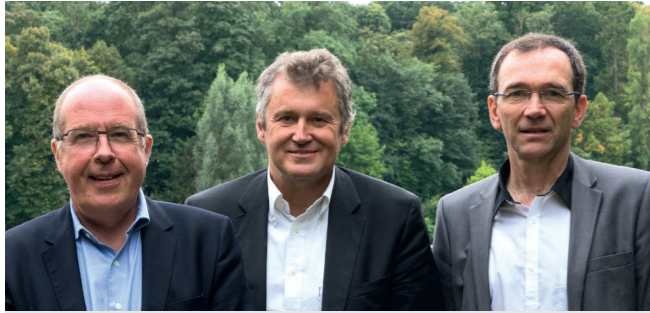


GROWING ADDED VALUES TOGETHER



From left to right:
Philippe Mangin,
Thierry Blandinières,
Jérôme Calleau.

“2025 BY INVIVO” is the name of InVivo’s strategic project, serving as a frame of reference for our policy directions and action plans.

“2025 by InVivo” affirms the meaning behind our mission and our responsibilities as France’s leading agricultural cooperative group, namely to bring French agriculture and agricultural cooperation the strategic dimension that they deserve as a key link in the food value chain respectful of the Earth and its people.

“2025 by InVivo” is above all a collective dynamic shared by enthusiastic, demanding and motivated men and women determined to open up promising new perspectives and move into new sectors generating economic and social wealth for our members, partners and customers, and for each one of our employees in France and worldwide.

Thierry Blandinières, Chief Executive Officer
Philippe Mangin, Chairman
Jérôme Calleau, Vice-Chairman

“2025 BY INVIVO”

An ambitious and strategic project, commensurate to the worldwide challenges, in order to help French agriculture and agricultural cooperation to regain their rightful place in the global food value chain.

invivo

Developing solutions for agriculture

83/85 avenue de la Grande Armée
75782 Paris cedex 16
Tél. : + 33 (0)1 40 66 22 22
www.invivo-group.com



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2025
by *InVivo*

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INVIVO 2025: AMBITIONS COMMENSURATE WITH THE WORLDWIDE CHALLENGES...



OUR MISSION

Help French agriculture and agricultural cooperation to regain their rightful place in the global food value chain in respect of the planet and the human population.



According to the FAO, to feed the Earth's 9.5 billion people in 2050, **FARMING PRODUCTION WILL NEED TO BE INCREASED BY 70%** mainly by improving yields.

THREE KEY AMBITIONS

Mindful of its responsibilities stemming from the wide-ranging changes in food demand worldwide, InVivo has set itself three key ambitions.

- **Act as a bridgehead for the development** of French agriculture.
- **Invest in sectors with strong future potential** to create French champions with critical mass.
- **Find new outlets for French-origin production** and support market launches.

FOUR DEVELOPMENT FOCUSES

To become a major world player in agriculture and food, InVivo will focus on four key development areas.

- **Invest in R&D and innovation** by taking technical and technological advances fully on board, i.e. precision agriculture, biotechnologies, zootechnical innovations and "Big agri-data".
- **Expand internationally** on the basis of new platforms in three strategic world regions, Latin America, Asia and the Middle East.
- **Forming strategic** alliances and seizing external growth opportunities.
- **Enhancing our human capital** based on three main pillars: top-quality management, upskilling and support in professional mobility.

...TO DEVELOP OUR ACTIVITIES AND MOVE TOWARDS NEW FRONTIERS

All of our activities, grouped into six business units, will enable InVivo to develop in three fields of expertise.

AGRICULTURE



■ InVivo Seeds will be an international player in seeds, reinforcing its leadership position in the French market and expanding notably in Europe and the Southern countries.



■ InVivo Agro will be Europe's leading supplier of agro-environmental solutions, working to improve the productivity and quality of crops while reducing their impact. InVivo Agro also aims to become the European leader in precision agriculture and biocontrol.



■ InVivo Grains will be a benchmark in international grain trading in Europe by forming strategic alliances enabling it to provide member cooperatives with the best outlets while controlling the risks linked to market volatility.

ANIMAL NUTRITION AND HEALTH



■ InVivo Animal Nutrition and Health (NSA) will be a world leader in innovation solutions improving the competitiveness and quality of animal production and meeting growing demand for proteins while securing the food chain.

DISTRIBUTION AND AGRI-FOOD



■ InVivo General Public will strengthen its position as a leader in French gardening retail through a multi-channel distribution system. It will also become a reference in local food retailing from producers to consumers.



■ InVivo New Activities. The Group will in the near future move into the agri-food sector, which is a natural extension of its activities and offers real growth opportunities.

A NEW MODEL OF GOVERNANCE

The Group's strategy will reflect in a three-tiered organisation structure.

- > A "Union", encompassing the Group's long-standing businesses and the allocated resources. Acting as the Group's parent company, it manages the interests of members and sets out strategic directions. Governance is exclusively by representatives of member cooperatives.
- > A main holding company, "InVivo Group", responsible for corporate and brand functions and forming the dividing line between activities inherent to the Union of cooperatives and economic activities.
- > Business-line subsidiaries/holding companies, bringing together all the Group's economic activities corresponding to the laws of the markets in which they are based. Each business-line subsidiary/holding company establishes and rolls out its own strategy in respect of Group strategy.

