and wellness

03

Adoption of responsible procurement tools

04

Decarbonization plan for operations (scope 1 and 2)

05

New carbon footprinting services

CR Action Plan

In 2022, Sollio Agriculture deployed a corporate responsibility (CR) action plan with eight foundational commitments to meet by October 31, 2025. This plan included 20 objectives for improving Sollio Agriculture's CR performance. A new CR plan was rolled out for November 1, 2025, to October 31, 2027. It retains the main themes of the initial plan, reorganized into nine strategic objectives.

The new two-year CR action plan will bring Sollio Agriculture's CR objectives in line with its 2027 strategic plan, merging the organization's financial and non-financial objectives into a single plan.



Our CR Action Plan at a glance

How the new plan was developed

- Post mortem analysis of the first plan to identify successes and areas for improvement
- Comparative analysis with similar organizations to identify CR best practices
- Concerted approach involving all areas of the organization to guarantee optimal prioritization of actions and avoid omissions

Objective	October 2027 targets
Reduce GHG emissions	1.1 Scope 1 and 2: Keep up the pace of reduction in order to achieve the target of -25% by 2030 (GHGs from operations) 1.2 Scope 3: Enhance collaboration with Sollio Agriculture’s value chain to fine-tune data and GHG reduction ambitions 1.3 Implement initiatives to support decarbonization in the agricultural sector
Achieve alignment in environmental best practices across our sites	2.1 Establish an overview of operational best practices to deploy at Sollio Agriculture sites 2.2 Obtain Green Marine certification for the Sillery terminal and improve select indicators for the Saint-Catherine and Hamilton terminals 2.3 Train 100% of managers and operations employees on their environmental responsibilities 2.4 Implement a decision-making tool to mitigate the organization’s climate change risks
Position our sustainable product and service offering	3.1 Boost the capacity of Sollio Agriculture’s partners (retailers, cooperatives and joint ventures) to demonstrate the economic, environmental, and social benefits of Sollio Agriculture’s offering 3.2 Have 100% of R&D projects support sustainable agriculture 3.3 Increase the number of acres and farmers connected to AgConnexion 3.4 Continue working to achieve our targets for 2028: Educate 5,800 businesses and assist 300 farm businesses with their digital transition

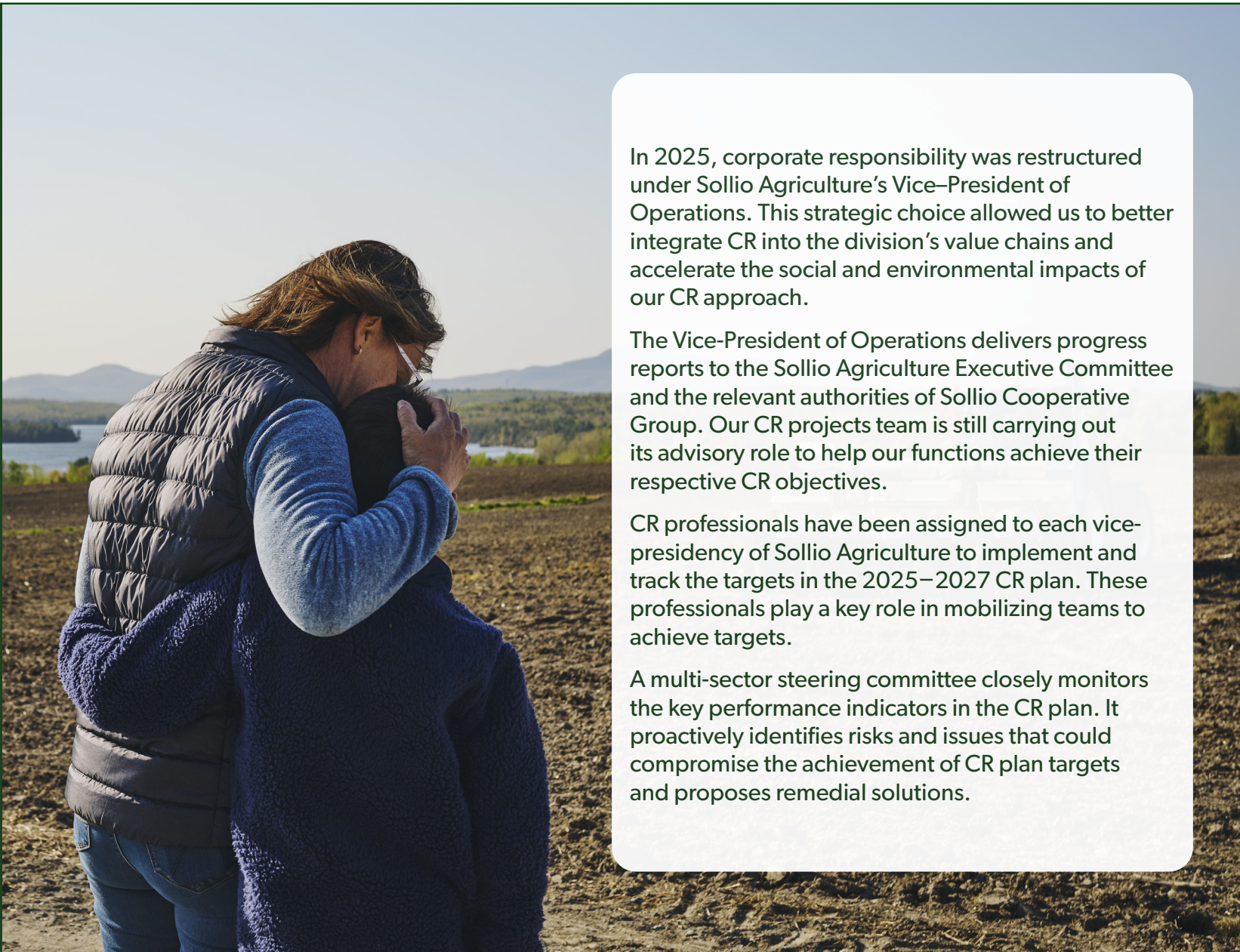
Our CR Action Plan at a glance

Objective	October 2027 targets
Bolster Sollio Agriculture's health and safety culture	4.1 Reduce the occurrence, severity, and frequency of incidents by 10% 4.2 Implement a mitigation plan for 100% of priority risks 4.3 Train →95% of managers and operations employees on vital rules, including a minimum of eight hours of training per year
Promote an engaging, inclusive, and high-performance work environment	5.1 Continue working to achieve our targets for 2028: 40% women and 10% visible and ethnic minorities in management and senior leadership positions 5.2 Provide DEI training to →95% of employees 5.3 Increase the employee net promoter score (eNPS) and maintain an overall score of 7.8 5.4 Survey →80% of operations employees on engagement and roll out an action plan for the organization's priority sites 5.5 Deploy development and management preparedness pathways for professionals and implement a replacement and knowledge transfer plan for critical roles
Support communities	6.1 Deploy a new donation and sponsorship strategy to increase support for farmers, including the next generation 6.2 Increase the number of employees who participate in social causes through volunteering 6.3 Implement a municipal regulatory monitoring system to anticipate impacts on Sollio Agriculture's sites and maintain successful cohabitation with local communities

Our CR Action Plan at a glance

Objective	October 2027 targets
Strengthen the regulatory compliance and ethics of our operations	7.1 Implement the joint venture governance policy and train 100% of joint venture directors 7.2 Reinforce the application of our Major Disbursements and Delegation of Authority policies within our business units 7.3 Integrate corporate responsibility into our next strategic planning exercise 7.4 Train relevant employees on detecting and preventing greenwashing
Adopt responsible procurement practices	8.1 Have 75% of strategic suppliers sign the Procurement Policy and Supplier Code of Conduct 8.2 Evaluate the ESG performance of 12 strategic suppliers 8.3 Train 100% of our directors and buyers on responsible procurement practices 8.4 Identify ecodesign strategies for our Sollio Agriculture-brand packaging
Strengthen our responsible digital culture	9.1 Achieve a cybersecurity maturity rating of 3.18 9.2 Deploy our policy on responsible AI use

Governance structure



In 2025, corporate responsibility was restructured under Sollio Agriculture's Vice-President of Operations. This strategic choice allowed us to better integrate CR into the division's value chains and accelerate the social and environmental impacts of our CR approach.

The Vice-President of Operations delivers progress reports to the Sollio Agriculture Executive Committee and the relevant authorities of Sollio Cooperative Group. Our CR projects team is still carrying out its advisory role to help our functions achieve their respective CR objectives.

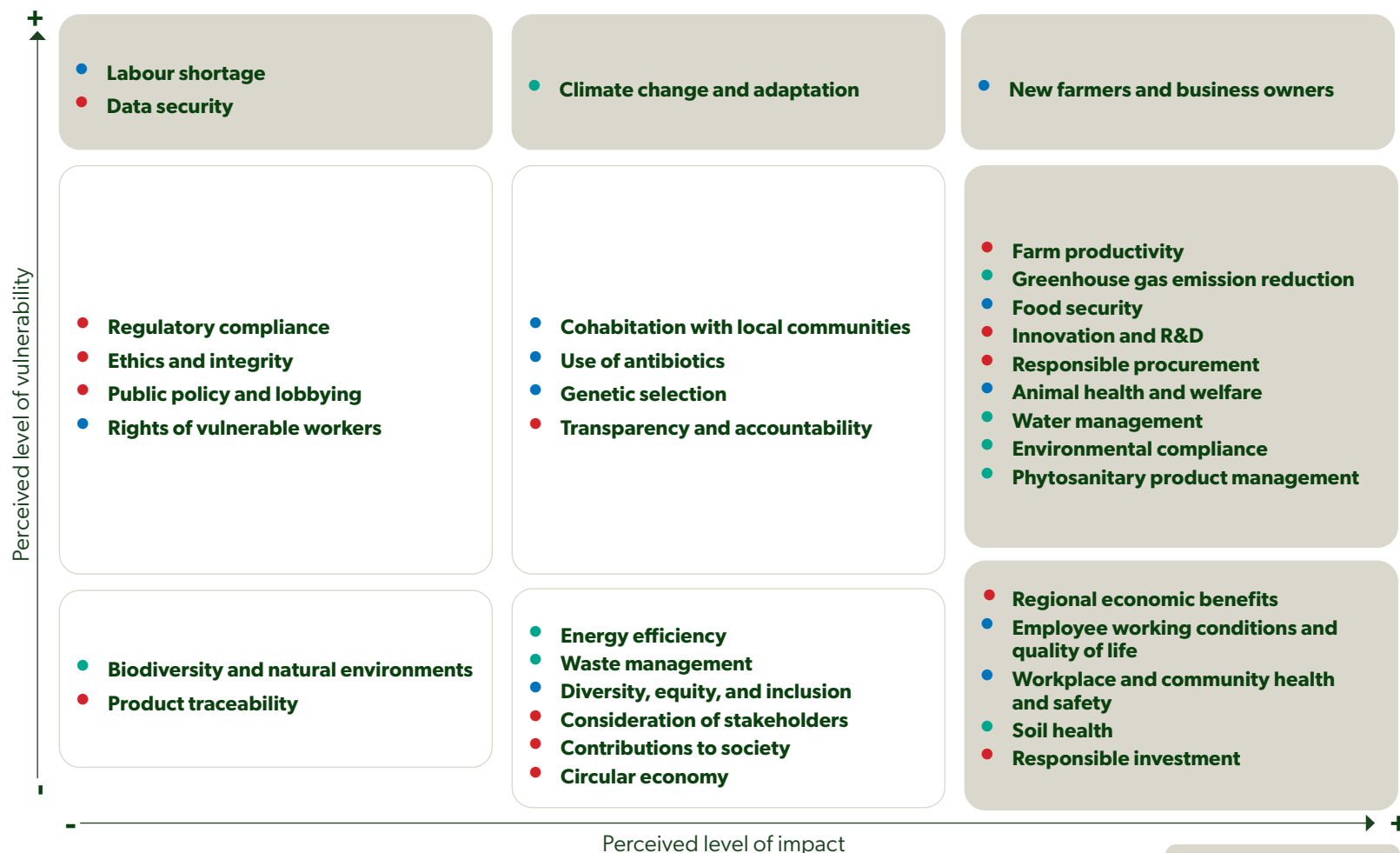
CR professionals have been assigned to each vice-presidency of Sollio Agriculture to implement and track the targets in the 2025–2027 CR plan. These professionals play a key role in mobilizing teams to achieve targets.

A multi-sector steering committee closely monitors the key performance indicators in the CR plan. It proactively identifies risks and issues that could compromise the achievement of CR plan targets and proposes remedial solutions.

Materiality matrix

Sollio Agriculture consulted internal stakeholders in 2021 and external stakeholders in 2023. This is the materiality matrix for external stakeholders.

The double materiality analysis will be updated in 2026.



Note: Note: The issues in the grey boxes were highlighted by more than 50 % of respondents. Particular attention is paid to these issues when implementing the parent company's CR Action Plan and those of its divisions.

Issue categories

- Environment
- Social
- Governance

Key policies

Procurement Policy

In 2024, Sollio Agriculture formalized its expectations of suppliers with a Procurement Policy in line with Sollio Cooperative Group's [Framework Policy on Responsible Procurement](#). This year, it used the ESG criteria set out in the policy to select a supplier of promotional items.

Sollio Agriculture is currently preparing a supplier evaluation form in order to better incorporate ESG criteria into its procurement processes. Rollout will take place gradually across our product portfolios in 2026. Sollio Agriculture aims to enter into dialogue on ESG with its suppliers, create tools, and train its strategic buyers on best practices in responsible procurement.



Planet

Protecting resources, ecosystems, and life



Setting and meeting a greenhouse gas emissions reduction target for our operations

Greenhouse gas target projects *Scope 1 and 2*

Thanks to a feasibility and prioritization analysis for energy efficiency projects, we were able to develop a decarbonization plan for our operations. It comprises around 30 energy efficiency projects to be deployed by 2030. These projects will help reduce Sollio Agriculture's greenhouse gas emissions by 10% to 15%.

Pilot project examples

- Truro mill: Replacement of fuel oil burners with propane burners. Because propane is approximately 12 % cleaner than fuel oil, this change will reduce CO₂ emissions while generating financial savings. The boilers also generally work better, reducing maintenance needs and making operations more reliable.
- Winnipeg mill: Addition of a heating tank to power the steam generator, reducing gas consumption and boiler wear.

Other solutions are being analyzed in order to achieve the group's greenhouse gas emission reduction target of 25% by 2030.



Setting and meeting a greenhouse gas emissions reduction target for our operations

Greenhouse gas target projects

Scope 3

A working committee and a steering committee were established to guide and advance the process.

Primary greenhouse gas emissions items in the Sollio Agriculture inventory (reference year 2022–2023)

- Fertilizer purchases (21%)
- Use of purchased fertilizer (57%)

Three levers for reducing greenhouse gas emissions were identified.

1. Collaboration with suppliers
2. Low-carbon product offering
3. Helping farmers adopt emission reduction practices

More data is needed to concretely model these reduction levers and the actions necessary to achieve results. Sollio Agriculture is working with the industry to address emissions in its value chains. Responsible sourcing tools (Procurement Policy, Code of Conduct, etc.) will also help mitigate greenhouse gas emissions.

In addition, Sollio Agriculture has deployed initiatives to equip farmers and assist them with their decarbonization efforts:

- Research projects on biostimulants, black soldier fly frass, and the acidification of pig slurry pits
- AgroCarbone Grandes Cultures
- Carbon footprinting services

Giving farmers the tools to manage the effects of climate change

Over the course of the year, Sollio Agriculture rolled out a multi-sector innovation strategy centred around research and technology transfer for crop and livestock production.

Two complementary areas of focus:

- Achieving federal and provincial government objectives
- Optimizing farming through best practices and better products for farmers

To achieve the targets, Sollio Agriculture developed six innovation programs that brought together many internal stakeholders (management, commercial teams, and agri-advisors) and outside parties (universities, institutes, and research centres) under the multi-sector innovation strategy.

Innovation projects in 2025

The results and expertise acquired through numerous projects conducted over the year are shared with farmers by their agri-advisors. Information is also posted on the Sollio Agriculture website and on our Coopérateur platforms.

Measuring the effect of additives on enteric fermentation in vitro

Sollio Agriculture is currently conducting a laboratory test with the Centre de recherche en sciences animales de Deschambault (CRSAD) to evaluate the impact of three additives on ruminal fermentation and methane production in vitro in order to compare emissions from a conventional diet after the addition of the additives.

Strip-till for soil conservation

This project demonstrated that minimum tillage only on seed rows (strip-till) is a viable alternative to direct seeding for clay soils, which make up 20% to 40% of cultivated land in Québec. As direct seeding is often challenging in this type of soil, an alternative was needed. Strip-till promotes root development, improves soil structure and microbial activity, and can generate higher yields. The results from this research project show better soybean establishment in heavy soils and over 30% of crop residue left in the soil. This coverage protects the soil from erosion and allows farmers to cover their soil in the winter and seed directly the next year. It also contributes to the objectives of the MAPAQ's 2020–2030 Sustainable Agriculture Plan.

Insect frass as fertilizer for field crops

This project evaluated the effect of frass (black soldier fly manure) in combination with synthetic nitrogen fertilizer on corn. This approach could offer a synergistic effect, improving yields while reducing greenhouse gas emissions. The results for corn yields will be analyzed following the fall 2025 harvest.

Formulation of broiler feed with limiting amino acids

This project involved formulating broiler feed with the most appropriate amino acids, including synthetic ones, rather than on the basis of total protein, while conserving the nutritional characteristics required to ensure good health and performance in chickens. The principle is that a reduction in excess protein in rations reduces bedding pollution (ammonia and nitrous oxide) and the quantity of soybean meal needed. Ultimately, this reduces greenhouse gas emissions. The results achieved are in line with expectations. This approach is used when the cost of amino acids is favourable.

Giving farmers the tools to manage the effects of climate change

Continuation of 2023 research projects – Sustainable weed control ARA and banding

To continue its research projects conducted in 2023 on cover crops and reducing the quantity of herbicides used, Sollio Agriculture conducted further trials by evaluating two approaches to sustainable weed control for corn and soybeans: the ARA smart sprayer and herbicide banding. The results showed that both approaches significantly reduce pesticide use (by 30% to 50%) and associated risks while maintaining productivity. ARA is an advanced technological solution, while herbicide banding is a simple and effective mechanical alternative. They show the benefits of combining innovative and traditional practices for responsible and sustainable weed control.

Continuation of AgroCarbone Grandes Cultures

AgroCarbone Grandes Cultures is an approach that aims to create business models that can stimulate the development of agricultural best practices through greenhouse gas emissions reduction or carbon capture. Sollio Agriculture joined this initiative when it was launched in 2023.

The Programme d'appui à la lutte contre les changements climatiques dans le secteur bioalimentaire (PALCCB) will fund the methodology on the regulated carbon market. Next steps include adapting content from previous steps of the AgroCarbone project and holding collaborative workshops with farmers to assess business models and collect feedback, with implementation slated for early 2026.

Supported the digital transition of farm businesses

Sollio Agriculture continues to use AgConnexion to assist farmers with their digital transitions. The platform has been updated to offer high-performance tools and an improved customer experience through such features as technological integration with other platforms, an online customer transaction module, and a new mobile app.

Following the success of the first program (2022–2024), the Ministère de l'Économie, de l'Innovation et de l'Énergie (MEIE) and the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation (MAPAQ) awarded a new \$1 million grant to Sollio Agriculture.

A new awareness and coaching campaign will be launched to help farm businesses use AgConnexion to execute their digital transitions. Strategies include holding events for farmers in cooperatives, attending agricultural fairs, advertising, and publishing articles.

Objectives for 2026–2028

- Educate 5,800 farm businesses
- Provide the personalized coaching program to 300 farm businesses

Reducing waste generated by our facilities and aiming for zero waste to landfills

Waste recovery initiative in mills

Mill operations generate waste known as specific residual material dust. Sollio Agriculture has begun evaluating two recovery solutions for this waste: combustion in a biomass boiler and transformation into renewable biogas.

At the Winnipeg mill, Sollio Agriculture installed a recycling container and plans to replace a tank to reduce waste from annual cleaning. A dust-related risk analysis was also conducted.



Being a leading player in sustainable agriculture and agri-food in Canada

Green Marine certification

The Sainte-Catherine distribution centre and Hamilton terminal both received Green Marine certification. Green Marine is the leading voluntary environmental certification program for the maritime industry. Evaluation criteria centre on atmospheric emissions (greenhouse gasses and pollutants), waste management, spill prevention, rainwater management, dry bulk handling and storage, and community relations. The goal is to expand this initiative to the Sillery terminal by spring 2026 and improve on select indicators for the Sainte-Catherine and Hamilton terminals.

Industry involvement

Sollio Agriculture works with several organizations to support the transition to sustainable agriculture and transfer knowledge to its agri-advisors and network members. We are active in the following associations and serve on multiple committees with the mandate of sharing and supporting the adoption of more sustainable agricultural practices:

- CropLife Canada Sustainability Committee
- Fertilizer Canada board and Nutrients Committee
- Association québécoise des industries de nutrition animale et céréalière (AQINAC) board and ruminants committee
- Réseau végétal Québec board and Crop Protection, Fertilizer, and 4R committees
- Animal Nutrition Association of Canada (ANAC) board and Nutrition Committee
- Concertation Grains Québec sustainable development committee
- Consortium de recherche et innovation en bioprocédés industriels du Québec (CRIBIQ)
- CRIBIQ board

Prosperity

**Contributing to the
prosperity of the
regions in which
we operate**



Using our investments and business development projects to lift up local communities

Causes we support

Sollio Agriculture supports organizations, events, and infrastructure projects that are national or provincial in scope. We provide donations and sponsorships to initiatives that support the farmers of today and tomorrow, strengthen our business relationships in the agricultural sector, encourage our employees to get involved through volunteering, and are in line with our values.

Donations

- 24h Tremblant
- Université Laval
- La Grande Marmite

Agricultural infrastructure projects

- Centre sportif Ange-Gardien
- Pavillon Saint-Hyacinthe

Young farmers

- Association des jeunes ruraux du Québec (AJRQ)
- Fédération de la relève agricole du Québec (FRAQ)
- Canada's Outstanding Young Farmers (COYF) – national and Québec regional segments

Agronomics and expertise

- Ordre des agronomes du Québec (OAQ)
- Association des technologues en agroalimentaire (ATA)
- Association québécoise des industries de nutrition animale et céréalière (AQINAC)
- Animal Nutrition Association of Canada (ANAC)
- Canadian Federation of Agriculture (CFA)
- Réseau végétal du Québec (RVQ)
- Conseil québécois des plantes fourragères (CQPF)
- Association des commerçants de grains du Québec (ACGQ)
- Holstein Québec, Ayrshire Québec, Jersey Québec, and Brown Swiss Québec
- Fédération des producteurs d'œufs du Québec (FPO)
- The Future of Food with Farm Credit Canada (FCC)

People

Putting people at the centre of our decisions



Developing a forward-thinking work model built on a strong employer brand

Discrimination-free recruitment training

In 2025, Sollio Agriculture developed a discrimination-free recruitment training program, which managers will take in 2026. Through structured coaching, clear guidelines, and concrete tools, the program aims to explain equality rights and prohibited grounds for discrimination and present case studies and jurisprudence to foster inclusive leadership and a safe and respectful work environment. The division hopes this program will bolster equitable practices amongst its managers, who steer the recruitment process autonomously. We also aim to make managers aware of their roles as ambassadors for the organization and ensure that hires are selected in a more objective and inclusive manner.

Supporting the physical and mental well-being of every member and employee, across all our operations

This year Sollio Agriculture finalized several projects to help foster a work environment that promotes health and well-being.

Our Conflict of Interest Policy, Violence and Harassment Prevention Policy, and Domestic Violence Policy were updated. Sollio Agriculture also established a Health and Wellness Committee, provided training on sleep management, and gave out healthy snacks (fruit and vegetable baskets). Finally, the division received level-two Coesion certification (formerly *Entreprise en santé*). Coesion's *Bien au travail* certification is a progressive process that highlights workplace health and wellness efforts. It demonstrates that Sollio Agriculture has implemented initiatives to instill practices that promote employee well-being.

Putting the right measures in place to reach our goal of zero accidents

Prevention and team mobilization

Risk prevention and recognizing the efforts made by our teams are core to Sollio Agriculture's OHS approach. Below are some of this year's achievements.

- ***Personal protective equipment standardization***
To provide standardized protection to all operations employees, the division established common standards for equipment like hard hats, safety goggles, class-2 high-visibility clothing, and more.
- ***Vital OHS rules and C-21 training***
Sollio Agriculture rolled out our vital rules program to all sites through information sessions for workers and managers (500 people), posters at facilities to provide a daily reminder of crucial safety instructions, and training for managers on their obligations under the law.



BMR Report

BMR



Message from the Chief Executive Officer of BMR

During 2025, BMR actively implemented our three-year Corporate Responsibility Action Plan in a structured fashion. Launched in 2024 by our CR Committee, the plan is built around six pillars and constitutes a road map to guide all our environmental, social, and governance initiatives across our vast network.

We're conscious of the scope and diversity of our network of independent dealers, cooperatives, and corporate stores. Consequently, we know that this transition cannot happen in isolation. The collective strength of our group is what powers our ability to act. We support, equip, and coach our partners so that concrete change can take root on the ground, everywhere we operate.



Alexandre Lefebvre
Chief Executive Officer



We've generated major strategic benefits by working in concert with our sister companies. By bringing our actions in line with the broad orientations of our parent company, we're moving towards a more sustainable business model, including through our strategy to fight climate change and our annual greenhouse gas emissions inventory.

This year's major initiatives include the launch of a pilot project for an electric delivery truck, an important step toward reducing our carbon footprint and instituting responsible logistics practices.

Our ambition isn't limited to transforming our operations. We also aim to celebrate people within our organization. In 2025, we rolled out a strong new employer brand: "Building a Solid Future." This sentiment conveys our aim to offer a modern, engaging work environment where every team member can succeed.

Meanwhile, we've continued to implement our Framework Policy on Responsible Procurement across our supply chain in order to work with partners who share our values and respect workers, communities, and the environment.

Our own commitment to communities was expanded over the year with increased donations and sponsorships to support causes and organizations that reflect our values and respond to the needs of our dealers' communities.

Our objective remains clear: to sustainably position ourselves as a responsible leader in our industry and work together to build a stronger, more sustainable economy that puts people first.

Highlights

01

Electric delivery truck

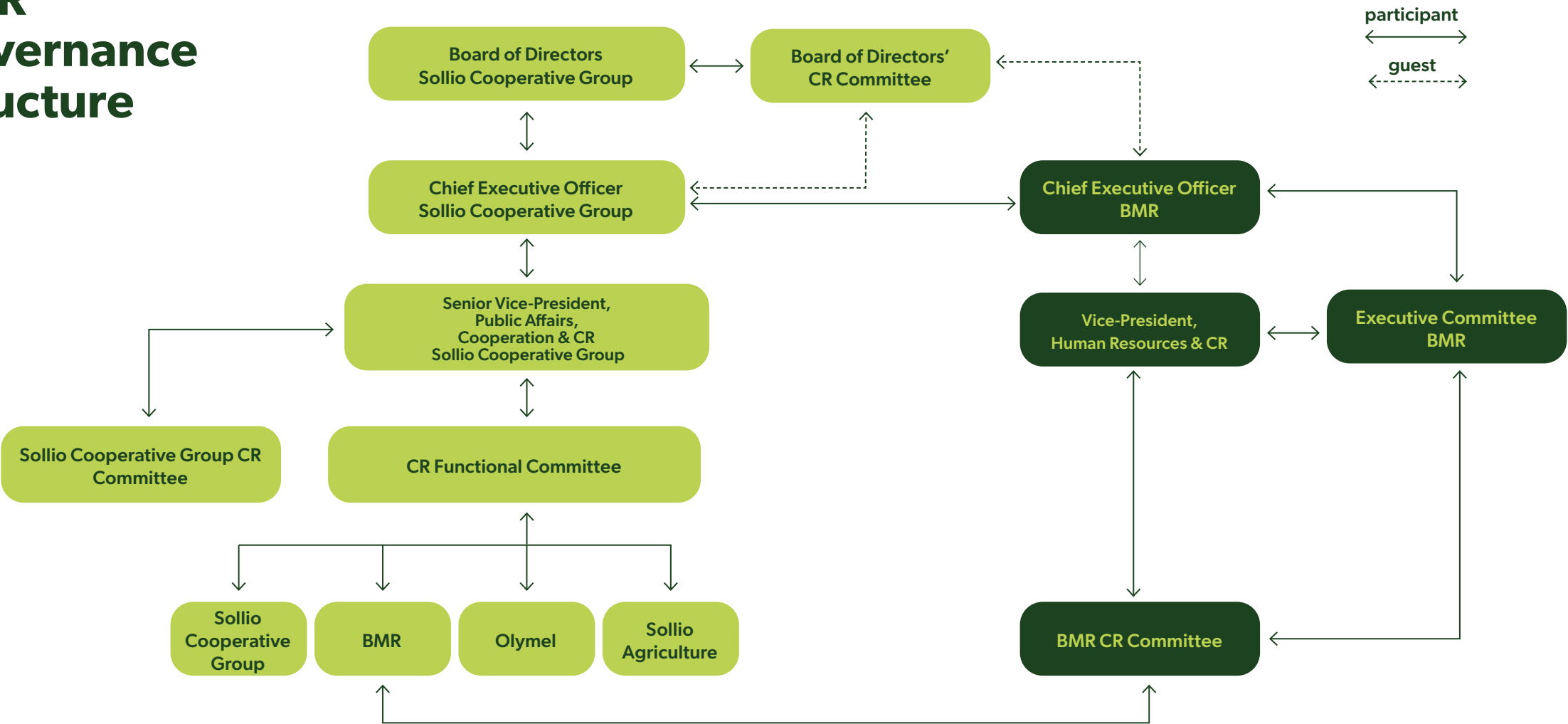
02

New employer brand: Building a Solid Future

03

Framework Policy on Responsible Procurement

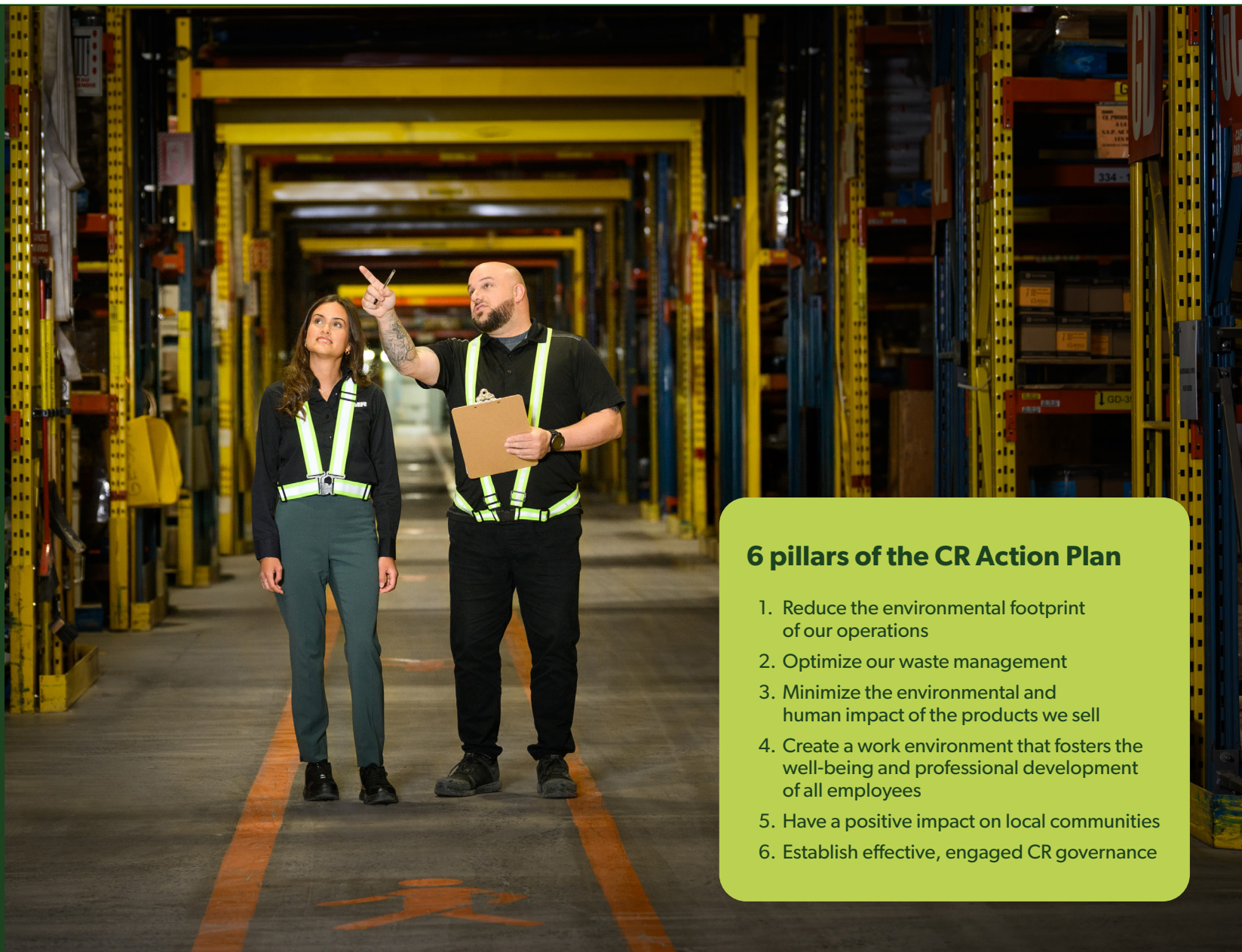
BMR Governance Structure



CR Action Plan

BMR's CR Action Plan was submitted in 2024, and work began in 2025. The five-year plan aims to structure the organization's CR vision and approach and to establish its commitments.

The three-year CR plan is structured around six pillars.

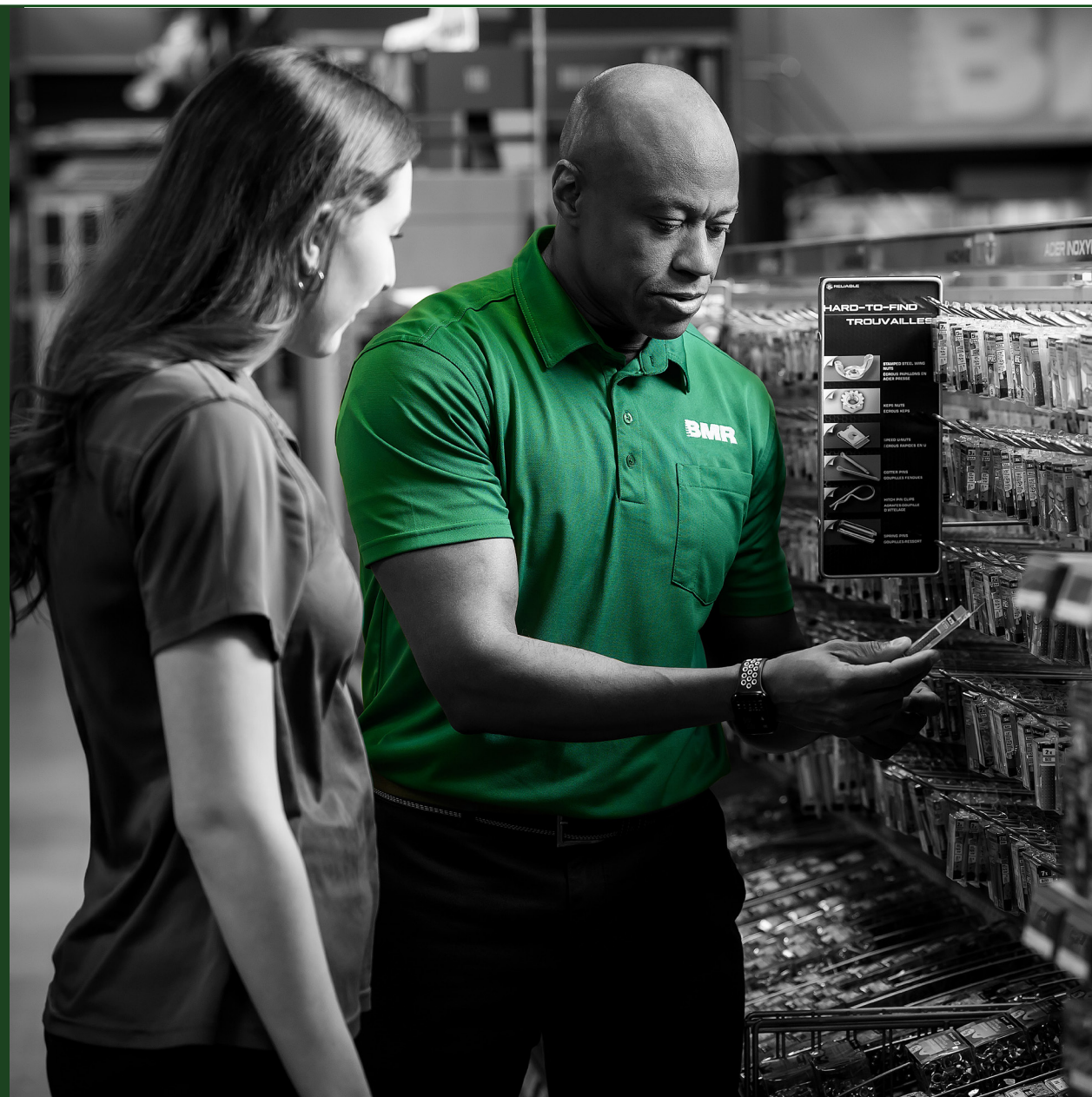


6 pillars of the CR Action Plan

1. Reduce the environmental footprint of our operations
2. Optimize our waste management
3. Minimize the environmental and human impact of the products we sell
4. Create a work environment that fosters the well-being and professional development of all employees
5. Have a positive impact on local communities
6. Establish effective, engaged CR governance

Planet

Protecting resources, ecosystems, and life



Setting and meeting a greenhouse gas reduction target for our operations

BMR has begun decarbonizing its fleet of vehicles and handling equipment. This process aims to gradually replace combustion engines with cleaner electric solutions.

Electric delivery truck

The addition of an initial 100% electric delivery truck for the Montréal area is a significant step forward towards low-emission logistics. According to estimates, this vehicle's greenhouse gas emissions will be 60% to 80% lower than those of an equivalent diesel-powered truck. It will also have lower maintenance costs and produce less noise in urban areas. The acquisition is part of a five-year pilot project.

Distribution centre forklifts

Since 2021, an energy transition program has been rolled out at BMR's distribution centres in order to gradually electrify our forklift fleet.

- Laval distribution centre (Lefebvre & Benoit): The fleet is now over 50% electric, and the transition continues.
- Terrebonne distribution centre (Lefebvre & Benoit): The fleet is nearly fully electric (almost 100%).
- Longueuil and Boucherville distribution centre (BMR): Diesel use has been reduced to under 2% of the total fleet.

These conversions significantly reduce direct CO₂ emissions, improve indoor air quality, and reduce noise and vibrations for operators.

New driving practices for improved efficiency

With fleet electrification underway, a driver training program was created this year to promote energy-efficient driving.

This training program will be rolled out in 2026.

- It aims to: Optimize fuel or electricity use (depending on the type of vehicle)
- Help drivers adopt safe and preventive driving habits (gradual acceleration, anticipatory braking, and stop management)
- Reduce mechanical wear and prolong vehicle life
- Make drivers aware of their key role in the company's overall environmental performance

Prosperity

Contributing to the
prosperity of the
regions in
which we operate



Using our investments and business development projects to lift up local communities

BMR places great importance on the regional benefits generated by our operations, as well as our investments in donations and sponsorships. By actively supporting the local initiatives and numerous causes backed by our dealers, BMR helps strengthen the vitality of the communities where we operate.

Canadian product marketing campaign

The Proudly Canadian marketing campaign and our new signature, “BMR, Built for Pros,” have allowed us to highlight Canadian products and promote regional suppliers while reasserting BMR’s 100% Canadian identity.

This has allowed BMR to generate positive economic and social benefits for the communities where we operate while supporting local producers and promoting Canadian products.

Supported causes include:

- Fondation des jeunes de la DPJ
- Fondation CFER
- Triathlon de Boucherville
- Bourse Fondation Eulalie-Durocher
- Festival de la Famille de Havre-St-Pierre
- Exposition agricole de St-Hyacinthe
- Action Nouvelle Vie
- Fondation LHJMQ

People

Putting people at the centre of our decisions



Developing a forward-thinking work model built on a strong employer brand

Creation of a new employer brand

BMR's ambition is to build an engaging work environment focused on development and recognition, where team members feel like they belong.

The "Building a Solid Future" employer brand, introduced in 2025, translates this vision and guides the totality of internal initiatives. This brand is the result of surveys and discussion groups conducted with employees from all sectors to learn what sets BMR apart as an employer, why workers join the company, and why they stay.

The main idea behind the new employer brand was to put people at the centre of BMR's approach in order to highlight the importance of each individual to the division while solidifying the organization's position as a leader in Eastern Canada's construction and renovation industry.

As part of the launch of the new employer brand, several initiatives took place to strengthen company pride, including branded professional photography and the distribution of promotional clothing to team members.



Building a Solid Future

BMR's new slogan reflects the strength of our united skills and implies that the future will be built together. It also symbolizes BMR's plans for a sustainable future. We also integrated the following sentiments: Working with us means developing solid skills and helping build concrete projects that make a real difference in our industry. It also means sharing our knowledge and seeking excellence in service of a vast network of people who are passionate about construction.

Supporting the physical and mental well-being of every member and employee, across all our operations

Support for teams during busy periods

An in-store contribution program was instituted to provide concrete support to store sales teams during the busy season. This initiative aims to reduce operational pressure while promoting collaboration between departments. It's also an opportunity for service centre employees to gain a better understanding of the realities of retail by spending a day at a store, according to availability, where they stock shelves, serve customers, and set up planograms.



Putting the right measures in place to reach our goal of zero accidents

Reactive and proactive performance indicators

A set of performance indicators was developed to track both incidents and preventive actions. These indicators are regularly shared with teams in distribution centres and corporate stores to encourage transparency, responsibility, and continuous improvement.

OHS meetings

OHS committee meetings are held four to six times a year in each location to rigorously track health and safety action plans. Lefebvre & Benoit also conducts targeted audits to assess compliance and continuously improve upon practices on the ground.

Distribution centre and store supervisors also hold daily meetings with their teams to share best practices, discuss observations, and promote a proactive approach to health and safety. A summary table of points discussed during these meetings ensures that actions are tracked and traceable.

Olymel report



Message from the President and CEO of Olymel

There's no longer any doubt that a company's capacity to marry performance and responsibility has become a key factor in its ability to endure. At Olymel, we see sustainability as a key lever for long-term value creation. Our actions rest on the conviction that a prosperous business model must also be respectful of its environment and rigorous in its practices.

Over the past year, we've taken several significant steps to implement our CR Action Plan. Organized around six pillars, this plan forms the foundation of our CR approach and orients our decisions toward concrete results.

Our integrated plant project, announced this past year, is an example that speaks volumes. The plant was designed from conception to be energy-efficient and high-performance. It illustrates our drive to reduce our environmental footprint while improving our operational efficiency. We're especially proud of this project, which will take its final form in summer 2026. The plant will be a model for future investments across our network.

When it comes to our people, we've continued our efforts to ensure the health and safety of our employees. We're pleased to note that we've made tangible progress toward our performance indicators.



Yanick Gervais
President and CEO



This attests to a culture of prevention that's becoming more and more cemented in our organization. It also shows a shared commitment to providing safer and safer workplaces at all levels of our organization.

As part of our responsible governance efforts, this year, we developed a new responsible procurement guide. This tool will help our suppliers better understand our expectations and align with our values in terms of ethics, environment, and working conditions.

The finalization of our climate impact analysis was another important step for Olymel. It will give us a better understanding of our risks and help us make our operations more resilient to climate change. For our part, we remain committed to reducing our greenhouse gas emissions and are proud of the work we've done in 2025.

One of our priorities in the coming year will be to strengthen our measurement of ESG performance. We'll establish new indicators to better assess results and determine targets. This will help us make more informed decisions so that we can move forward in a diligent and consistent manner.

We intend to take our next steps in 2026 with confidence and determination.

Highlights

01

La Fernandière expansion project

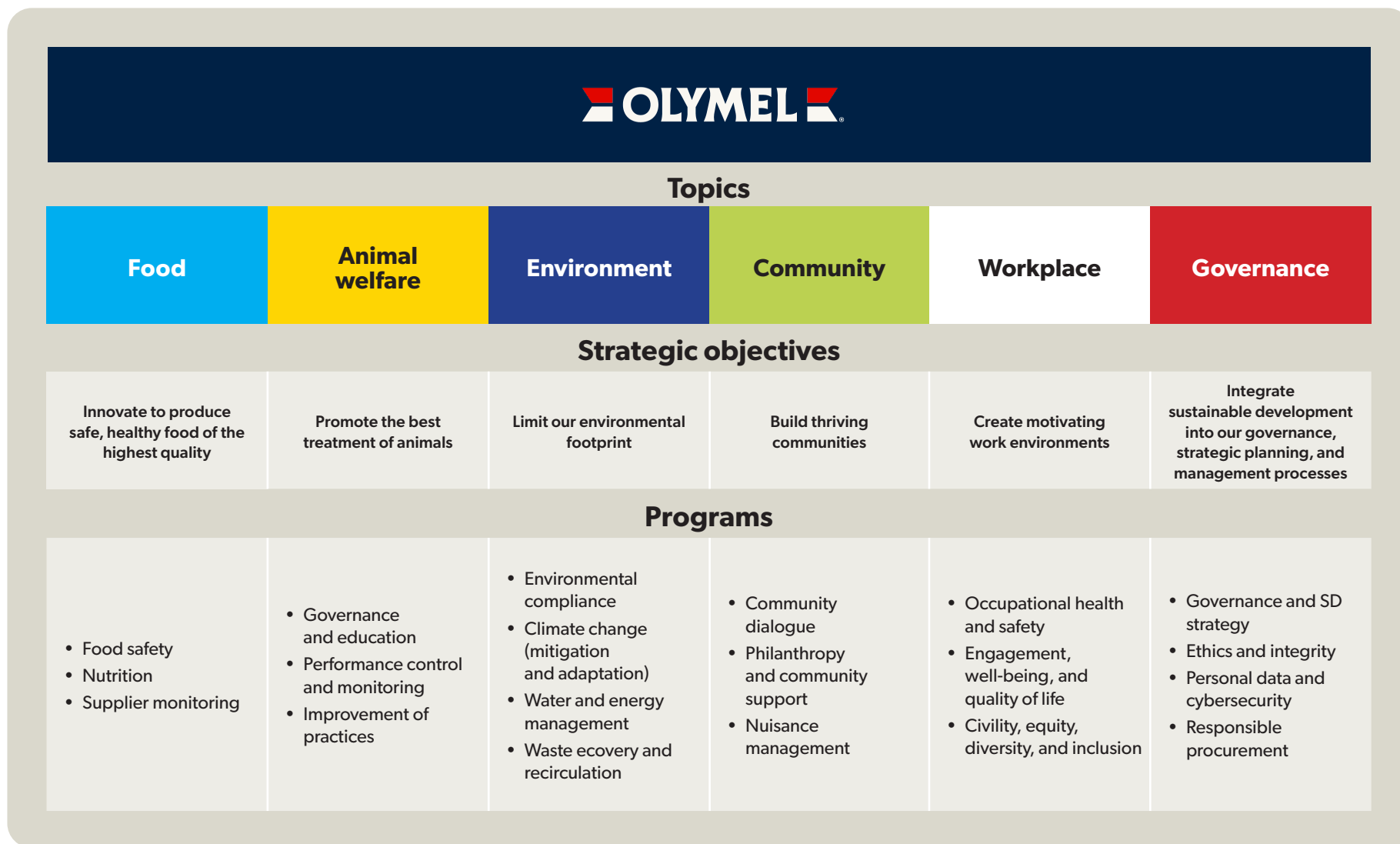
02

Establishment of a Human Capital, Talent,
and Culture shared services centre for all
Olymel employees

03

Achievement of our musculoskeletal condition
reduction objectives while ensuring the well-being
of our personnel

CR Action Plan



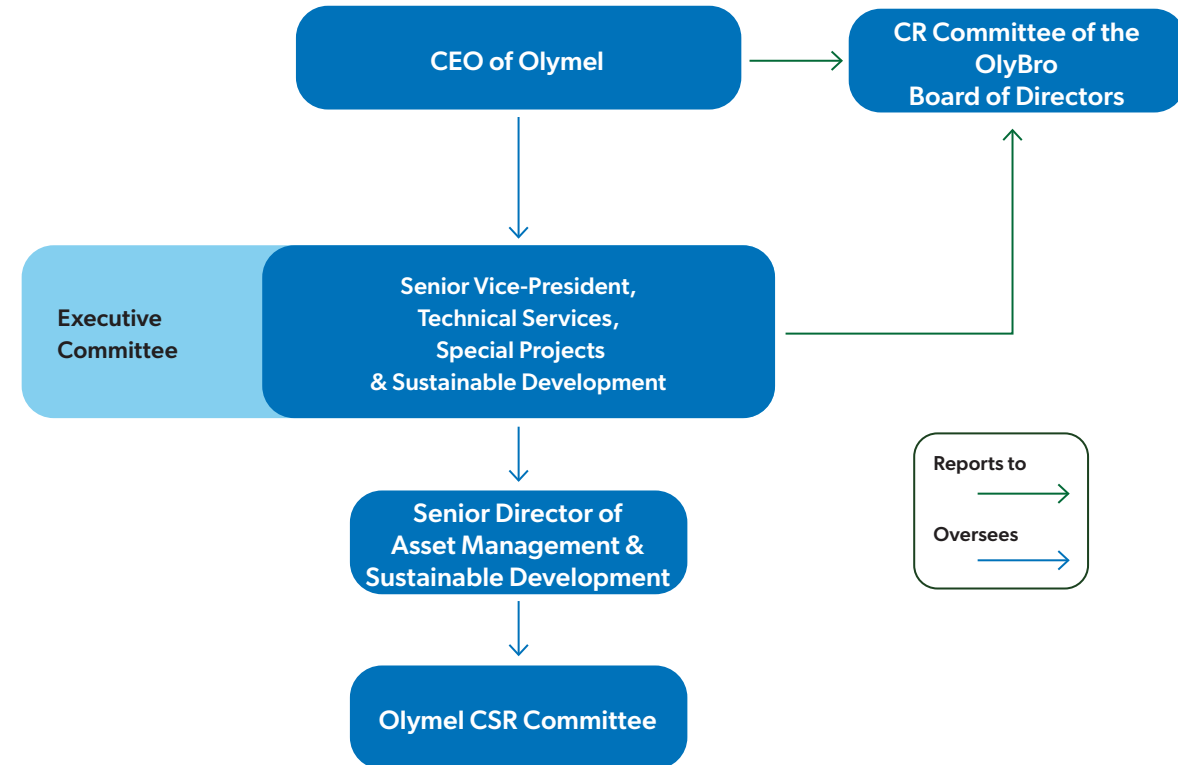
Governance structure

Olymel has entrusted the development and execution of its CR Action Plan to its most senior decision makers. In the presence of the President and CEO, the Senior Vice-President and Senior Director of Sustainable Development report regularly to the Corporate Responsibility Committee of the OlyBro Board of Directors, which approves plans and results. The sustainable development team is in charge of executing programs and reporting on progress made in this report, which is published in collaboration with Sollio Cooperative Group.

In 2025, the teams in charge of sustainable development and real estate and industrial asset management merged to promote synergy on environmental, social, and economic fronts.



Governance structure



Planet

Protecting resources, ecosystems, and life



Setting and meeting a greenhouse gas reduction target for our operations

Freight transport optimization

Because transport is a major source of greenhouse gas emissions, Olymel is working to optimize logistics in multiple ways.

- **AI-powered route optimization:** An AI decision-making assistance project is underway. The objective is to improve routes in real time based on traffic, loads, materials, and warehouse location. Shorter, more efficient routes and fuller loads will reduce fuel consumption and emissions.
- **New driving practices for enhanced efficiency:** A training program for drivers was created this year to promote energy-efficient driving.
- **Aerodynamic skirts:** All trailers acquired since 2012 have been fitted with aerodynamic skirts, which can reduce fuel consumption by 5% to 7%. In 2025, 50 skirts were added to the fleet. There are now 452 trailers with these skirts, and a further 30 are to be added in 2026.

Eco-friendly design for the La Fernandière expansion

In 2025, Olymel broke ground on a major expansion project at its La Fernandière plant in Trois-Rivières. This \$142 million investment will enable Olymel to better serve its customers in Canada and around the world with cutting-edge technology. The plant is slated to go live in spring 2026.

La Fernandière will be an integrated plant, meaning that it will accommodate the complete processing of high-value-added products, reducing transport of raw materials between sites and increasing efficiency.

When it comes to occupational health and safety, new ergonomic equipment will reduce physically demanding tasks, increasing comfort for operational positions and letting workers concentrate on more precise tasks.

Everything in the project was designed to optimize energy consumption. Measures include heat recovery, water-based cooking (which significantly reduces cooking emissions), and a heat exchanger to recover heat from wastewater. On-site industrial batteries will be used to store energy and better manage the plant's power consumption when the grid is at peak demand.

Giving farmers the tools to manage the effects of climate change

A first-ever climate resilience analysis covering all operations

A climate risk analysis began in 2024 and was completed in 2025. Conducted in accordance with the Engineers Canada protocol and the ISO 31000 standard, it aimed to assess the vulnerability of farms, processing plants, and transport systems to growing climate hazards.

Through discussion workshops with stakeholders at farms, transport units, processing plants, and distribution centres, the analysis identified the primary potential impacts of extreme weather and emerging regulatory constraints. It gave us a better understanding of possible impacts on operations, infrastructure, and resources, helping us plan strategically, adapt, and reduce vulnerabilities in a changing climate. The results of the climate risk analysis supplement Olymel's general risk analysis and guide decisions on risk management at the organization.

Minimizing the impact of our operations on water resources

Eco-friendly design for the La Fernandière expansion

This project will involve a full-scale primary and secondary water treatment system (dissolved air flotation) and moving bed biofilm reactors. Water will then pass through a final treatment step performed by the municipality. This treatment system meets the highest deposit standards imposed by the Ministère de l'Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs (MELCCFP).

The use of new technology should require much less dishware, especially in cooking racks, resulting in reduced water use.

A large retention pond will be built to collect and store rainwater and redirect it to the river in a controlled flow. This system will help prevent overflow into the river due to heavy rain.

Finally, the ham cooking system chosen for the new facility will allow for closed-circuit water management. It will use less water than the current system and require emptying just once a year.

Being a leading player in sustainable agriculture and agri-food in Canada

Industry involvement

Olymel is active in several food industry associations. Olymel members who sit on the committees of these associations help to share best practices in food safety.

- Canadian Meat Council
- Canadian Poultry and Egg Processors Council
- Conseil de la transformation alimentaire du Québec
- Safe Quality Food Technical Advisory Committee
- Food and Beverage Canada
- International Association for Food Protection
- Institute of Food Technologists
- Mouvement québécois de la qualité
- Québec Association for Food Protection (AQIA)



Prosperity

**Contributing to the
prosperity of the
regions in which
we operate**



Using our investments and business development projects to lift up local communities

Causes we support

Olymel continues to fight food insecurity. Again this year, many products were donated to various Moisson food banks in Québec. The equivalent of half a million meals were provided to Moisson Rive-Sud, located near the Olymel head office and main distribution centre. Olymel was also a partner of La Tablée des Chefs, Leucan, and the Jeux du Québec.



Offering our customers healthy, responsible products

Safety and quality, without compromise

Olymel has implemented a series of actions to offer healthy and responsible products. For more information, please see



People

Putting people at the centre of our decisions



Developing a forward-thinking work model built on a strong employer brand

Establishment of an internal talent acquisition team

Olymel has established a new internal talent acquisition team for office workers and non-union plant management employees. This has allowed us to standardize the experience for applicants before they join the company, promote Olymel's culture, and boost the impact of our employer brand image.

Results:

- Major decrease in the use of external recruitment agencies
- High satisfaction of applicants who go through the talent acquisition process, whether or not they are hired

Creation of a shared services centre

Olymel's Human Capital, Talent, and Culture department has created a shared services centre. The centre employs a dedicated team of human resources professionals who serve all employees.

Workers can now access a self-service portal with all the necessary information for their Olymel employee journey. The portal also provides access to a ticketing system for making requests, which can also be done by email or phone. This way, the Olymel team can help employees with questions about working conditions, pay, and career advancement.

This approach standardizes the employee experience for Olymel personnel across the country, creating a stronger and more consistent employer brand.

Putting the right measures in place to reach our goal of zero accidents

Pain and discomfort management program

This program, which was created in 2024 and rolled out to all Olymel plants throughout the year, encourages workers to report any pain or discomfort as soon as it occurs. The goal is to detect early symptoms to prevent progression to injury. Several measures have been put in place, such as a preventive assignment period, personalized follow-up with a physiotherapist directly in the plant, or an adapted position.

Structured technical risk audit program

In 2025, Olymel began implementing a structured audit program for OHS technical risks. The program aims to systematically assess risks related to operations and asset management, including critical equipment, infrastructure, and work environments. Using standardized criteria and regular inspections, it will enable the identification of priorities for intervention, bolster prevention, and ensure rigorous and sustainable facility management. This approach promotes safer workplaces, better risk management, and continuous improvement of operational performance.

Risk management with Olyquest audits

Olymel has rolled out the Olyquest program, which uses 10 critical programs to identify, analyze, prioritize, and control hazards that could cause injury. Each plant is subject to an annual audit by the OHS team of the operational excellence sector. These audits, which are called Olyquest Performance Evaluations, aim to evaluate performance for the management of critical programs while providing concrete assistance. They are also an opportunity to strengthen the application of Olymel's strategy and increase due diligence.

Appendix VII: Terminology

Several terms and expressions are used throughout the report. Here are the definitions used in the CCR field.

The cooperative and the group	This report uses the terms “the cooperative” and “the group” to refer to Sollio Cooperative Group, which includes the parent company and its three divisions—BMR Group, Sollio Agriculture, and Olymel.
Parent company	The term “parent company” refers only to Sollio Cooperative Group and not to the three divisions. As the parent company and central organ, Sollio Cooperative Group plays an essential federative role for its members, safeguarding the organization’s cooperative values, issuing guidelines, promoting synergies, carrying out the decisions of the Board of Directors, and ensuring the organization performs and functions effectively.
Cooperative network	The term “cooperative network” refers to all of the cooperatives affiliated with Sollio Cooperative Group.
Corporate responsibility (CR)	Corporate responsibility is how a company works toward sustainable development by taking responsibility for its actions and their impact on employees, stakeholders, the environment, and the communities it affects. CR takes into consideration the sustainable development issues that are important to an organization in all its activities in accordance with the principles of good governance.
Sustainable development (SD)	Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs (see Brundtland Report, 1987). SD is the end result of CR actions.
ESG standards	ESG standards are benchmarks used to evaluate a company on its environmental, social, and governance (ESG) performance.
ESG risks	ESG risks refer to the probability and impact that ESG-related events will negatively affect the achievement of objectives and results for the company, whether resulting from internal practices or changes in its external environment.
Scope 1	Direct emissions from sources owned or controlled by the company, such as boilers, vehicles, air conditioning units, CO ₂ use, slurry pits, and enteric emissions from animals.
Scope 2	Indirect emissions from the purchase of electricity.
Scope 3	Indirect emissions from upstream and downstream value chains.

Building a sustainable future.

Corporate and Cooperative
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