



INTERVIEW

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CEO of the InVivo group

Why did the 2030 by InVivo strategic plan was renewed?

Since 2014, the growth of the InVivo group has been exponential, resembling the Fibonacci curve that we have made our symbol for the past 2 years. That same year, we launched our first strategic plan, *2025 by InVivo*. Our ambition was to double in size through external growth in France and abroad, to invest in future agricultural businesses, and to encourage the emergence and adoption of innovative and responsible solutions. We succeeded in this challenge since we met our objectives ahead of schedule. Therefore, we chose in 2019 to work on our strategic plan again, this time looking ahead to 2030. With the financial resources obtained through the sale of Neovia – our animal health and nutrition division – finalized that same year, we were able to confidently engage in significant external growth. With the acquisition of the Soufflet group in 2021, we achieved our ambition of doubling in size while

remaining several years ahead of our schedule. Today, InVivo is one of the leading European agricultural groups and France's third agri-food group, particularly thanks to the strategic move initiated in the retail sector with Teraet. Due to this change in scale, we need to adapt our strategic plan once again, to transform this new group and make it even more agile and competitive.

Are the crisis periods we are going through holding back the development of the InVivo group?

Quite the contrary. For a company of the size of InVivo, adaptability is the key word in these troubled times. Our ability to adapt ensures that we are not only able to cope, but also to turn these crises into opportunities.

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What is the process for defining and implementing the group's strategic plan?

The strength of this new group, the strength of InVivo, is that of the collective, combined with the cooperative DNA around which the group was built. Today, InVivo has over 13,000 employees. We have a responsibility to define a strategic project that involves and unites not only the Board of Directors and senior executives, but also all our employees. For this purpose, we set up a co-construction program in 2022, #DaringTogether, to build a common vision of the group's future. We created a social platform, a sort of internal public space, where everyone was free to express themselves and share their ideas.

With environmental and societal issues becoming increasingly prevalent, the agricultural sector is forced to evolve to become more efficient, resilient and responsible. And with 10 billion people on the planet, it is the demographic issue that we must address first: how to increase the potential of food while trying to protect the environment, soil quality and biodiversity. In other words: how to produce more and improve quality with fewer resources. All in all, this is a new opportunity for the agricultural sector to innovate, to provide a real response to the agriculture of tomorrow, to the expectations of consumers and committed citizens, and to make food a common good that must absolutely be preserved.





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For InVivo, the key is to seize this momentum, to adapt – once again – in order to take advantage of the leverage that each of these new challenges represents.

In response to these new challenges, what position is the InVivo group taking?

In such a context, our role as European leader obliges us to provide global responses to these issues. Our teams are mobilized to rethink the agriculture and food of tomorrow. Today, we are already achieving convincing results. Precision farming, for example, allows us to reduce the use of all inputs by 20 to 30%, while guaranteeing a very competitive yield per hectare. By also financing the sector's digital transformation, not only are we securing our lead in our strategic markets, but we are also supporting

our member cooperatives and the entire French farm. It is InVivo's mission to create this virtuous circle and to involve as many farmers as possible in this new agricultural path.

How does this commitment translate into the group's business units?

Today, InVivo is positioned in four major verticals: international grain trade, agriculture, retail and agri-food. In each of our business units, we are seeking to strengthen our leadership potential, primarily by gaining market share, diversifying and creating new, high value-added offerings. With Soufflet Négoce by InVivo, our division dedicated to cereal trading, we are the world's leading exporter of European wheat, with a market share of over 35%. In agriculture, we operate in France and internationally via our two entities: Bioline by InVivo and Soufflet Agriculture, Europe's leading cereal collector. Retail, our third major vertical, is embodied by Teract, which was born of the merger between InVivo Retail and the SPAC owned by Xavier Niel, Matthieu Pigasse and Moez-Alexandre Zouari. With Teract, our aim is to reinvent local retailing based on garden centers, by adding food stores offering local and sustainable products. With 1,600 points of sale nationwide, Teract is the French leader in sustainable and responsible commerce.

Last but not least, we operate in three different markets in the food industry: malting, wheat and wine. With the tremendous growth in the beer market, we are aiming to become the world's number 1 in malting by maximizing our international development. Through the Wheat Sector we cover the different activities related to this cereal – the most consumed in the world: milling, bakery and pastry, and ingredients. Today, we are the leading miller in France. Finally, the wine business is carried out by Cordier, the third largest player in France. And, as we do in the cereal sector, our aim is to promote French wine globally by encouraging a new, more sustainable form of viticulture. With this organization, InVivo is positioning itself in key segments of the French food trade balance and is contributing to the international reputation of French agriculture and its know-how.

