



INTERVIEW

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How the pandemic crisis and the war in Ukraine have transformed our perception of the agricultural sector?

This twofold shock, sanitary and geopolitical, with multiple social and economic consequences, is combined with the climate emergency, which is leading to profound changes and the violent effects it is having on agricultural systems around the world. We would be wrong to describe these three shocks as hot news and cyclical episodes. For us in Europe, it reminds us how to redefine our power, but also to become aware of the weight of geography and the fragility of history.

In this context, we are rediscovering the role of production in our territories and the essential needs of everyone. Food is one of the keystones of a country's serene and long-lasting stability. Those who produce it are therefore doing a job that contemplates the future, especially since we are asking farmers all over the world to also have a decisive mission in terms of sustainable development and ecological transitions. Feeding and repairing the planet is the tremendous task that the agricultural world must take up in this century. Perhaps Europe had not sufficiently addressed this issue in the definition of its strategic compass.

What is your perception of the InVivo group?

Convinced that companies play a "political" role, I was glad to see the company commit to agricultural, food, climate and scientific transitions and become a mission-driven company. This is fitting, given that InVivo is active in various agricultural and food sectors and in several segments of the industry (production, processing, distribution, innovation). I also appreciate InVivo's international dimension and its desire to make France known throughout the world for its agricultural products, technical innovations, food excellence and, above all, partnerships that contribute to the development of the countries in which the company operates. With the acquisition of Soufflet, these dynamics are

bound to intensify. I am also aware of the forward-looking nature of a company that focuses on the future. In this respect, *2030 by InVivo* sounds like a very inspiring outlook.

in an unstable and constrained world. Political, meteorological and financial shocks will be echoed by volatility in terms of consumption patterns, fair prices for products or

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What are the major challenges the agri-food sector will have to face in the next ten years?

Producing to feed a large and demanding population with diverse expectations. But also to contribute significantly to the transitions necessary for the decarbonization of our societies. Our impact will have to be threefold, on the social, economic and environmental levels, which leads to the concepts of strong sustainability, regenerative agriculture and tailor-made food that have been emerging recently. However, the agriculture and food sector will have to carry out these missions

availability of human, energy and information resources. Europe and France have the assets to remain strong in terms of food security, both quantitatively and qualitatively. Nevertheless, we will have to make the agri-food sector more competitive and more collective, while ensuring that society takes a renewed look at the workers of the land and sea who provide this security on a daily basis and who work concretely to preserve the planet. These challenges are daunting, and no one can find solutions in isolation and act alone. Cooperation, between actors, sectors, or countries, is more necessary than ever. As I keep saying, it means "uniting for change".