



InVivo Group Extra-Financial Performance Statement 2024/2025

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InVivo Group Extra-Financial Performance Statement 2024/2025

About this report

This Extra-Financial Performance Statement, covering the 2024/2025 financial year ending 30 June 2025, is intended to provide InVivo's stakeholders with a comprehensive view of its strategy and commitments related to environmental, social, and governance issues.

It was drawn up with contributions from all of the Group's subsidiaries and covers the entire scope of consolidation. However, the scope of certain indicators may vary, particularly as a result of recent acquisitions. A methodological note on page 112 lays out specific details of the methodology.

In order to prepare our teams for the future application of the European Union's Corporate Sustainability Reporting Directive (CSRD), this report includes new items the Group has worked on implementing, in particular the methodology and results of the double-materiality analysis carried out for the financial year, as well as a description of the main impacts, risks, and opportunities arising from said analysis, to which the Group is responding via its policies and action plans.

Preface

Thierry Blandinières, CEO of InVivo Group

The 2024-25 financial year saw major challenges, but also immense opportunities. The world of agriculture, always at the heart of our concerns, is undergoing significant changes. Climate change, the growing demand for healthy, sustainable food, and technological developments are all factors that are shaking up our models and encouraging us to rethink the way we produce food and feed people.

At InVivo, we have chosen to meet these challenges with ambition and determination. Our Group, which is deeply rooted in communities where it operates, is more committed than ever to supporting farmers and cooperatives in this transition. We want to be their partner of choice, offering them the tools, services, and advice they need to succeed.

Firmly committed to our statement of purpose and to our status as a mission-driven company, we are pursuing our growth and transformation strategy by building on our strengths: our expertise, our network, and our capacity for innovation. We are continuing to invest in new technologies and in research and development to offer increasingly effective solutions that respect the environment and the value of people's work, for the benefit of everyone—farmers and employees, but also customers, suppliers, and consumers—with a view to distributing the value as fairly as possible.

But our ambition goes beyond mere economic performance. We want to be a responsible player, committed to sustainable agriculture and solidarity. As such, we are stepping up our efforts in the areas of the energy transition, preserving biodiversity, developing regenerative agriculture, and short supply chains.

I firmly believe that the future of agriculture is in our hands. Together, we can build a more resilient, efficient, and virtuous agricultural model. A model that meets consumer expectations while preserving our planet.

As we invest our efforts in this approach, we need to be creative, innovative, and supportive. Let's make InVivo a leader for the high-performance agriculture of tomorrow.



Thierry Blandinières
Chief Executive Officer of InVivo Group

Laurence Le Marchand, CSR Director of InVivo Group

In the current climate, we face some major challenges, but we also have the means to meet them, so we can remain optimistic.

What's more, we know that agriculture is an activity that can have an impact on the environment, but depending on how it is practised, it can also be a significant source of opportunities by offering solutions to environmental issues. To encourage the development of those opportunities, we need to act collectively and work together to enable the spread of practices for resilient and regenerative agriculture.

For us, this means helping farmers and cooperatives implement farming practices with lower greenhouse-gas emissions and better optimisation of carbon sequestration potential.

However, actions aimed at limiting the climate impact of agriculture will not be enough if they do not also take into account other key issues, such as soil health, biodiversity regeneration, and water availability, and thus the ability to produce sustainably.

To accelerate this transformation, we need to mobilise all our resources: data analysis, innovation and new technologies, research and development, adaptation of practices, and more. It's a vast transformation project. Olivier Clyti, InVivo's Director of Strategy, Innovation, and CSR, tells us: "We need to work alongside farmers to help them adapt to these changes. To do that, we need to find a business model for farmers that allows them to take on the risk. Indeed, there can be no transformation on this scale without farmers taking some risks, so we need to think collectively to find solutions that are economically sustainable for farmers and for value chains".

InVivo Group's ambition is also a response to society's expectations – and, by extension, the expectations of processors, manufacturers, and distributors, who listen to their customers. Consumers are demanding products that taste good and are good for them; at the same time, they are concerned about the environment and the future of producers, who must be able to make a decent living from their work and pass on their know-how to future generations with complete peace of mind. It is the responsibility of the entire value chain to take the necessary action to achieve this. InVivo is committed to this approach and to making progress to help feed as many people as possible.

Our Extra-Financial Performance Statement is a way of reporting our concrete actions to meet our key challenges. We have been doing this for several years now, adapting the report as the scope of our business changes.



Laurence Le Marchand
CSR Director of InVivo Group

InVivo in brief

Key figures as at 30 June 2025

€11.393 bn
in revenue

14,778
employees

163
member
cooperatives

37
countries of
operation⁽¹⁾

InVivo worldwide (number of employees)⁽¹⁾

Africa

- Algeria (1)
- Côte d'Ivoire (5)
- Ethiopia (110)
- Kenya (251)
- Saudi Arabia (3)
- South Africa (16)

Americas

- Argentina (6)
- Brazil (308)
- Canada (236)
- United States (284)

Asia

- China (15)
- India (96)
- Japan (2)
- Kazakhstan (67)
- Russia (64)
- Singapore (7)
- South Korea (1)

Europe

- Belgium (61)
- Bulgaria (74)
- Czech Republic (326)
- France (11,019)
- Germany (110)
- Hungary (8)
- Ireland (31)
- Italy (1)
- Moldova (14)
- Netherlands (38)
- Poland (96)
- Portugal (324)
- Romania (161)
- Serbia (69)
- Slovakia (11)
- Spain (205)
- Ukraine (293)
- United Kingdom (309)

Oceania

- Australia (126)
- New Zealand (2)

4 business categories

1. Agriculture

InVivo Ag°, Soufflet Agriculture, Soufflet Vigne

2. International grain trading

Soufflet Négoce by InVivo

3. Food industry (malting, wheat division, wine)

Soufflet Malt, Episens by InVivo, Cordier by InVivo

4. Retail

TERACT

5 strategic goals

- Working towards zero pesticide residue
- Contributing to carbon neutrality
- Preserving and regenerating soil
- Restoring and enhancing biodiversity
- Diversifying farmers' sources of income

1 innovation factory:
InVivo Digital Factory

2 platforms for the
sale of agricultural
goods and services:
aladin.farm & Farmi



(1) Average over the reporting period.

Our business lines and subsidiaries



1. Our organisational and governance model

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1.1 Governance that preserves our cooperative model

As a national union of agricultural cooperatives, InVivo Group provides its 162 member cooperatives and their farmers with innovative and socially responsible solutions to support the environmental and economic transition of agriculture and the food industry.

The InVivo Union Board of Directors is chaired by Jérôme Calteau, a farmer and Chairman of the Cavac agricultural cooperative. The Board is made up of 22 cooperative members, one member not from a co-op, five elected employee representatives, and two subject matter experts, Ewa Brandt and Daniel Chéron, Chairman of the *Haut Conseil à la Coopération Agricole* (HCCA, French High Council for Agricultural Cooperatives).

Agriculture and food are at the heart of the UN's **17 Sustainable Development Goals**, which InVivo works every day to bring to fruition.



InVivo has renewed its commitment to the United Nations Global Compact regularly since 2016.



Setting a positive example for the Group's suppliers, a majority of InVivo's business lines have carried out an EcoVadis assessment. They can report the following scores:

Subsidiary	Evaluation date	Medal	Score	Percentile
InVivo Group	21 May 2025	Committed Company	58/100	58
Soufflet Malt	18 July 2024	GOLD	77/100	98
Moulins Soufflet	27 May 2025	SILVER	73/100	92
Neuhauser	29 January 2024	Committed Company	49/100	43
Solyve (Ingredients)	23 October 2023	GOLD	72/100	93
AIT Ingrédients	13 December 2023 <i>Re-evaluation in progress</i>	SILVER	63/100	82
Soufflet Agriculture	23 April 2024	Committed Company	49/100	41
Soufflet Négoce by InVivo	25 November 2022	SILVER	60/100	79
Cordier by InVivo	30 May 2024	SILVER	70/100	92
Semences de France	06 March 2025	SILVER	70/100	89
Phyteurop	04 June 2023 <i>Re-evaluation in progress</i>	BRONZE	58/100	72

InVivo is a national union of agricultural cooperatives, founded on respect for cooperative values and principles as defined by the International Cooperative Alliance (ICA).



A cooperative is an independent association of persons united voluntarily to pursue their shared economic, social, and cultural needs and aspirations through a collectively owned and democratically controlled enterprise.

The InVivo Union is a member of La Coopération Agricole.



La Coopération Agricole is the unified representative body for French agricultural, food-industry, agro-industrial, and forestry cooperatives. It also brings together national business-line federations and regional federations. La Coopération Agricole serves as a political mouthpiece and makes recommendations to French and European public authorities, the media, and civil society. Its mission is to promote the cooperative model by highlighting its economic power.

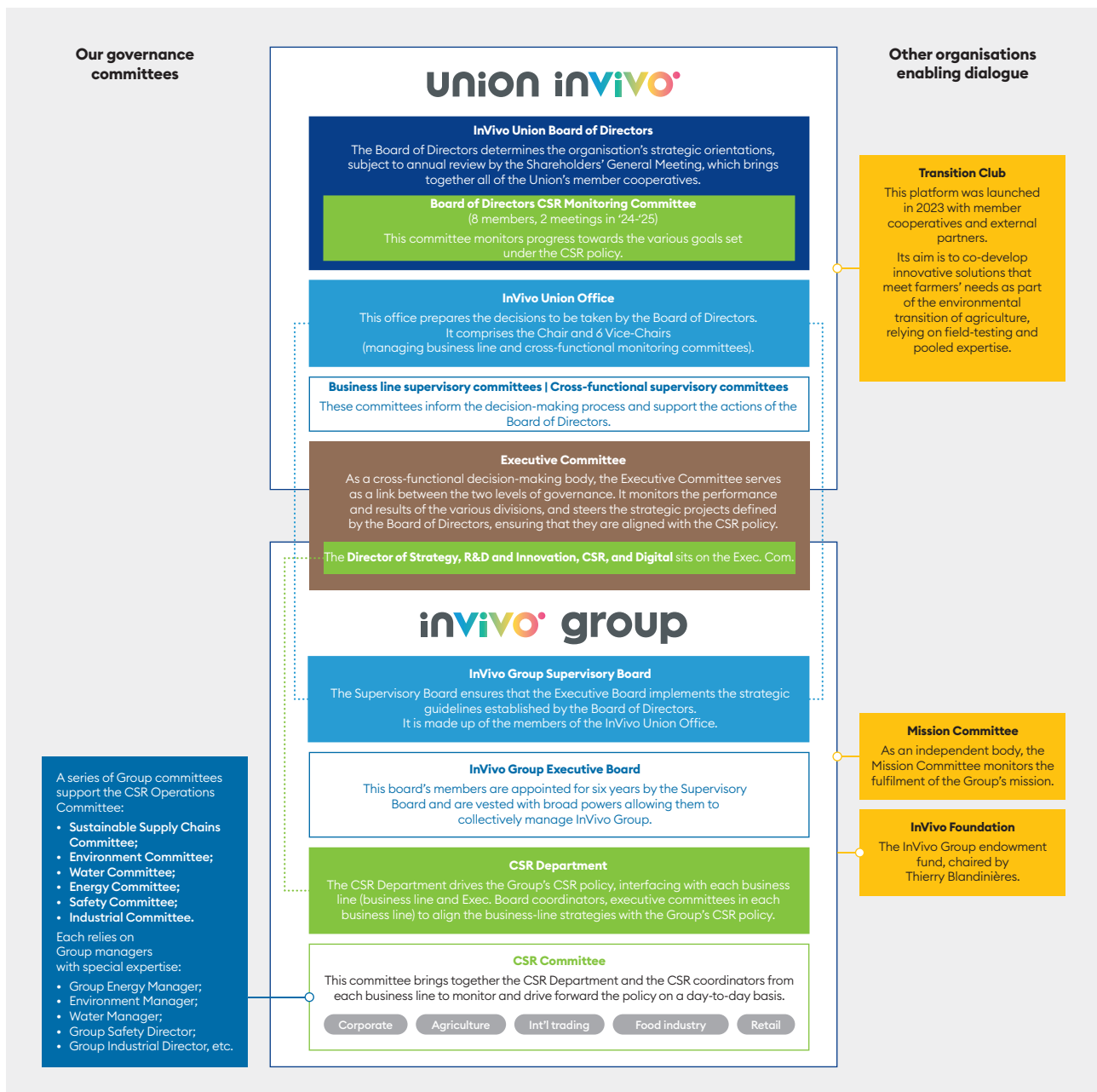
For more information on the Group's cooperative structure, please visit our website: <https://www.invivo-group.com/en>

1.2 CSR integrated into the Group's strategy

The Group's CSR policy is fully integrated into its governance and strategy, and the policy's implementation is supervised at the highest levels of the organisation. The various bodies that monitor the CSR policy ensure that strategic decisions are aligned with it, while also coordinating, supervising,

and managing the policy's implementation at every level and in the daily work of business-line teams.

This corporate governance structure is supplemented by an independent body, the Mission Committee (see section 1.3.3 The work of the Mission Committee), that offers guidance for all initiatives.



At the same time, InVivo Group has an initiative involving five of the Union's co-ops, the CSR Innovation Club, which allows us to deepen our understanding of issues through direct dialogue with our stakeholders. Launched in 2023, the CSR Innovation Club aims to create a link between initiatives in the field, innovation, and CSR, to drive and sustain the environmental transition of farmers who are members of the Club's cooperatives. To this end, quarterly reflection and sharing sessions are organised with a view to:

- disseminating the latest information and news on innovation, CSR, and the environmental transition of agriculture;
- enhancing the skills of Club members on key issues (current and future) for their cooperatives, through contributions from experts and/or peers.

This year, a toolkit has been developed for Club members to help make the link between CSR and initiatives in the field. The toolkit identifies the agro-environmental indicators that should be monitored and assessed as part of an agro-environmental transition process involving the cooperatives' member farmers. The Club ensures that these indicators comply with regulations, but also with the cooperatives' own challenges and strategies.

1.3 InVivo Group, a mission-driven company

Agriculture is at the heart of today's major global challenges: feeding all people, creating jobs, preserving natural resources, the green transition for energy, and regional development. As meeting these challenges through innovative and sustainable solutions for the benefit of cooperatives, farmers, and consumers was already InVivo's true purpose, the status of "mission-driven

company" provided for in France's PACTE Act was viewed by the company's leaders as a natural extension of its cooperative status.

In October 2020, InVivo became a "*société à mission*", a mission-driven company, publicly committing its business model to help carry out the sustainable transition for agriculture and the food industry.

1.3.1 A binding statement of purpose

The purpose of InVivo, co-developed with all of its stakeholders, is to promote the transition of agriculture and the food industry towards a resilient agrosystem by deploying innovative and responsible solutions and products aligned with the principles of regenerative agriculture, for the benefit of farmers and consumers.

1.3.2 Our mission, driven by seven statutory objectives

Guided by its statement of purpose, InVivo has defined its mission in terms of seven statutory objectives. Attainment of those objectives is managed through action plans, associated with goals and with monitoring and evaluation indicators.

Missions	Engagement
 1. Drive Strengthen the commitment of our members and their ability to sustainably transform agriculture and ensure food quality and safety, in France and around the world	<ul style="list-style-type: none"> Educate our stakeholders about the sustainable transition for agriculture and the food industry Train our stakeholders on the sustainable transition for agriculture and the food industry
 2. Converge Integrate our statement of purpose into our overall strategy and the strategies of our brands, while adapting the purpose for the entities that make up the Group	<ul style="list-style-type: none"> Ensure that the statement of purpose guides the decisions and orientations of each of the Group's entities
 3. Innovate Continuously develop our knowledge and capacity for innovation, through and with research and digital technology, to prepare the solutions of the future to have a positive impact, and to help take on our world's major environmental challenges	<ul style="list-style-type: none"> Invest in R&D to create positive-impact offerings Test innovations that may offer solutions for environmental and social issues Pilot innovations that may offer solutions for environmental and social issues
 4. Combine Work with our partners to co-develop products and services that are eco-designed and/or responsibly sourced, as well as responsible distribution channels that generate economic, environmental, and social value	<ul style="list-style-type: none"> Create and promote positive-impact offerings Support the deployment of positive-impact offerings and the associated calculation methods
 5. Regenerate Explore and structure innovative and socially responsible projects with players in the agricultural sector to promote sustainable growth in line with the principles of regenerative agriculture	<ul style="list-style-type: none"> Promote sustainable agriculture in France and abroad
 6. Engage Continuously develop the skills of our employees, their ability to take initiative, and the level of social dialogue, while affirming our company's cooperative values	<ul style="list-style-type: none"> Train employees Offer innovative and socially responsible training programmes Involve employees in the Group's major decisions and projects
 7. Encourage Apply InVivo's code of conduct with regard to our strategic stakeholders, respecting human rights and the OECD Guidelines, including with regard to our suppliers and customers, and also protect personal data	<ul style="list-style-type: none"> Deploy the code of conduct across all of our entities Deploy the responsible procurement policy Raise awareness among suppliers of the code of conduct

1.3.3 The work of the Mission Committee

Following the integration of Soufflet Group's international and industrial business in 2022, the Mission Committee undertook its third year of work and re-evaluated its objectives and indicators to better reflect the Group's ambitions. New indicators have been added to the roadmap: first, a series of indicators for supply chain

issues, taking into account the sourcing of sustainable raw materials and going beyond the collection indicator alone; second, indicators measuring training with a positive impact and the more qualitative measurement of innovative and sustainable training for employees.

Members of the Mission Committee

The InVivo Mission Committee is made up of two subject matter experts from the company's sector and five Group employees:

Subject matter experts

- **Capucine Laurent**, special advisor for agriculture and food at the Shift Project. She has been helping the French agricultural sector and food industry build their economic and environmental resilience for the past 20 years.
- **Thibaud Deschamps**, an agronomic engineer by training who has been a cereal farmer since 2016. He has been the chairman of the La Tricherie agricultural cooperative since 2023.

Employees

- **Constance de Gourcuff**, Director of Internal and Digital Communications and of the Employer Brand – InVivo Group. She is the **Chair of the Mission Committee**.
- **Ludivine Allardon**, Director of Operations at Agrosolutions – InVivo Ag°.
- **Sixtine Gandon**, EMEA Marketing Manager – Soufflet Malt.
- **Mathieu Gaubert**, Director of the self-producer and decorator business line – TERACTION.
- **Benoît Rousseaux**, Head of Innovation – InVivo Group.

To read the Mission Committee's report:

<https://www.invivo-group.com/en/group/purpose-driven-company>



2. Our economic and social model

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InVivo carries out its activities, from field to plate, from farmer to consumer, in four business categories:



To learn more about our business lines: <https://www.invivo-group.com/en>

2.1 Agriculture

The Agriculture Division brings together all the services, solutions, products, and expertise for the benefit of farmers and cooperatives.

€3.6 bn
in revenue

3,118
employees

17
countries
of operation

2.1.1 InVivo Ag°

InVivo Ag°, formerly Bioline by InVivo, operates in France and internationally throughout the entire agricultural value chain, via three specialised divisions:

- **Seeds:** home to various seed business lines;
- **Crop Care:** expertise in plant health and nutrition products;
- **Solutions:** everything from digital ag solutions, to agricultural consulting, to precision agriculture.

As part of its mission to provide services to cooperatives, InVivo Ag° manages four key departments of the InVivo Union:

- **the PPA (Pôle Partenaires Agrofourniture, or Agricultural Supply Partners Hub), comprising six regional groups representing over a hundred cooperatives, responsible for supplying them with plant health products and hybrid seeds;**
- **the Fertiline centralised procurement service, which is responsible for supplying members with fertilisers;**
- **Vert Cité, a centralised referencing and negotiating service responsible for supplying its partners with products for green spaces, horticulture, and nurseries;**
- **InVivo Logistique et Stockage (Logistics and Storage), the department dedicated to grain processing, handling, and storage, with 13 silos in France.**

2.1.2 Soufflet Agriculture

Soufflet Agriculture is Europe's leading on-farm buyer of cereals, and also specialises in agricultural supplies (seeds, plant protection and nutrition, services) and agronomic expertise. These three complementary business lines allow Soufflet Agriculture to offer farmers, market segments, and food-industry manufacturers competitive, low-carbon, and innovative products and services that fit their needs.

Soufflet Agriculture is present in the main regions of France and in eight other European countries, with more than 250 silos, platforms, and warehouses, collecting five million metric tonnes a year.

2.1.3 Soufflet Vigne

Soufflet Vigne, a distributor for the winegrowing industry, is present in all of France's winegrowing regions (except Alsace) thanks to a network of 29 stores. Soufflet Vigne supports winegrowers and winemakers by marketing products and solutions specifically for grapevines, from planting to harvesting, and then for winemaking facilities, from vinification to packaging of the wine. Through Vitivalor, Soufflet Vigne assists winemakers with administrative procedures, certifications, operating strategies, and marketing. The subsidiary also has a green spaces business.

2.2 International trade

2.2.1 Soufflet Négoce by InVivo, a major European player in grain trading

€3.1 bn
in revenue

350
employees

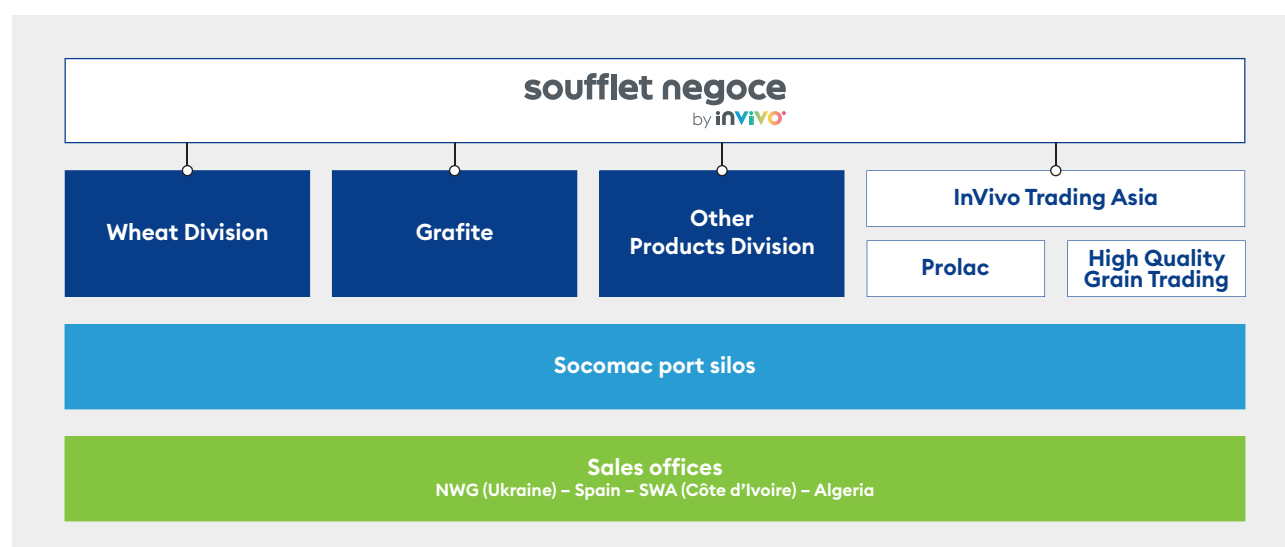
7
countries
of operation

Soufflet Négoce by InVivo markets wheat, barley, maize, and oilseeds of French and European origin to Europe, North Africa, the Middle East, and West Africa, where the company's main customers are located.

Soufflet Négoce is organised into two divisions: Wheat and Other Products. The company also has two subsidiaries, InVivo Trading Asia and Prolac, as well as five sales offices and two port silos, enabling it to work on the quality of

cereals in France and optimise the logistics of buying and selling.

Through its Grafite business, Soufflet Négoce by InVivo promotes practices to be implemented by farmers to reduce GHG emissions and sequester carbon in the soil, while still meeting the growing and specific needs of manufacturers.



2.3 Food industry

2.3.1 Episens – a value-generating wheat supply chain

€1 bn
in revenue

2,360
employees

3
countries of
operation

Episens is InVivo Group's food-industry division dedicated to wheat. With a presence in France and abroad, Episens operates at every level of the processing supply chain, focussing on three complementary business lines: milling, ingredients, and industrial-scale bread baking.

Milling

Moulins Soufflet is among France's leading millers, with nine mills in France and a total annual production capacity of over 900,000 metric tonnes of flour. Moulins Soufflet draws on the best of France's terroirs and its milling expertise to offer high-quality, sustainable flours and inspire social responsibility in the baking industry.

Ingredients

This business line is formed by two entities, AIT Ingrédients and Solyve, whose mission is to improve food by formulating innovative and socially responsible solutions for milling and for both small-scale and industrial bakeries, particularly via enzymatic solutions.

Baked goods

Since 1906, Neuhauser has been helping to promote French baking expertise around the world by offering authentic, high-quality products to food service and major retail customers. Encouraging sustainable agricultural supply chains, Neuhauser's ranges of breads, Viennese pastries, doughnuts, brioches, and culinary aids are made at ten sites in France, with the exception of the pastéis de nata, which are produced at the company's Portuguese site.

2.3.2 Soufflet Malt – a key player in the global malt industry

€2.2 bn
in revenue

2,292
employees

21
countries of
operation

A leader in the global malt industry, Soufflet Malt operates at every level of the supply chain: from seeds to beer, from whisky to human nutrition, and everything in between, including the selection of new varieties and of the best barley qualities.

Soufflet Malt operates 41 malting plants in 21 countries and on five continents, with an annual malt production capacity of 3.7 million tonnes, representing 11% of the global market. With its strong agricultural roots, Soufflet Malt is focussed on innovation to offer sustainable solutions to its customers, from large breweries to craft brewers, distillers and other industrial players around the world.

On 22 April 2025, in celebration of Earth Day, Soufflet Malt took an important step in its commitment to sustainability with the publication of its first ESG Report. This document highlights its mission, "*Pioneering Sustainable Malt*

Solutions", which aims to put sustainability at the heart of the company's strategy.

Its aim is to initiate dialogue and transparently communicate the company's approach to sustainability. The report lays out the commitments made, the actions taken, and the progress achieved in three strategic areas: achieving environmental excellence, promoting responsible and sustainable agriculture, and strengthening social responsibility with stakeholders.

To access Soufflet Malt's voluntary sustainability report:



2.3.3 Cordier by InVivo and SUDVIN – innovative players integrated with the entire wine supply chain

€190.9 million
in revenue

418
employees

9
countries of
operation

Cordier by InVivo and SUDVIN are InVivo's wine subsidiaries.

Cordier operates at every level of the wine supply chain, from bottling to international distribution to consumption. The company's specialised production sites, combined with the expertise of its teams, create strong brands that respond to market trends:

- **Café de Paris sparkling wine, produced in Cubzac (near Bordeaux) since 1898;**
- **Bonne Nouvelle, the first French non-alcoholic wine, launched in 1988;**

- **Mythique Languedoc still wine, celebrating its 35th anniversary this year.**

Through its Terra 360 CSR strategy, Cordier implements actions to generate a positive and lasting impact, from the soil to the glass. Its mission: to generate responsible value by creating beverages that inspire and delight the generations of today and tomorrow.

SUDVIN specialises in bulk wine, with links upstream via the Languedoc cooperatives that belong to the Val d'Orbieu and Vignobles de Vendéole cooperative vintners, as well as eight cooperatives that are members of the InVivo Union in various French winegrowing regions.

2.4 Retail

€1.3 bn
in revenue

5,474
employees

9
retail brands

1,671
retail locations

As a major player in socially responsible and sustainable distribution, TERACTION is committed to meeting sustainability challenges while promoting the work of producers engaged in the sustainable transition of agriculture, via the company's two main business lines: food retail and garden/pet supply stores. As a mission-driven company since 2024, TERACTION stands out in the garden centre landscape thanks to its roots in the French horticultural supply chain and its corporate commitments that include major CSR initiatives, with the ambition of redefining the future of specialised distribution.

To learn more, see TERACTION's Universal Registration Document 2023/2024:



Garden/pet supply stores

Specialising in garden and pet supplies, with 1,545 stores throughout France and 19 outside the country, TERACTION makes the benefits of nature and gardening accessible to all through its Jardiland, Gamm vert, Delbard, and Jardineries du Terroir retail brands.

Food distribution

The second business line in the TERACTION network is food distribution, represented by several retail brands (Boulangerie Louise, Grand Marché La Marnière, Frais d'Ici, Bio&Co) with shared commitments to quality, sustainability, and traceability.

2.5 Innovation Division

Within the Group, innovation plays a strategic and unifying role. The Innovation Division acts as a trusted partner for the Group's business units, helping them enhance their roadmaps and proactively identify new opportunities for sustainable growth. This dynamic is fully aligned with InVivo's desire to create shared value while also ensuring economic, social, and environmental performance. The approach to innovation is based on three complementary pillars that structure a coherent, agile, and open innovation ecosystem.

Open innovation is a method of enhancing the strategies of the Group's business lines. It relies on continuous, targeted monitoring to identify emerging technologies, new trends, and subtle market signals. This approach fosters the acculturation of employees, feeds into strategic thinking, and strengthens the Group's ability to anticipate. It is anchored in a rich ecosystem of partnerships (start-ups, centres of excellence, research institutes, incubators, etc.), a real asset for amplifying the impact of innovations that can respond to the Group's challenges.

The **piloting of experiments** relies on an agile model, from proof of concept to full-scale production, in close

collaboration with the Group's business units. This process is co-constructed with internal stakeholders, particularly the IT Department and the Digital Factory⁽¹⁾, to ensure alignment with operational priorities and seamless integration with existing processes. This approach speeds up the implementation of innovations while securing their added value for the Group's businesses.

By identifying and structuring high-potential opportunities, innovation contributes to the **emergence of new offerings**, whether through in-house, collaborative, or intrapreneurial initiatives. Thanks to an in-depth analysis of market needs, industry trends, and in-house expertise, these projects broaden the scope of what is possible and open up new opportunities in line with the Group's major strategic orientations.

This dynamic is part of a clear ambition: to make innovation a means of achieving positive, sustainable, and inclusive transformation. It helps the Group meet the expectations of customers and partners, engage employees in meaningful projects, and strengthen the Group's resilience and competitiveness in the face of the major challenges of tomorrow.

2.6 The InVivo Foundation endowment fund



As a socially responsible and forward-looking endowment fund, the InVivo Foundation is tasked with exploring solutions in the public interest to develop forms of agriculture and food production that are kind to living things.

Since its creation in 2016, the foundation has supported around 20 projects, non-profit organisations, and "action research" programmes via funding or the donation of skills.

The supported projects fall into three categories:

- **helping farmers make a better living from their work;**
- **developing new sustainable food solutions;**
- **caring for natural resources.**

The InVivo Foundation is supported by a Board of Directors, composed as follows:

- **the Chairman, a subject matter expert: Philippe Mangin, former Chairman of the InVivo Union Board of Directors;**
- **two people from the InVivo Union: Jérôme Calteau, Chairman of the Board of Directors, and Thierry Blandinières, Chief Executive Officer;**
- **three employees of InVivo Group: Laurence Le Marchand, Fanny Sibeud, and Jean-François Fevre.**

The Foundation's Managing Director designate is Olivier Clyti.

(1) To learn more about the Digital Factory, visit <https://www.invivo-digital-factory.com/fr/>.

2.7 Our business model

Our business model and value chain

InVivo's business model is based on an integrated approach covering the entire agricultural and food-industry value chain. To meet the challenges of food sovereignty and the environmental transition of agriculture, the Group relies on its capacity for innovation, collective expertise, and sustainable performance.

InVivo depends on an ecosystem of agricultural cooperatives, suppliers, and technology partners to secure its inputs and develop innovative agricultural solutions. The company invests in research and development to improve the adaptation of crops to climate change, optimise productivity, and reduce the environmental impact of farming practices. Thanks to its expertise, InVivo offers its customers high-quality products and services that meet the needs of their markets.

The Group has a number of stakeholders, including:

- **farmers, who benefit from tailored solutions to improve the performance of their farms while integrating sustainable practices;**
- **agricultural distributors, cooperatives, and agricultural product traders, who offer farmers products and services tailored to their needs;**
- **food industry and retail, which supply products made from agricultural ingredients;**
- **consumers, who consume or use food and garden products;**
- **investors and financial partners, who support the Group's growth via its sustainability and innovation initiatives.**

The **value chain** refers to all the activities, carried out by different players, that contribute to the design, production, distribution, and promotion of a good or service, from the raw materials to the end customer and beyond.



The majority of InVivo's supplies are **agricultural raw materials**, which are essential to the Group's processing and distribution businesses. Through its cooperative union model, InVivo helps its members adopt more sustainable and competitive farming practices while securing a stable and socially responsible supply of raw materials.

InVivo is part of a value chain involving various stakeholders, both upstream and downstream:

Upstream:

- **supply of agricultural raw materials via a network of cooperatives, traders, and producers;**
- **partnerships with researchers to develop innovative agricultural and food-industry solutions;**
- **selection of suppliers and service providers based on quality and sustainability criteria;**
- **investment in processing and logistics infrastructure.**

Downstream:

- **distribution of inputs, the sales of decision-support tools (DSTs)⁽²⁾ and digital solutions, and support services for farmers, all to help them optimise their farming practices;**
- **marketing of food and garden products to consumers and end users via the Group's own distribution channels or in collaboration with retail chains and B2B channels.**

Taken together, these factors allow InVivo to play a key role in the environmental transition for agriculture and the food industry, using innovation and cooperation to meet environmental and social challenges.

To carry out all these activities, InVivo relies on internal and external cross-functional teams, in particular for the supply and management of energy, freight, finance, water and waste management, product end-of-life management, measuring carbon footprints, and implementing ESG reporting standards.

To achieve this, InVivo develops innovative solutions through agronomic research, invests in digital tools and artificial intelligence, and promotes regenerative farming practices.

(2) Agricultural decision-support tools (DSTs) and connected agriculture: the essentials.

In order to secure its supplies, InVivo has put in place:

- **strategic partnerships with cooperatives and farmers, ensuring a continuous and socially responsible supply chain;**
- **investment in R&D and innovation to optimise technical processes and improve crop resilience in the face of climate challenges.**

Thanks to this integrated approach, InVivo ensures the competitiveness of its members while contributing to more resilient and sustainable agriculture.

InVivo's **products and services** are derived from the processing and marketing of agricultural raw materials, and the marketing of products and services for farmers, cooperatives, local authorities, and food-industry businesses. InVivo Group ensures that its products provide value for users and that they meet an identified need, relying on:

- **rigorous selection of raw materials based on sustainability and quality criteria and setting conditions tied to ethics and affordability;**
- **commitments in terms of certification and traceability to guarantee practices that uphold environmental and social standards;**
- **partnerships with researchers to offer users (farmers, food-industry companies, etc.) relevant and effective solutions, with a view to sustainability.**

3. CSR approach

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3.1 “Driving a positive impact”, a solid, coherent CSR strategy

The agriculture and agri-food sectors are facing major long-term challenges, impacting their value chains and involving all their players and stakeholders. While being major emitters of greenhouse gases, these sectors are inextricably linked to the lands from which their raw materials come, as well as to biodiversity and soil quality.

They must also respond to the concerns of consumers, who are increasingly well-informed and engaged. The food industry continues to face high expectations in terms of availability, accessibility, quality, and social and environmental impact.

It is therefore up to major players like InVivo to rise to these challenges and continue to develop innovative solutions for the agricultural and agri-food sectors, for the benefit of all.

That is the Group’s ambition, which it has translated into a CSR policy and a detailed roadmap to 2030, involving all of the company’s business lines and the players in its ecosystem in pursuit of a single maxim: **Driving positive impact.**

The roadmap is organised into three major components and six commitments, which guide us in driving that positive impact:

- Within our operations:
 - reduce our greenhouse-gas emissions through a Climate Plan aligned with the Paris Agreement,
 - implement a Resource Plan for water, waste, and biodiversity, and promote the use of co-products and eco-design;
- Via our offerings:
 - innovate to develop products and services with a positive impact that are respectful of people and the environment, and make those offerings accessible to all;
 - develop responsible, sustainable, productive, and competitive supply chains that help improve farmers’ incomes and quality of life, particularly via the Sowing Good Sense supply chains (see section 5.3.2 Developing sustainable supply chains with a positive impact);
- For and by our stakeholders:
 - make our employees the leading ambassadors for our transformations, while ensuring they have good, safe working conditions;
 - leverage dialogue with our stakeholders to promote responsible development, and with our suppliers, service providers, and our entire ecosystem, strive in France and abroad to secure recognition and value for our partner farmers.



3.2 A long-standing commitment illustrated by a few examples

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Signed onto the Global Compact			X									
InVivo joined the Sustainable Agriculture Initiative (SAI) Platform											X	
InVivo became a member of the association Pour une Agriculture du Vivant					X							
InVivo joined the OP2B coalition							X					
InVivo joined EpE				X								
InVivo joined ORÉE		X										
Towards becoming a mission-driven company					White paper	Stakeholder consultation on strategy and purpose	Adoption in the Group's bylaws		Group's first mission report	Adoption in TERACTION's bylaws		
Materiality analysis						11,961 responses					Double materiality	Gap analysis
ESG reports published			EFPS Soufflet	EFPS InVivo							EFPS TERACTION	EFPS TERACTION Soufflet Malt voluntary report
CSR Department created	X											
CSR strategy formalised		X					Update					
CSR Committee created within the BoD				X								
Creation of the CSRD Committee											X	
Creation of the InVivo Foundation			X									
Innovation laboratories	CRIS (founded in 2008)		ACI platform	InVivo Quest Annual Challenge			Fermes LEADER	TERRA 360°		Openfield		Closing of CRIS
Carbon trajectory			GHG inventory, scopes 1 and 2 (Soufflet)			First scope-3 carbon footprint			Validation of the trajectory for malting by SBTi	Validation of the Group trajectory by SBTi		Update and validation of the Group trajectory by SBTi FLAG
Code of conduct					Formalisation					Revamp		
Health and safety policy							X		Update			
Launch of the Sowing Good Sense sustainable supply chain initiative							X					
Responsible Procurement Policy and CSR policy for suppliers										X		Signing by the Exec. Com.
Climate policy											X	Signing by the Exec. Com.
Water policy											X	Signing by the Exec. Com.
Environmental policy											X	Signing by the Exec. Com.
Social policy											X	Signing by the Exec. Com.

3.3 A loan with CSR criteria and a bonus in managers' remuneration to support our commitment

3.3.1 A sustainability-linked loan to help uphold commitments

In its 2030 strategy, the Group has reaffirmed the role of CSR as a central pillar of sustainable growth for all its business lines and as a driver of innovation, leading the company to design, over the long term, offerings that have a positive impact on the environment, society, and the economy in each of its sectors.

This approach was then translated into the bank loan taken out to acquire Soufflet Group, taking the form of a "sustainability-linked loan" (SLL), for which a portion of the interest rate depends on the attainment of three objectives:

- decreasing annual greenhouse-gas emissions (scopes 1 and 2);

- halving the rate of work accidents;
- and increasing revenue generated from positive-impact offerings (PIOs).

Far from being a constraint, this threefold commitment is a factor that accelerates the buy-in and mobilisation of all our employees for the implementation of our CSR policy.

3.3.2 A CSR bonus conditional on success for managers

Since the 2023–2024 financial year, employees eligible for variable remuneration have 10% of that amount indexed to the three SLL indicators, as well as other operational CSR objectives freely set in discussion with the business-line and Group CSR teams.

4. Identifying CSR challenges and opportunities

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4.1 Identifying our CSR challenges to more effectively respond to them

Since 2023, InVivo has carried out a major analysis of its environmental, social, and governance (ESG) issues in preparation for the application of European Directive 2022/2464, the Corporate Sustainability Reporting Directive (CSRD). The analysis has resulted in the establishment of a double-materiality matrix. InVivo can still refine its analysis between now and the date on which the CSRD comes into force for the Group, as well as during the annual review process prescribed by the directive.

This work, guided by the consultancy firm KPMG and conducted in close collaboration with all of our business lines' governance bodies, is helping InVivo strengthen our framework of commitments for sustainability. As the list of issues on which we will be reporting has stabilised, we have decided to use that list for this edition of our EFPS. Additionally, we are striving to structure the content of this report in such a way as to move towards the CSRD format.

Key principles of double-materiality analysis

ESG issues have been analysed using the principle of double materiality, which consists of identifying the most important or relevant issues, which are considered "material", in connection with the company's business, from two angles:

- on the one hand, the positive or negative impacts the Group's activities have or may have on society (impact-related materiality);
- on the other hand, the risks or opportunities associated with the ESG challenges the Group faces or may face (financial materiality).

This analysis has been conducted in accordance with the European Sustainability Reporting Standards (ESRS) issued by the European Commission in 2023. The analysis has two objectives:

- it determines the content of the Group's future sustainability report, as the Group will be expected to provide information only on the issues identified as material;
- in addition to compliance, the detailed analysis helps the Group gain a better understanding of emerging or long-term CSR challenges, adjust its strategy, and shape the mapping of the Group's risks in order to better anticipate and manage them.

Background and preliminary work

A preliminary phase consisted of identifying the Group's 13 categories of internal and external stakeholders. Their interests and perspectives had previously been taken into account in the materiality analysis exercises carried out by InVivo Group and Soufflet Malt, and in discussions with internal contributors (CSR, HR, and Finance departments, Management Committee, etc.). The Group then used that information to develop its double-materiality matrix.

A list of ESG issues tailored to InVivo was established based on the relevant ESRS themes, as well as on the Group's latest Extra-Financial Performance Statement (EFPS), the previous materiality analyses for InVivo and Soufflet Malt, and industry practices. This analysis made it possible to cover the regulatory themes prescribed by the CSRD while taking into account the specific characteristics of InVivo's sector. The final list was reviewed and validated by the Group's CSR Department.

From there, an analysis of InVivo's activities, business lines, products, services, and value chain was carried out, resulting in the identification of a long list of impacts, risks, and opportunities (IROs) associated with each issue. The IROs were determined on the basis of the Group's risk mapping, materiality analyses, and current industry practices and benchmarks (such as the GRI, SASB, and others), in addition to various discussions with the Group's CSR, Finance, and Risk teams.

Methodology

Rating scales

The criteria assessed for the rating were all defined on a scale of 1 to 4, in order to be consistent with the Group's current approach to risk assessment. The scales for each criterion were established on the basis of the Group's risk mapping for the financial materiality; for the impact materiality, they were developed specifically to align with the double-materiality analysis. These scales have been validated by the Group's Risk and Compliance team.

Items assessed

The same threshold was used for both the financial materiality and impact materiality. An issue was considered to be material once this materiality threshold was reached by at least one of the associated IROs, whether for the impact materiality or financial materiality.

The assessment of the financial materiality of the IROs was carried out on a "gross" basis, i.e. without taking into account the control measures deployed by the company to mitigate the severity or frequency of an IRO. This ensures that the assessment reflects the ESG and IRO elements inherent in the Group's activities.

The financial materiality of risks and opportunities was assessed according to two criteria:

- severity or potential scope of the financial consequences: assessed on different scales depending on the nature (impact on revenue/EBITDA, business model, business continuity, regulatory impact, reputational impact, or impact on stakeholder expectations);
- probability of the risk/opportunity occurring: in the absence of control plans or policies put in place to address the risks (gross view).

The impact materiality was assessed according to three dimensions and two criteria:

- the dimensions of impact on people's health and safety, on respect for human rights, and on the environment;
- criteria of severity and probability of occurrence. Severity corresponds to the highest value among the three regulatory sub-criteria: seriousness, extent, and irreversibility.

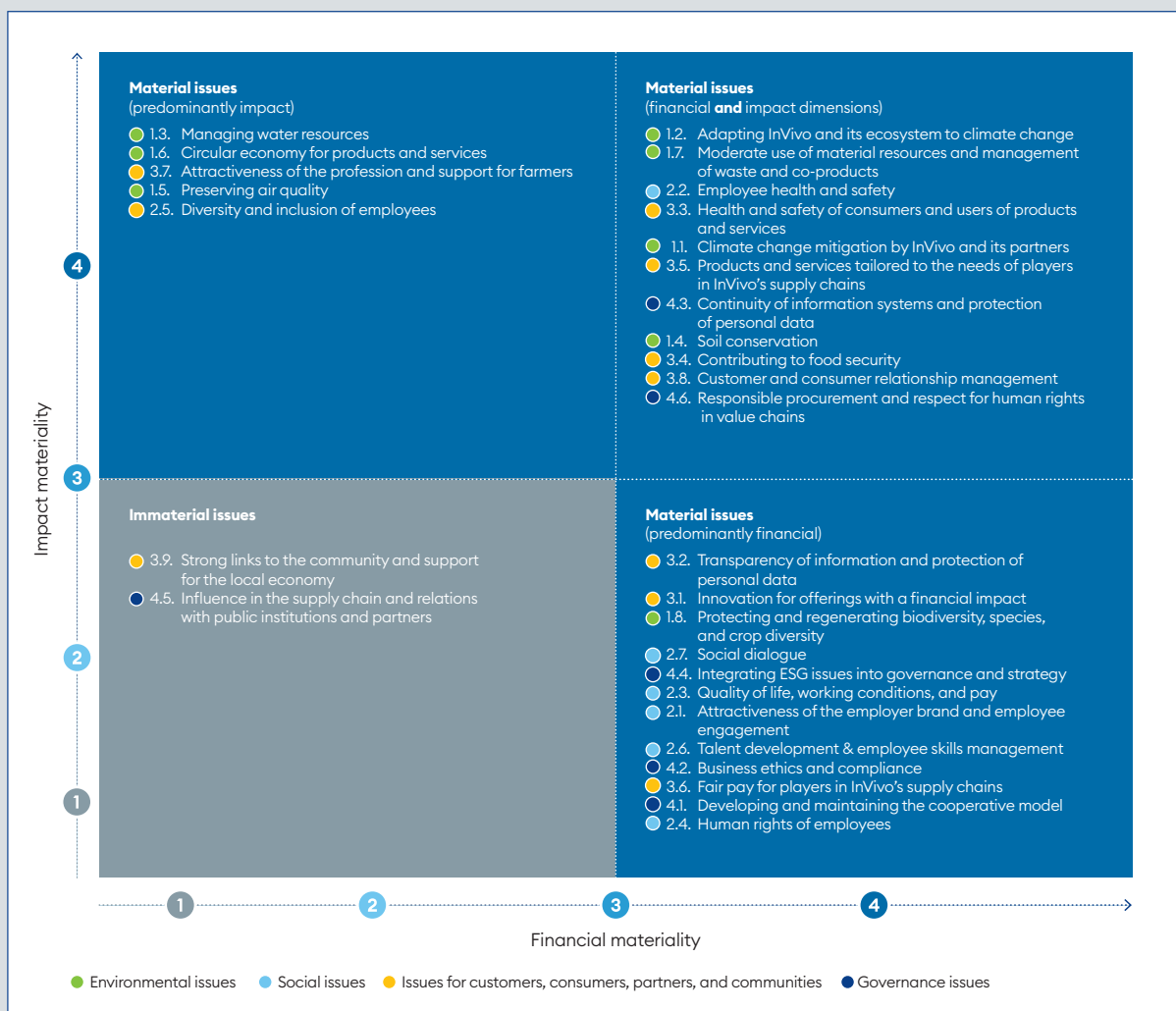
Each impact was assessed to determine whether it is actual or potential, in order to know whether it is a known issue for the company or one likely to occur in the future. An actual

impact will automatically have a maximum probability of occurrence; in the case of a potential impact, its probability of occurrence must be assessed.

Review and validation of the analysis by internal stakeholders

Thirteen results review workshops were organised with the CSR, QHSE, and technical departments of each business line, along with the HR Management Committee and the CODAF. The results of the analysis were then validated with the business line Management Committees.

Results of the analysis



The double-materiality analysis confirmed the relevance of the Group's commitments and CSR roadmap, and the solidity of its cooperative model in responding to the challenges facing the world of agriculture. It showed that most of the issues identified as material are already covered by policies and action plans.

Nonetheless, InVivo knows the importance of continuing to make structured progress on these issues and is continuing its work to strengthen the management of its actions and its ability to demonstrate the success of its "Driving a Positive Impact" strategy.

Table of issues and the corresponding sections of the report

Issues identified by the double-materiality analysis		Report section	
Environmental issues			
1.1	Climate change mitigation by InVivo and its partners	5.1.1	Supporting the climate transition in our supply chains
1.2	Adapting InVivo and its ecosystem to climate change	5.1.1.6	Climate change adaptation
1.3	Managing water resources	5.1.2	Optimising water management
1.4	Soil conservation	5.1.4	Preserving soil and ecosystems
1.5	Preserving air quality	5.1.1.7	Preserving air quality
1.6	Circular economy for products and services	5.1.3	Optimising waste management, recovering co-products, and moving towards a circular economy
1.7	Reasonable use of material resources and management of waste and co-products	5.1.3	Optimising waste management, recovering co-products, and moving towards a circular economy
1.8	Protecting and regenerating biodiversity, species, and crop diversity	5.1.5	Protecting and regenerating biodiversity
Social issues			
2.1	Attractiveness of the employer brand and the engagement of employees	5.2.4	Developing the engagement of our employees and the attractiveness of the employer brand
2.2	Employee health and safety	5.2.6	Ensuring the health and safety of all
2.3	Quality of life, working conditions, and remuneration	5.2.8	Promoting quality of life at work for our employees
2.4	Human rights of employees	5.2.3	Human rights of employees
2.5	Employee diversity and inclusion	5.2.9	Encouraging and promoting diversity, equity, and inclusion
2.6	Talent development and employee skills management	5.2.7	Supporting employees in their professional development
2.7	Social dialogue	5.2.5	Organising high-quality social dialogue
Issues for customers, consumers, partners, and regions			
3.1	Innovation to create positive-impact offerings	5.3.1	Positive-impact offerings based on innovation and eco-design principles
3.2	Transparency of information and traceability of products and services	5.3.3	Ensuring the health and safety of consumers and users with total transparency
3.3	Health and safety of consumers and users of products and services	5.3.3	Ensuring the health and safety of consumers and users with total transparency
3.4	Contributing to food security	Multiple (see introduction at 5.3 Promoting a positive impact in our supply chains and our ecosystem, for farmers and for consumers)	
3.5	Products and services tailored to the needs of InVivo's stakeholders	5.3.2	Developing sustainable supply chains with a positive impact
3.6	Fair pay for players in InVivo's supply chains	5.3.2	Developing sustainable supply chains with a positive impact
3.7	Attractiveness of the farming profession and support for farmers	5.3.2	Developing sustainable supply chains with a positive impact
3.8	Customer and consumer relationship management	5.3.3	Ensuring the health and safety of consumers and users with total transparency / 5.3.3.2 Means of collecting consumer feedback

Issues identified by the double-materiality analysis	Report section
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Governance issues	
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4.1	Developing and maintaining the cooperative model	1.1	Governance that preserves our cooperative model
4.2	Business ethics and compliance	5.4	Upholding our values and ethical principles
4.3	Continuity of information systems and protection of personal data	5.4.3	Continuity of information systems and protection of personal data
4.4	Integrating ESG issues into governance and strategy	3.	CSR approach + full report
4.6	Responsible procurement and respect for human rights in value chains	5.4.2	Responsible procurement and respect for human rights in value chains

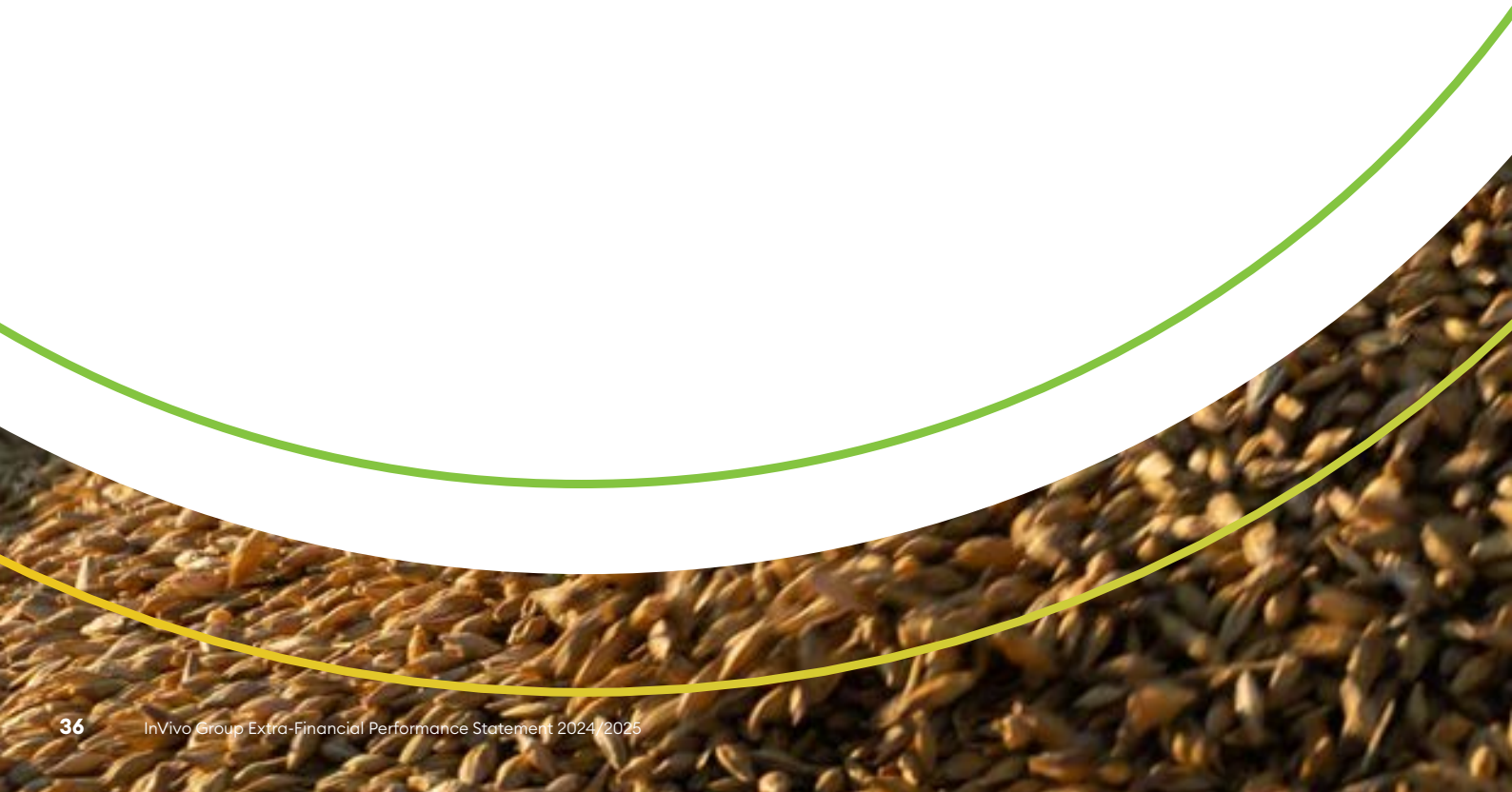
4.2 Outlook

In line with its statement of purpose and ambitions, InVivo Group intends to make concrete progress on most of the projects it has already undertaken:

- monitor the health and safety action plan for employees and workers at our sites;
- continue developing sustainable agricultural supply chains and regenerative agriculture by educating farmers and cooperatives, as well as processors and distributors, about the benefits, and in particular, continue developing the coalition led by Soufflet Agriculture in its catchment area in France's Grand Est region;
- continue developing positive-impact offerings in all business lines while strengthening the robustness of the methodology, particularly when it comes to measuring the proof of positive impacts and internal controls;
- continue the work aimed at drafting a comprehensive climate transition plan that guarantees decarbonisation commitments aligned with the Paris Agreement;
- strengthen existing mapping resources to ensure that our businesses are able to adapt to the effects of global warming and their impact on biodiversity;
- make progress on the commitment of the business lines to responsible procurement and due diligence;
- set guidelines arising from the thematic policies signed;
- strengthen the means of monitoring the respect for human rights in our value chain;
- strengthen our public commitments to combat deforestation.

5. Our actions

- 5.1 Driving a positive impact for the environment 3
- 5.2 Generating a positive impact for our employees 33
- 5.3 Promoting a positive impact in our supply chains and our ecosystem, for farmers and for consumers 47
- 5.4 Upholding our values and ethical principles 65





5.1 Driving a positive impact for the environment

5.1.1 Supporting the climate transition in our supply chains

5.1.1.1 Background and challenges

In a rapidly changing world, the priority for the agricultural sector is threefold: to feed more people, to help mitigate global warming, and to adapt to its effects. Indeed, the agricultural sector plays a role in climate change mitigation through various means: reducing the greenhouse-gas (GHG) emissions it generates, storing carbon in the soil, and contributing to the production of low-carbon energy. In France, by 2050, the sector's emissions will have to have fallen by 46% compared to 2015 levels if agriculture is to follow the trajectory set out in the French National Low Carbon Strategy (SNBC). The agricultural sector reduced its emissions by 18% between 1990 and 2023 (source: Format Secten - Citepa, 2024).

Worldwide, the agricultural, forestry, and other land-use sectors were responsible for 17.3% ⁽¹⁾ of anthropogenic GHG emissions in 2020. Most of those emissions were due to agricultural emissions of methane and nitrous oxide from the use of nitrogen-based fertilisers, and due to changes in land use and deforestation. In 2022, the world's agri-food systems generated around 30% of total anthropogenic emissions, through agricultural emissions "in the field" (48%), land use and changes in use (19%), and upstream and downstream activities (33%) ⁽²⁾.

Against this backdrop, InVivo has been committed since 2019 to measuring its carbon footprint and implementing an initiative to decarbonise all its activities. At the same time, the company is working to raise awareness in the farming sector of practices that can help mitigate emissions and maximise CO₂ sequestration in the soil.

InVivo is a key partner in the agricultural sector and is committed to supporting the ability of farms to adapt to increasingly frequent, intense, and unpredictable climatic events. The aim is to help farmers implement changes in

their cultivation techniques, giving a key role to agronomic expertise, but also to provide them with all the innovative resources available. As these transformations entail major risks for agricultural businesses, it is important to ensure that said risks are shared by all those involved in the transition.

Downstream of its industrial processing activities, InVivo must respond to the changing expectations of its customers and consumers, while also helping raise awareness of the climate issues we must all collectively tackle.

The environmental transition of agriculture and the food industry must therefore be accompanied by the implementation of a range of tailored and often innovative solutions, involving the entire value chain, to ensure the best possible preservation of the climate, the maintenance of agricultural quality, profitability, and sustainability, and the availability of raw materials in sufficient quantities and quality to feed as many people as possible.

Finally, with regard to its own operations, InVivo must do its part to decarbonise while anticipating the consequences of climate change for its businesses.

For all these reasons, reducing greenhouse-gas emissions is a priority of InVivo's environmental roadmap. This priority concerns all of the Group's activities: its energy choices, its product offerings, its procurement, its supply chains, its management of waste and co-products, and even the ways in which its products and services are used. InVivo's transition plan is already bearing fruit in these various domains.

At the same time, InVivo ensures that its climate commitments do not undermine other environmental issues, applying a holistic approach.

(1) IPCC AR6 WG3. 2022. *Climate Change 2022: Mitigation of Climate Change. Contribution of Working Group III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change*. Edited by Priyadarshi R. Shukla, Jim Skea, Raphael Slade, Alaa Al Khourdajie, Renée van Diemen, David McCollum, Minal Pathak, et al.

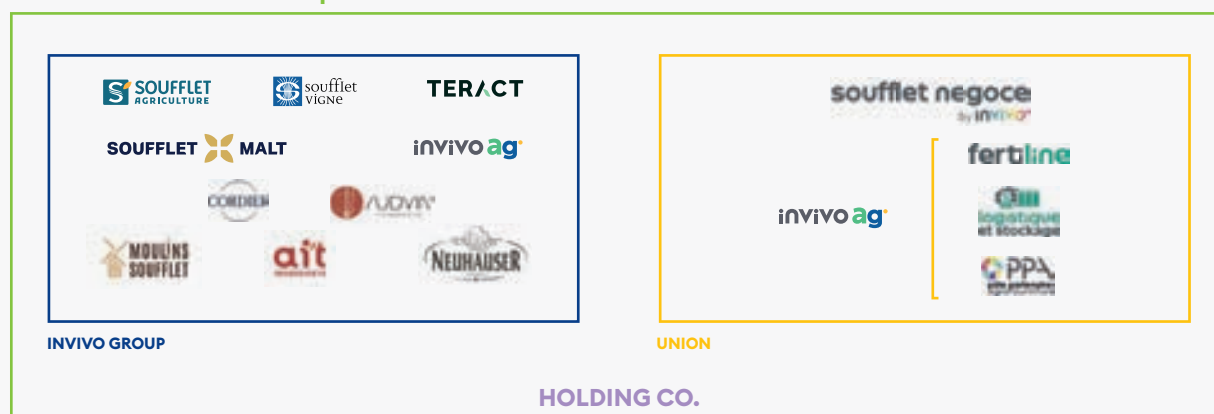
(2) FAO. (2024). *Greenhouse gas emissions from agri-food systems – Global, regional, and country trends, 2000–2022* (FAOSTAT Analytical Brief No. 94).

5.1.1.2 Climate policy

InVivo Group has a long-standing commitment to making a positive impact on the climate. Conscious of its responsibility and impact, the Group is committed to upholding the Paris Agreement and France's National Low Carbon Strategy.

To provide a framework for this commitment, the Group drafted a climate policy in 2024. This policy, signed by all members of InVivo's Executive Committee in January 2025, covers the climate change mitigation, the Group's adaptation to its consequences, as well as the measures taken in terms of energy efficiency and the deployment of renewable energy.

InVivo Union or InVivo Group



5.1.1.3 Targets

The central holding company, InVivo Group, handles InVivo's corporate functions and oversees the three business categories: agriculture, food industry, and retail. InVivo Group marks the boundary between the Union's own activities and broader economic activity. This distinction is crucial, particularly for carbon reporting, as greenhouse-gas emissions are accounted for separately for each of those two scopes.

Indeed, InVivo Group has strategic and operational control over its own activities and their approach to decarbonisation. On the other hand, the Union's activities, which are governed by the French Rural Code, must serve the interests of the cooperative members and therefore have little leeway. On 1 January 2024, Soufflet Négoces became Soufflet Négoces by InVivo, with all the activities of Soufflet Négoces by InVivo being added to the scope of the InVivo Union.

The climate goal of the InVivo Union (and InVivo Group) is to contribute to the goals of the top objective of the Paris Agreement: to achieve carbon neutrality by 2050. As part of this overarching goal and to give concrete expression to its commitment, InVivo Group has set targets for reducing its greenhouse-gas emissions. Those targets and the Group's 2020-2030 trajectory, validated by the **Science Based Targets initiative (SBTi)**, shaped InVivo's actions through December 2024. The trajectory submitted to the SBTi covers the InVivo Group scope, given that the activities under the InVivo Union are primarily shaped by the strategic orientations of the member cooperatives.

In December 2024, InVivo Group submitted a new trajectory to the SBTi due to the recommendations of the **Forest, Land, and Agriculture Guidance (FLAG)** sectoral methodology, intended for companies with a significant proportion of their emissions coming from the **agriculture, forestry, and land-use** sectors, as well as the integration of the new UMG and Boulangerie Louise business scopes. The new trajectory was validated by the SBTi in May 2025.

FLAG methodology

The FLAG methodology, developed by the SBTi, aims to more effectively account for the specific emissions linked to soil management, deforestation, livestock farming, and other agricultural practices.

The methodology can be used to evaluate changes in agricultural practices and the carbon sequestration capacities of soils and forests, and thus to reflect the Group's role in the environmental transition of agriculture (for example, by differentiating the carbon impact of purchasing a tonne of low-carbon wheat from that of a tonne of standard wheat).

Given the nature of InVivo Group's activities as a player in the food industry and buyer of agricultural raw materials, almost two thirds of its greenhouse-gas emissions fall within the scope of FLAG. The conditions of agricultural practices and their evolution towards low-carbon and regenerative agricultural practices are therefore a priority and strategic means for achieving decarbonisation, particularly for scope-3 and FLAG emissions.

For a climate commitment validated by the SBTi, a company with activities in the **forestry, land, and agriculture (FLAG)** sector and in the **energy & industry** sectors ⁽³⁾ must set separate targets because the types of emissions and means of decarbonisation are not the same, and the methods for calculating and setting SBTi targets are specific to each category.

This trajectory, validated by SBTi, sets out the following ambitions:

- **Energy & Industry:**

InVivo Group undertakes to reduce its **absolute greenhouse-gas (GHG) emissions in scopes 1 and 2 (location-based) by 42% by the 2030 financial year**, compared with the benchmark year of 2023. InVivo Group also undertakes to reduce its **absolute scope-3 GHG emissions by 25%** over the same period.

- **FLAG:**

InVivo Group undertakes to reduce its **absolute GHG emissions in FLAG scope 3 by 30.3%** by the

2030 financial year, compared with the benchmark year of 2023.

InVivo Group also undertakes to achieve **zero deforestation** ⁽⁴⁾ for its main raw materials associated with deforestation, with a target date of **31 December 2025**.

To achieve this goal by 2030, along with the long-term goal of contributing to the global effort to achieve carbon neutrality by 2050, each business line is implementing a range of decarbonisation initiatives.

Soufflet Malt



Soufflet Malt submitted its own decarbonisation trajectory (1.5°C) in early 2025 to the SBTi for its entire scope, using the FLAG methodology. The trajectory was validated in May 2025 and lays the foundation for consolidated governance, with the establishment of roadmaps and the deployment of actions to enable the company to achieve its ambitions. Variable pay for managers takes climate performance into account so that each manager buys into implementing the company's strategy according to a site's performance and context.

Soufflet Malt also had its former Malteries Soufflet scope assessed by the Carbon Disclosure Project (CDP) ⁽⁵⁾ for the sixth time in 2024, obtaining a B grade for climate and a B grade for water. An assessment of the company's full scope is planned for this year.

Soufflet Malt's commitments include:

- **Energy & Industry:**

Soufflet Malt undertakes to reduce its **absolute greenhouse-gas (GHG) emissions in scopes 1 and 2 (market-based) by 50% by the 2030 financial year**, compared with the benchmark year of 2020. Soufflet Malt also undertakes to reduce its **absolute scope-3 GHG emissions by 52%** over the same period.

- **FLAG:**

Soufflet Malt undertakes to reduce its **absolute GHG emissions in FLAG scope 3 by 21%** by the 2030 financial year, compared with the benchmark year of 2020.

(3) This category includes emissions from energy consumption and industrial processes.

(4) The definition of the term "forest" is aligned with the Accountability Framework Initiative (AFI) definitions, including primary, secondary, and other types of natural forest.

(5) The Carbon Disclosure Project (CDP) is an organisation that collects and publishes data on the environmental impacts of companies. It awards "Level of Engagement" scores ranging from A to D.

5.1.1.4 Carbon footprint

Scopes 1 and 2

The Group's carbon footprint was updated for the 2024–2025 financial year for **scopes 1 and 2, for the full scope of the Group**.

Total emissions for scopes 1 and 2 ⁽⁶⁾ in the 2024–2025 financial year amounted to 547,000 tCO₂eq for the InVivo Union and 533,000 tCO₂eq for InVivo Group.

With the publication of the 2023–2024 EFPS, the measurement of the carbon footprint for scopes 1 and 2 was established at 528,518 tonnes of CO₂eq (see table 1). In the following reporting period, data collection was fine-tuned and the emissions factors were refined, enabling a revision of the 2023–2024 carbon footprint for scopes 1 and 2 using the same business scope as for the 2024–2025 reporting period (see table 2). The revised 2023–2024 carbon footprint for scopes 1 and 2 is therefore 540,561 tonnes of CO₂eq.

Table 1: GHG emissions (scopes 1 and 2) for the InVivo Union (EFPS 2023-24 data) and InVivo Group scopes

(tCO ₂ eq)	InVivo Union			InVivo Group		
	2023/2024 (initial data)	2024/2025	Change	2023/2024	2024/2025	Change
Scope 1	398,491	440,271	+10.5%	404,297	427,201	+5.7%
Scope 2 (location-based)	130,027	106,698	-15.6%	130,550	105,978	-18%
Total (scopes 1 and 2)	528,518	546,969	+3.5%	534,847	533,179	-0.3%

Table 2: GHG emissions (scopes 1 and 2) for the InVivo Union (revised data) and InVivo Group scopes

(tCO ₂ eq)	InVivo Union			InVivo Group		
	2023/2024 (revised data)	2024/2025	Change	2023/2024	2024/2025	Change
Scope 1	408,693	440,271	+7.7%	404,297	427,201	+5.7%
Scope 2 (location-based)	131,868	106,698	-19%	130,550	105,978	-18%
Total (scopes 1 and 2)	540,561	546,969	+1.2%	534,847	533,179	-0.3%

(6) Scope 2 calculation based on location.

Table 3: Electricity and gas consumption in kWh

	2023/2024 (updated data)	2024/2025	Change
Electricity consumption	754,396,117	728,106,219	-3.5%
Gas consumption	2,100,115,724	2,265,301,790	+7.9%

Between the 2023–2024 and 2024–2025 financial years, greenhouse-gas emissions in scopes 1 and 2 are estimated to have risen +3.5% (see table 1). This change should be interpreted in light of a correction to the 2023-24 measurement, initially based in part on approximate data, which was better calculated with the subsequent use of more actual data. As a result, the actual change in the footprint for scopes 1 and 2 between 2023-24 and 2024-25 was only +1.2% (see table 2). This slight increase can be explained by the following factors:

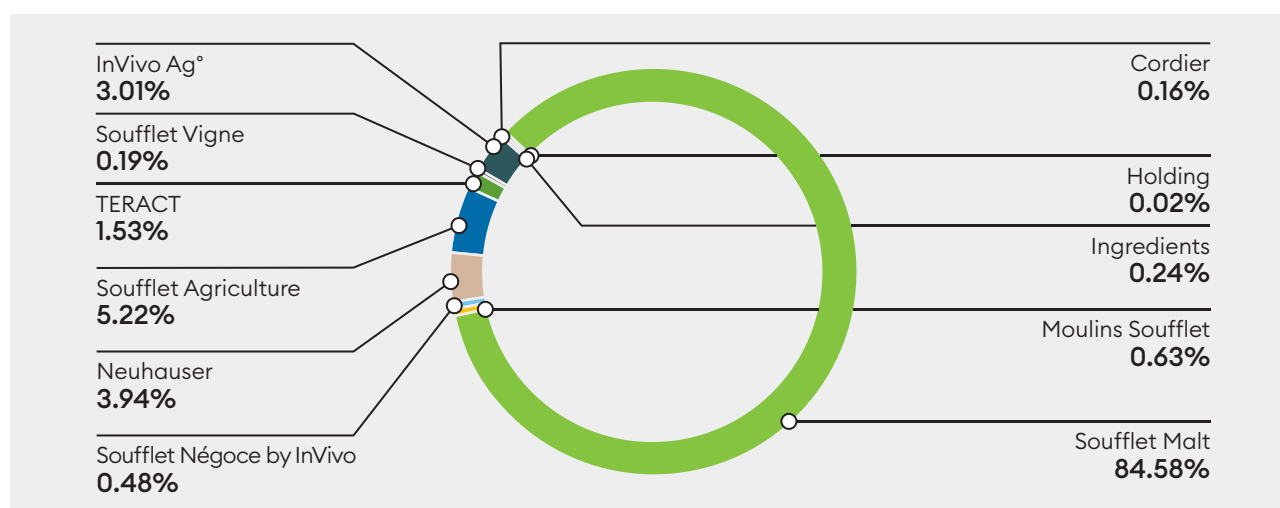
- firstly, a negative effect from harvests, characterised, on the one hand, by a decrease in cereal harvests requiring more transfers of grain from one silo to another and, on the other hand, by a very significant increase in maize harvests with high moisture levels, requiring more drying and insect-elimination operations, which consume a lot of natural gas (see table 3). This led to a significant worsening of emissions in the Soufflet Agriculture, Logistics & Storage, and Soufflet Négoces

by InVivo business lines (+130% in emissions for scopes 1 and 2 for this business scope);

- at the same time, the carbon-based energy mix changed unfavourably, with a 7.9% increase in the share of gas and a 3.5% decrease in electricity consumption (see table 3). This effect was not offset by efforts to increase the use of low-carbon energy, which rose from 7% to 8.9% of the Group's energy mix. Low-carbon forms of energy include steam heat from renewable sources, co-generated heat, biomass, heat from methane made through anaerobic digestion, waste heat, solar thermal and photovoltaic energy, as well as the purchase of electricity under guarantees of origin;
- the stability of the consolidated scope compared with the previous year, limiting the impact of this factor on the change in emissions.

Table 4 and figure 1: Breakdown of GHG emissions from scopes 1 and 2 by business line in the InVivo Union scope

Business line	Breakdown of GHG emissions from scopes 1 and 2 by business line
Soufflet Malt	84.58%
Soufflet Agriculture	5.22%
Neuhauser	3.94%
InVivo Ag°	3.01%
TERACT	1.53%
Moulins Soufflet	0.63%
Soufflet Négoce by InVivo	0.48%
Ingredients	0.24%
Soufflet Vigne	0.19%
Cordier	0.16%
Holding	0.02%



As part of its climate strategy, Soufflet Malt submitted a trajectory using the market-based approach, which was validated by the SBTi. To ensure complete and transparent monitoring, data are tracked using both a location-based and market-based approach across the Soufflet Malt entity.

This dual approach means that carbon performance can be managed in line with international standards while taking into account specific contractual provisions tied to energy.

Table 5: Scopes 1 and 2 for Soufflet Malt, according to the method used by the GHG Protocol

Scopes 1 and 2 (location-based) ⁽⁷⁾	Scopes 1 and 2 (market-based)
462,635 tCO ₂ eq	445,680 tCO ₂ eq

(7) This figure includes extrapolated data, particularly for the month of June – see methodological note on page 111.

Scope 3

Year-to-year comparison of scope-3 footprints is not yet possible given the size of the Group, the scale of the data to be collected, the required methodological changes to be adopted, and our dependence on the expert consultancies that support us and certify our measurements (EcoAct and Agrosolutions).

For the 2022–2023 financial year, we were able to carry out a detailed calculation of the footprint for all the GHG protocol categories and for each of the business lines included in the scope.

Conversely, the 2023–2024 financial year was limited, due to resource constraints, to a mixed measurement:

- a detailed carbon footprint for the Soufflet Malt and TERACTION scopes;
- a consolidated estimate for the other subsidiaries of InVivo Group and InVivo Union, based on economic data and changes in volumes.

This difference in methodology limits the strict comparability of results between the two financial years.

Table 6: Scope-3 footprint 2023–2024 for the InVivo Group scope (SBTi trajectory scope)

(tCO ₂ e)	Method	2022-23 (detailed)	2023-24 (simplified)	Change
Excl. UMG (reference EFPS 2023-24)	GHG Protocol Standard	11,654,385	Not applicable	Not applicable
Incl. UMG and Louise (estimated), measurement made in December 2024 for the trajectory submitted to the SBTi	GHG Protocol FLAG	13,240,120	9,049,939	-32%
Including UMG and Boulangerie Louise but excluding Soufflet Négoce by InVivo, which was transferred to InVivo Union in FY 2023-24	GHG Protocol FLAG	9,771,417	9,049,939	-7%

Table 7: Scope 3 footprint 2023–2024 for the InVivo Union scope

(tCO ₂ e)	Method	2022-23 (detailed)	2023-24 (simplified)	Change
Excl. UMG (reference EFPS 2023-24)	GHG Protocol Standard	11,716,917	Not applicable	Not applicable
Including UMG and Boulangerie Louise	GHG Protocol FLAG Method	13,423,851	13,582,226	+1%

The changes observed in the scope-3 carbon footprint, ranging from -7% to +1% depending on the scope, can be explained by several factors.

Several changes in activity also influenced the scope-3 results:

- a decrease in the volumes processed by Soufflet Agriculture (effect of harvests and decline in fertiliser sales) and by Cordier (-55%, linked to the crisis in wine consumption and unfavourable export conditions), leading to reductions in emissions of -11% and -55% respectively;
- increased activity in certain InVivo Ag° markets, generating a +10% rise in emissions in absolute terms;
- volume growth for Neuhauser (+9% in emissions) and, to a lesser extent, for Moulins Soufflet (+2%);
- a change in the scope of Soufflet Négoce, with the unified Soufflet Négoce by InVivo scope used in 2023–2024 (see section 5.1.3 Targets);
- at TERACTION, a reduction in the number of items sold and a slight shift in sales to categories with lower emissions, resulting to a decrease of around 8%.

Figure 2: Breakdown of InVivo Union scope-3 GHG emissions (current scope)

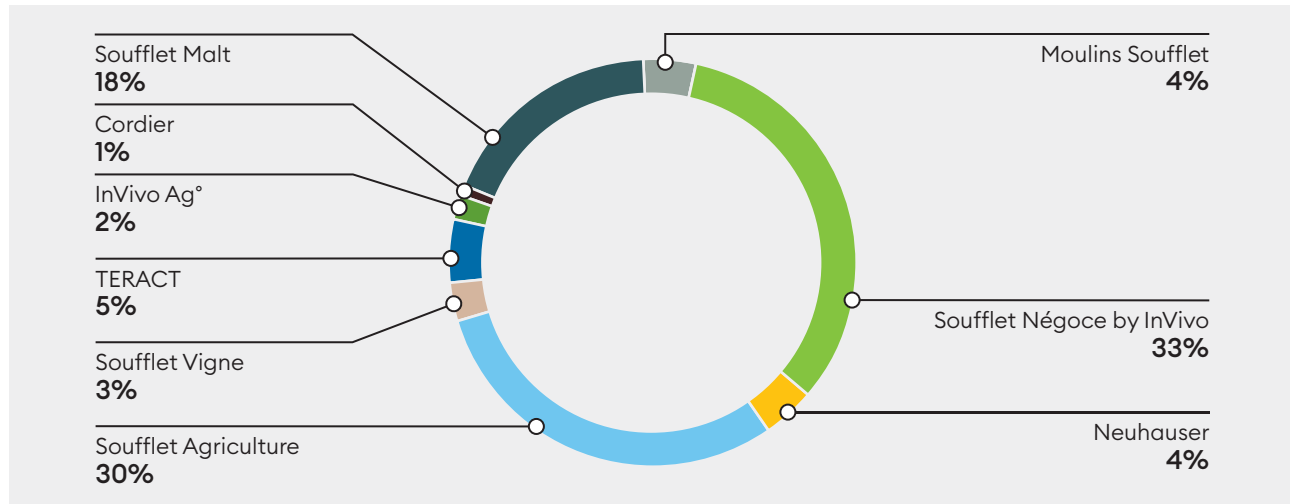
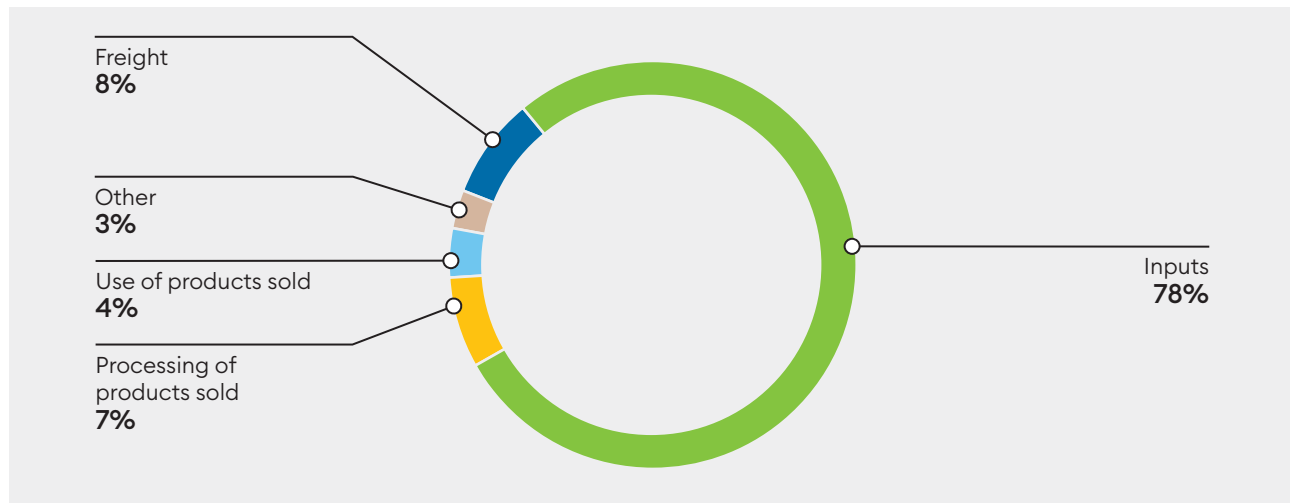


Figure 3: Breakdown of scope-3 GHG emissions by main emissions source



The scope-3 carbon footprint is heavily influenced by the weight of inputs purchased by the business lines, particularly agricultural raw materials and fertilisers. This explains why Soufflet Négoce by InVivo and Soufflet Agriculture are the biggest contributors, followed by Soufflet Malt (see figure 2). As a result, depending on the harvest potential, referred to as a “harvest effect”, variations in the scope-3 carbon footprint can potentially

be significant, and may partially or totally erase the Group’s efforts to reduce overall scope-3 emissions, particularly those caused by other significant items such as freight. Most of the reduction in emissions will therefore come from changes in the markets and their capacity to value agronomic practices by partner farmers that result in lower emissions, in particular through the ramping-up of resilient agriculture practices, i.e. regenerative agriculture.

5.1.1.5 Climate transition plan

InVivo Group’s climate transition plan is at the heart of its business model and its “Driving a Positive Impact” policy. Through its own operations and offerings, and by mobilising its stakeholders, the Group is acting on its main

opportunities for decarbonisation: energy conservation, changes in the company’s energy mix, the use of renewable energy, transport, low-carbon offerings, and the promotion of agricultural solutions to facilitate the storage of carbon.

Scopes 1 and 2

Action #1 – Deploy the energy efficiency and conservation plan

Reducing energy consumption and using renewable energy to diversify supplies and reduce the risk of dependence on fossil fuels are essential levers in the decarbonisation strategy. They also respond to customers' demand for help improving their own carbon trajectories, and reduce the Group's exposure to the growing volatility of fossil energy prices.

Energy management is coordinated at the Group level by the **Group Energy Committee**. The committee collects monthly data on energy consumption from all of the Group's business lines to ensure fine-tuned management of the programme. It supports the business lines in developing their action plans.

An ISO 50001 certification process is deployed where appropriate, particularly in the Episens, Soufflet Malt, and Soufflet Agriculture business lines, in order to provide a framework for continuous improvement. For the other business lines, the coordinated management of energy by the Group Energy Committee facilitates the sharing of best practices and gives momentum to action plans.

24.8%
of industrial sites and silos,
including 66% of malting plants, are
ISO 50001-certified

*Scope: Soufflet Agriculture, Episens (Neuhauser,
Ingrédients, Moulins Soufflet), Soufflet Malt*

Each business line draws up its own action plan tailored to the challenges it faces, based on prior assessments. Past investments have resulted in a significant reduction in energy consumption across all business lines. Over the financial year, in all of the Group's processes, management conditions have improved significantly thanks to more frequent data collection and more efficient technologies. This more fine-tuned management will enable new initiatives to be launched at Group sites, with a precise view of the gains achieved.

Here are a few examples of actions taken by our business lines:

- since 2023, Soufflet Malt has been using artificial intelligence, via its MAITE tool, to model the process of transforming barley into malt. The tool takes into account weather conditions, grain characteristics, and malt specifications to optimise industrial processes. This programme is currently being rolled out following a successful trial at five malting plants in 2025. In addition, the business line is continuing to roll out dual ISO 14001 and 50001 certifications in order to structure the management of both investments and practices. At the end of the financial year, 66% of its sites were ISO 50001-certified, compared with 90% in 2023–2024, i.e. 26% fewer, due to the change in scope (integration of UMG);
- Moulins Soufflet is pursuing its decarbonisation ambition, with a 25% reduction in its fossil fuel consumption in the 2024-25 season compared to the previous season. These results are linked to the choice of milling process, work on wheat formulation, and the installation of heat pumps where appropriate;

- at InVivo Ag°, eight Logistics and Storage silos, which account for 88% of InVivo Ag°'s scope-1 and -2 greenhouse-gas emissions, underwent energy audits in 2024–2025, and the LS seed production plant had energy consumption sensors installed to identify opportunities for improving energy efficiency through a detailed analysis of consumption. At Phyteurop Industry, an energy audit was previously carried out. The following action plan was established: reducing the use of lighting according to the presence of teams, optimising the heating temperature of water heaters, lowering boiler temperatures, optimising the temperature of double boilers and covering them to limit energy losses;
- Soufflet Agriculture has ISO 50001 certification for its main silos, which account for 80% of its electricity and gas consumption in France. Among other things, the certification optimises energy consumption, particularly during the drying process for raw materials harvested in the autumn (maize and sunflower). In addition, the deployment of tools for collecting electricity consumption data in real time has enabled the heads of the silos to monitor it more closely, and the Group Energy Manager to have access to very detailed monitoring;
- the implementation of the Group's energy efficiency roadmap and the installation of solar panels have helped Cordier reduce its electricity consumption by 10% for two years running;
- Soufflet Vigne deployed LED lighting at 76% of its sites, reducing electricity consumption by 5%.

Action #2 – Use of renewable energy within the Group's entities

Renewable or low-carbon energy is a major theme for the Group, and Soufflet Malt has long used biomass-fired boilers, heat pumps, and heat recovery. It is tracked using the percentage of energy consumption from renewable sources, which continues to rise. The following initiatives illustrate this point:

- at Soufflet Malt, the diversification of energy sources, and in particular the replacement of natural gas with other forms of energy, is an important factor in performance and the security of supplies. It also allows the company to get ahead of the increase in carbon taxes underway in Europe and the UK. When new units are deployed, where local conditions allow, the malting plant is supplied with low-carbon energy. For example, the future malting plant in South Africa will emit 50% less GHGs than the industry average, thanks to trigeneration and solar energy. For older malting plants, the 2020–2030 investment plan is being rolled out according to local conditions, in order to achieve the ambitious goal of halving GHG emissions over the term of the plan. For example, during the financial year, the Strasbourg malting plant invested in recovering waste heat from its industrial processes;
- With the installation of solar panels, Cordier by InVivo has started to produce 17% of its electricity consumption at the Trilles site (since June 2024) and up to 30% at the Cubzac-les-Ponts site (since February 2025). To achieve this, the company has entered into a 20-year partnership with Idex, an expert in local energy production, which manages the solar-panel canopies in the car parks of Cordier's sites.

Additionally, the Group encourages the purchase of green energy through renewable electricity supply contracts. Through such agreements, 100% of the electricity at the Taubaté malting plant in Brazil comes from onshore wind turbines. This electricity is certified as being carbon-neutral under the International Renewable Energy Certificates standard (I-RECs). The four malting plants in the UK also source renewable energy through power purchase agreements ⁽⁸⁾, and this year new contracts have been initiated in Romania and Serbia.

Action #3 – Reduce emissions from transport and logistics

Although responsible for far less GHG emissions than raw material purchases, transport still accounts for 2.4% of the Group's emissions (across scopes 1 and 2) and 12.3% of emissions in scope 2 alone. Several of our business lines have implemented decarbonisation solutions, often in combination.

Replace road transport with rail, sea, or river transport

Whenever appropriate, while taking into account customers' growing demand to reduce lead times, mass transport (rail, sea or river) is given preference. Over medium and long distances, this strategy is proving to be highly effective for the logistics of raw materials such as cereals and malt. For example, every year, InVivo charts around 550 full trains to transport goods to its port silos and industrial sites, particularly its malting plants, thereby avoiding the loading and travel of around 25,000 lorries a year. In terms of river transport, the Group accounts for around a third of cereal traffic on the Seine route to Rouen.

Using alternative fuels



Oleo 100 is a 100% plant-based B100 fuel made from French rapeseed, some of which is produced by InVivo's partner farmers and processed by its business lines. This fuel reduces GHG emissions by 60 to 80% compared with conventional diesel. Given its

usefulness for the entire supply chain, B100 is used, for example, by the locomotives of Soufflet Malt's rail logistics partner, Europorte, for the Strasbourg malting plant.

Soufflet Transport, another major consumer of fuel at the Group level, has also equipped itself with tanks and lorries fitted with engines that accept biodiesel. This move towards new engines, together with the optimisation of routes, the ambition to train 100% of drivers on eco-driving within three years, and the extension of tyre lifespans, all contributed to Soufflet Transport obtaining the Responsible Transport and Logistics certification ⁽⁹⁾ in September 2024.

⁽⁸⁾ A power purchase agreement (PPA) is a long-term direct sales agreement between an electricity producer and a buyer, to sell and buy the electricity generated by a specific installation, such as a solar farm or wind farm.

⁽⁹⁾ To learn more about the Responsible Transport and Logistics certification, visit <https://www.label-transport-logistique.com/>.

Ensuring a continued commitment to FRET21 ⁽¹⁰⁾



Soufflet Malt has been involved in the FRET21 national programme since the 2019–2020 financial year, and has renewed its commitment to this programme for the 2023–2026 cycle.

The goal of the second renewal of the FRET21 commitment is to reduce emissions by 5% by the end of 2025–26 compared with 2022–23.

FRET21 already helped the Group reduce emissions linked to inbound and outbound transport by 8% between 2019–2020 and 2022–2023. The work has focussed on four areas: load factor, distance travelled, means of transport, and the selection of carriers, based on environmental criteria.

Optimising logistics routes

In all of the Group's business lines, optimising logistics flows is one of the main ways of reducing fuel consumption. This is a continuous improvement process, often carried out in partnership with the Group's logistics partners. For example, the Group encourages direct flows between plants and customers, and optimising the filling of lorries, as Neuhauser has already done for half its volumes in France. All new customers are thus served using optimised flows.

Logistics issues can also be integrated at the project design phase. This is the case with Soufflet Malt's new South African malting plant, located in the immediate vicinity of the Heineken brewery, which will enable malt to be transferred directly by conveyor belt.

Scope 3

Action #1 – Supporting the development of regenerative agriculture

The purpose of InVivo, co-developed with all of its stakeholders, is to promote the transition of agriculture and the food industry towards a resilient agrosystem by deploying innovative and responsible solutions and products aligned with the principles of regenerative agriculture, for the benefit of farmers and consumers.

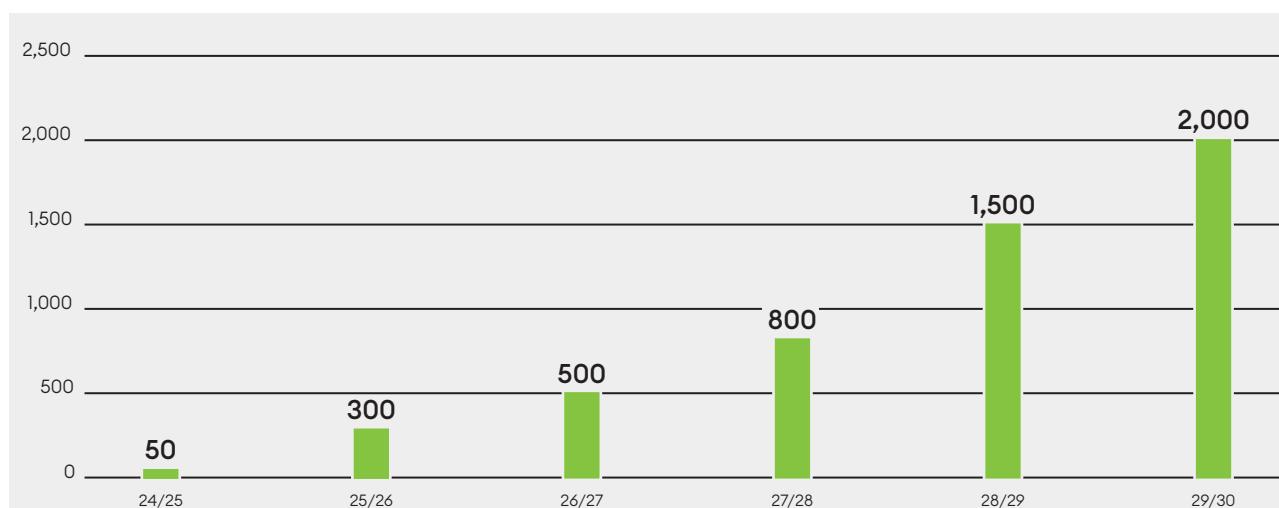
Regenerative agriculture, a term now widely used to refer to agro-ecology or soil-conservation agriculture, is recognised for its contribution to the fight against climate change by facilitating the capture of CO₂ in soil and living organisms while preserving biodiversity. It is based on three key practices:

- limiting, or even eliminating, ploughing;
- ensuring permanent soil cover using plant cover;
- diversifying crops, with agroforestry recommended as a complementary practice.

The increase in the number of farmers engaged in regenerative agriculture is helping reduce the sector's emissions and increase the potential for CO₂ sequestration in the soil.

Through the commitment of its subsidiary Soufflet Agriculture, InVivo has set a target of 2,000 regenerative-agriculture farms by 2030 among its annual collection partners in France and abroad. To achieve this goal, the trajectory is established as follows:

Figure 4: Expected increase in the number of farmers using regenerative agriculture within Soufflet Agriculture's production base



(10) FRET21 is a French initiative supported by the Ministry for the Environmental Transition and Solidarity, ADEME, and the Association Professionnelle des Chargeurs. Companies voluntarily commit to better integrate the impact of transport into their sustainability strategies, through concrete and measurable actions in the four areas listed above.

Achieving these goals will require a deep transformation of farm management, which represents a significant risk for the farmers engaging in this transition. InVivo supports its partner farmers through:

- widespread training for the teams of agronomists deployed in the field by our companies, particularly those who are in regular contact with farmers;
- financial and technical support for farmers and their farming partners to implement and deploy regenerative practices on a large scale (see section 5.3.2 Developing sustainable supply chains with a positive impact, point 5.2.3.4);
- actions to raise awareness among stakeholders (food industry players, public authorities, etc.) in order to encourage support;
- innovation and the development of new technologies with a measurable positive impact;
- organising visits to farms applying these practices and meetings between farmers to facilitate access to information and positive awareness (see point 5.1.4.3);
- contributing to research projects and the development of benchmarks (e.g. the Pour une Agriculture du Vivant (PADV) Regeneration Index (see point 5.1.4.3).

Action #2 – Develop the use of plant cover crops⁽¹¹⁾ and legumes⁽¹²⁾

Faced with the challenges of climate change, the farming sector and food-industry businesses are taking action to reduce their carbon footprints. Effective measures at the farm level include the planting of legumes and cover crops. These agro-ecological practices help limit greenhouse-gas (GHG) emissions and increase carbon storage in the soil. By capturing atmospheric CO₂ through photosynthesis, plant cover can sequester between 0.3 and 1.2 tonnes of CO₂ per hectare per year (INRAE, 2019) and reduce nitrogen losses, particularly in the form of nitrous oxide (N₂O), a GHG that is a major contributor to climate change, with reductions ranging from 30 to 70% (INRAE, 2020). Legumes naturally fix nitrogen from the air, limiting the need for synthetic nitrogen fertilisers, which themselves emit large amounts of greenhouse gases.

This is a strategic role for InVivo in the management of its scope-3 emissions, which include indirect emissions upstream and downstream of its business, in particular those resulting from the production of the agricultural raw materials the Group buys. By promoting the use of plant

cover crops and legumes by its partner farmers, InVivo can not only significantly reduce its scope-3 emissions, but also contribute to a reduction in the use of nitrogen fertilisers, reduce nitrogen losses in the form of N₂O, and promote carbon sequestration in soil, while contributing to the sector's climate and environmental goals and generating potential additional income for farmers in the form of bonuses or carbon credits.

Semences de France's expertise in plant cover was presented to a broad panel of 100 distributors and advisors in autumn 2024. Thanks to the Openfield experimentation platform (see point 5.1.4.3), visitors were able to discuss the conditions needed to optimise the environmental services provided by cover crops. To continue to innovate in this key area for sustainable agriculture, around 30 experimental sites have been set up, with the aim of maximising nitrogen and carbon inputs into the soil through the right balance of legumes in the mix. This will continue to strengthen innovation and the sharing of expertise on this topic.

Soufflet Agriculture is also particularly active in promoting plant cover. The company has developed the MICA (*Mélange Inter-Culture Agronomique*, agronomic intercropping blend) range of seeds, offered through its **Farmi** platform, to help farmers choose cover crops suited to their soils, crop rotations, and agronomic objectives. Soufflet Agriculture is building on this momentum by publishing a white paper this year entitled *La culture des couverts* (Cultivating Cover Crops), the result of several years of research and development. This document is a genuine information and knowledge-sharing tool, both for the company's sales teams and for its partner farmers. At the same time, Soufflet Agriculture relies on a large-scale experimentation initiative, with more than 600 micro-plots dedicated to plant cover crops over the last two years, notably at the Rimaucourt testing facility⁽¹³⁾, to test and evaluate new species, combinations, and technical processes under real conditions.

Action #3 – Contribute to the production of low-carbon nitrogen fertilisers

To work effectively and sustainably towards decarbonising agricultural supply chains, in which two thirds of greenhouse gas emissions come from the production and spreading of fertilisers, we need to implement a real transition to decarbonised fertilisers. InVivo's involvement in establishing a low-carbon supply chain will not only help reduce the Agriculture Division's emissions, but will also benefit all agricultural producers whose products can be described as low-carbon.

(11) A class of plants, planted by sowing or regrowth, to cover the soil. Cover crops may be permanent or temporary. Different names are used depending on the objective and the duration of the plantings.

(12) A category of plants capable of capturing atmospheric nitrogen, naturally improving soil fertility (includes lentils, peas, field beans).

(13) Experimental site dedicated to testing and evaluating new practices, products, and technologies.

The FertigHy consortium

To address the lack of supply in this area, InVivo has teamed up with five major investors to create FertigHy, a €1.3 billion project that will produce affordable, low-carbon fertilisers on a large scale for European farmers.

The first plant in France, in the Somme region, should be operational by 2030. The consultation phase took place in December 2024 and January 2025. The plant is expected to produce 500,000 tonnes of decarbonised nitrogen fertiliser a year, equivalent to 15% of the total amount of fertiliser used in France. These fertilisers will be produced using hydrogen from water electrolysis, replacing natural gas. The process does not emit CO₂ and will benefit from France's low-carbon electricity supply.

In addition to its investment in the consortium, InVivo will support the project as a buyer and distributor of fertilisers to 300,000 farmers, through the Group's member cooperatives.

Low-carbon fertilisers ⁽¹⁴⁾ developed by InVivo Ag°

Fertiline is InVivo Ag°'s subsidiary producing fertilisers with improved efficiency. It is the market leader for the new generation of fertilisers offering the best compromise between agronomic and environmental performance. Fertiline's efforts to innovate have led to the development of the following ranges:

- **NEXEN** fertiliser significantly reduces emissions of ammonia into the air ⁽¹⁵⁾ through the use of an inhibitor derived from phosphorus, which prevents nitrogen losses into the environment, thereby increasing its availability to plants. NEXEN is recommended in the guide published by ADEME ⁽¹⁶⁾ for agricultural best practices to improve air quality;
- **BAXEN**, which maintains nitrogen in a form that is more available to plants and reduces by 20% nitrogen loss through leaching or in gaseous form;
- **PHOXEN**, which makes phosphorus more available to plants throughout their cycle.

These three ranges provide farmers with fertilisers that reduce losses to the environment, helping limit inputs while maintaining agronomic performance and improving the carbon footprint of production.

Action #4 – Support the production of low-carbon raw materials by farmers in our value chain

The low-carbon offerings developed by InVivo's subsidiaries as part of the Sowing Good Sense initiative (see section 5.3.2 Developing sustainable supply chains with a positive impact) not only help reduce InVivo's scope-3 emissions by decarbonising purchases, but also enable customers to reduce the carbon footprints of the products they buy from the Group (see point 5.3.2.4). Together, our common goal is to meet the growing demand for decarbonisation in the agricultural sector and food industry. Given that context:

- resulting from collaboration between teams from Episens, Moulins Soufflet, and Soufflet Agriculture, the **new low-carbon wheat supply chain** is governed by specifications that include requirements for fertilisation: farmers must analyse their soil to precisely determine their needs, optimise their fertilisation by choosing a solid form that emits less GHGs and is less volatile when spread, and use a decision-support tool to apply the right dose to their crops at the right time. For the first harvest in the summer of 2024, 250 farmers adopted this approach, which is part of a "mass balance" scheme ⁽¹⁷⁾;
- in the same spirit, Soufflet Agriculture and Soufflet Malt developed a low-carbon barley supply chain in 2023. This low-carbon supply chain allows Soufflet Malt to offer a range of low-carbon malts to its brewing customers, called ClimCare (see point 5.3.2.4).

Action #5 – Support the introduction of packaging reuse solutions

As part of a circular economy, reusing packaging and extending the lifespan of products are among the most effective ways of reducing greenhouse-gas emissions. Unlike recycling, which requires energy and new resources to transform materials, reuse avoids the need to manufacture new packaging, thereby limiting the associated emissions.

As part of these efforts, in November 2024, Cordier launched the first reusable bottle for sparkling wine. This initiative contributes to the reduction of Cordier's scope-3 emissions by reducing emissions linked to the manufacturing and end-of-life management of bottles.

⁽¹⁴⁾ Fertiliser designed to reduce greenhouse-gas emissions during their production and use.

⁽¹⁵⁾ Nitrogen fertilisation in wheat production, for example, is responsible for 80% of the crop's GHG emissions.

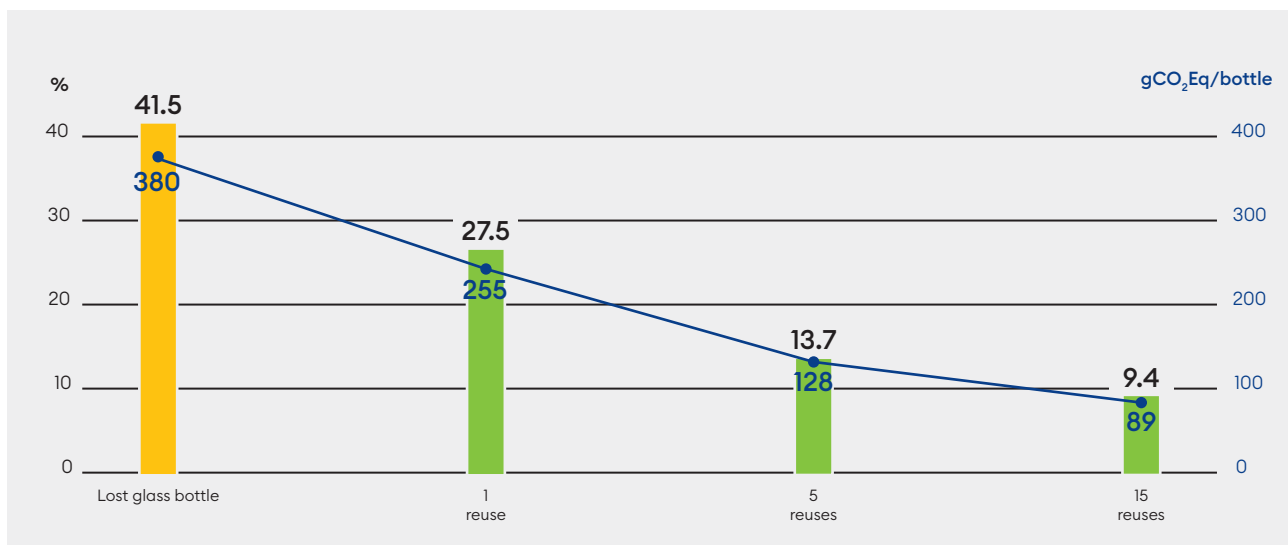
⁽¹⁶⁾ ADEME: France's Environmental Transition Agency. For more information, visit <https://www.ademe.fr/>.

⁽¹⁷⁾ Mass balance is a traceability method that consists of mixing certified sustainable-quality and conventional-quality flows while certifying a proportion as being sustainable quality.

This project is part of the revival of the principle of reuse, and reflects the growing interest of consumers and industry players in low-carbon solutions. According to the life cycle analysis ⁽¹⁸⁾ conducted, a reused Café de Paris bottle avoids up to 29% of emissions with one reuse and up to 62% with five reuses (see figure 5 below). This environmental advantage is further enhanced when the bottles are washed and recirculated close to where their wine is consumed.

At the same time, Cordier is continuing its efforts to reduce the weight of still-wine bottles from 410 g to 360 g, as well as to reduce the weight of secondary packaging. Reducing the weight of packaging helps to limit greenhouse-gas emissions by reducing both the amount of raw materials needed to manufacture it and the emissions linked to transport, thanks to lighter loads to move. These initiatives are fully aligned with the Group's climate strategy, combining product innovation with economical use of materials. See also section 5.1.3 Optimising resource management and moving towards a circular economy.

Figure 5: Reduction in greenhouse-gas emissions from a returnable Café de Paris bottle using a washing centre located 100 km from the Cordier bottling site (LCA)



Source: Eco in Pack, 2025

On the left are life cycle analysis “points”, the unit of the “single score” used in the LCA standard. The single score is a weighted average of the 16 environmental impacts examined in the LCA (climate change, water consumption, pollution, etc.) and thus gives the environmental rating of a product while avoiding referring only to CO₂. The higher the single score, the greater the environmental impact. The unit on the right corresponds to grams of CO₂-equivalent emissions per bottle.

Action #6 – Encourage our suppliers of finished products to cut their emissions in scopes 1 and 2

After taking action to reduce scope-3 emissions for our own activities, our last means of taking action is specifically aimed at suppliers of finished products. By encouraging them to cut their emissions in scopes 1 and 2, we are directly helping reduce our scope-3 emissions.

The first step is to identify, among these strategic suppliers, those that can reliably measure their carbon footprint and are already taking steps to reduce it, and then to support the others in adopting best practices. Our procurement teams have been trained in responsible procurement and are gradually developing tools and methods to identify and monitor these commitments.

This approach is fully aligned with our responsible procurement policy: it begins with our suppliers of finished products signing onto the policy (see point 5.4.2.3).

(18) A method for assessing the environmental impact of a product or service, from its design to the end of its lifespan.

5.1.1.6 Climate change adaptation

Action #1 – Develop solutions for farmers

The effects of climate change are already being felt, and farmers are among the first people to suffer the effects: late frosts, lack or excess of rainfall, violent winds, scorching temperatures, etc.

In 2024, InVivo Group launched a prospective study aimed at assessing the resilience of French agriculture according to possible scenarios of global warming based on the work of the Intergovernmental Panel on Climate Change (IPCC) and taking into account the different archetypes of farms. This study is being carried out with the technical expertise of McKinsey and through the collaboration of a consortium that includes Crédit Agricole, Avril, and Unigrains. The study's results are expected in 2026.

What's more, the support that the Group provides to its various entities ensures that they take into account the effects of climate change, and their likely accentuation over time, in their ranges of products and services. The Group is keen to develop solutions to maintain efficient and sustainable agriculture.

Some examples:

- co-constructing with our partners decarbonisation strategies for supply chains. One example is Agrosolutions' involvement in helping Intercéréales and the French National Potato Council (CNIPT) set their decarbonisation trajectories;
- developing the resilience of the seed varieties on offer, in particular by working on combinations of species, for example, at InVivo Ag° via Semences de France in France, or at Soufflet Agriculture for the international level. Indeed, Soufflet Agriculture works with various partners in the countries where it is established to select varieties and thus ensure the availability of seeds that meet the expectations of customers;
- offering farmers high-performance technological and agronomic solutions, thanks to the ACI (Agronomy Innovation Consulting) service of Soufflet Agriculture and the expertise of InVivo Ag° Solutions, whose mission is to spread agricultural innovations by testing new solutions;
- with more than 23,000 experimental micro-plots per year at Soufflet Agriculture, in particular, the entity tests sustainable cultivation procedures and decision-support tools. Since 2024, a dedicated department has been strengthening the international coordination of trials and the sharing of results to accelerate the adoption of practices with a positive impact on farms;
- increasing the number of agronomic trials to find the right balances between yield, quality, resilience, optimal crop management, the best combinations, etc., such as the trials conducted by InVivo Ag° throughout France. In particular, InVivo Ag° has launched five "climate-resilient meadow" trial platforms to observe the meadow blends ⁽¹⁹⁾ that are best suited to an unpredictable climate, and thus reduce periods of forage shortages for livestock farmers;
- ensuring the continuity of research in partnership with organisations renowned for their expertise. The two goals in this area are to increase overall knowledge and to find the best possible applications for it;
- developing crop protection systems, such as at Soufflet Vigne, anti-hail nets that no longer require lifting, or heating cables that emit less GHGs than the candles traditionally used;
- providing technical support to farmers to maintain the economic health of their farms amid the environmental transition of agriculture (see point 5.3.2.4).

Action #2 – Adapt our activities to the effects of climate change

Water-related risks are an urgent global issue, amplified by climate change, which is exacerbating droughts, floods, and imbalances in water resources. These pressures threaten agriculture and industry, among other things. At the Group level, InVivo carried out a study of its activities during the financial year, helping the company identify the sites and activities most exposed to water-related risks in the context of climate change and a +4°C trajectory. This risk mapping was carried out using the Aqueduct ⁽²⁰⁾ tool in collaboration with JRC ⁽²¹⁾ (Joint Research Centre) and includes an analysis of the risks in terms of:

- water stress (Aqueduct);
- drought (Aqueduct);
- resource depletion (Aqueduct);
- flooding due to rising sea levels (JRC).

This study identified the sites most at risk, for which action plans will be drawn up and implemented to reduce the overall risk. The results show that by 2030, 10% of sites will be located in high-risk areas, 6% in extremely high-risk areas, and 50% in moderate-to-high-risk areas.

(19) Mixtures of different grass and legume species for meadow establishment.

(20) To learn more about the Aqueduct tool, visit <https://www.wri.org/aqueduct>.

(21) To learn more about the study: Details are available at https://data.jrc.ec.europa.eu/dataset/jrc-floods-floodmapgl_rp100y.tif.

By way of example, an initiative has been underway since 2017 at Soufflet Malt to reduce water requirements in processes, in particular by improving the recycling conditions for process water (see point 5.1.2.2). Additionally, as one of the businesses most dependent on access to water, investment decisions now include the criterion

of access to water in the region. This study informs our considerations by formalising this medium-term risk at the site level.

From here, the focus will be on access to the agricultural resources needed to ensure the sustainability of the Group's business.

5.1.1.7 Preserving air quality

Grain operations involve the movement of bulk volumes of grain, resulting in emissions of highly volatile grain dust. Grain, by its very nature, is dusty, and successive handling operations (loading, unloading, transfers) result in the suspension of fine particles in the ambient air. This dust can become a nuisance not only for the people working on site, but also for neighbours in close proximity and for the environment, particularly when the silos are located at ports and the organic matter can end up in the sea, contributing to the pollution of the aquatic environment.

Conscious of these impacts, we have identified this issue as a material impact and a priority and are taking concrete action to significantly reduce this pollution. For example, powerful, high-performance extraction systems have been integrated into our facilities producing the most dust and will gradually be rolled out across all our sites. In addition, enhanced cleaning protocols and dust containment systems are implemented during high-risk operations in order to limit the dispersion of dust into the air and the resulting impact on the local environment.

5.1.2 Optimising water management

5.1.2.1 Background and challenges

The Group's sustainability efforts are largely based on access to natural resources such as water and agricultural raw materials. At the global level, our activities use almost 14 million cubic metres of water a year (equivalent to the annual domestic water consumption of around 300,000 French people⁽²²⁾). According to the current outlook, the availability of these resources may become more limited, due in particular to climate change, the weakening of biodiversity, and growth in the world's population and its standard of living. The use and conservation of water, and of all the other resources needed for its business, are central to InVivo's concerns.

Process for identifying and assessing the material impacts, risks, and opportunities associated with water resources

The risk-mapping exercise completed in September 2024 using the Aqueduct tool and in collaboration with JRC is part of this approach. The risk-mapping results formalise the inventory of current and future risks (from now to 2030) linked to water availability around the Group's sites, by identifying those facilities located in areas experiencing water stress. This analysis is a first step in the assessment process, which will be followed by further work to analyse in greater detail the risks of water dependence in agricultural supply chains.

(22) In 2020, the average French person consumed 149 litres of potable water per day, or 54 m³ per person per year, according to France's INSEE national statistics institute.

5.1.2.2 Policies and commitments

In late 2024, InVivo formalised a water policy that is binding on all its business lines and which was signed by the Executive Committee in January 2025. It covers four commitments:

In our operations:

- reaffirm that compliance with regulations on water resource management within our operations is an imperative prerequisite, including all regulations relating to water supplies, usage, and waste;
- reduce water consumption in our operations, with a particular focus on areas at risk of water stress, in particular by using all types of technology to measure and improve the management of facilities. These actions aim to follow the hierarchy: reduce, recycle, recover, and reuse;
- limit the disruption of the natural water cycle, control waste, and return water to the system at optimum quality.

Within our value chain:

- raise awareness in the agricultural sector of the need for resilient water use;
- encourage our suppliers and customers to adopt water-saving and rational management practices, through appropriate communications.

For its own activities, InVivo is deploying a water conservation plan, accompanied by specific targets for its most water-intensive businesses:

- at Soufflet Malt, a 30% reduction in water consumption per tonne of malt produced by 2030, compared to 2020 levels;
- at TERACTION, a 10% reduction in the absolute water consumption of company-owned stores by 2030, based on consumption in 2024–2025.

5.1.2.3 Governance

In early 2023, the Group established a “**Water Committee**” comprising at least one representative from each business line, to work on three main issues:

- controlling our supplies of water;
- appropriate use of water by our business lines;
- and the return of water to the environment.

The Water Committee, under the direction of the Group Environment Manager and the sponsorship of the Group COO, is steered by the Group Water Manager, a position created in January 2024.

The committee’s first tasks at the Group level included:

- drafting metering plans for the activities that consume the most water;
- the sharing of best practices for water management at industrial sites, particularly in the areas of flood prevention, network management, and the roll-out in France of automated data collection and transmission for facilities subject to France’s ICPE environmental regulations (for water consumption and discharges);
- the deployment of a drought plan, which sets out guidelines for each business line according to the specific characteristics of each site;
- an analysis of business processes to identify areas for improvement. Recycling and reusing water are among the key considerations.

Most business lines now have a protocol in place for monitoring environmental indicators.

5.1.2.4 Performance

13,892,652 m³
Volume of water
consumed (-6.2%
compared with
2023–2024)

3,931,203 m³
Volume of water
consumed in water-
stressed areas
(-3% compared
with 2023–2024)

The Group's impact on water resources varies greatly from one business line to the next. Soufflet Malt accounts for most of the consumption, as water is essential to its processes, particularly the steeping stage. Additionally, Soufflet Malt participated in CDP's water disclosure initiative ⁽²³⁾ in 2024 for its former Malteries Soufflet scope, and the entity's efforts in terms of water conservation received a score of B.

Neuhauser is the next biggest water consumer, with consumption mainly linked to cleaning production lines and cooling, as well as water used as an ingredient in recipes. TERACTION comes in third place, mainly due to the watering required for the care of plants in garden centres. The Group's other businesses directly consume much less water.

For the 2024–2025 financial year, the total volume of water consumed amounts to 13,892,652 m³, marking a decrease of 6.2% compared with the previous year. This reduction reflects more efficient water management, in particular the amount of water drawn per tonne produced in the malting plants, which has fallen (from 3.95 to 3.87 m³/tonne), while water consumption remained stable for Neuhauser (from 1.89 to 1.86 m³/tonne). Water consumption by the other business lines is down or stable, with the exception of TERACTION, where volumes are up compared to the previous year due to better data collection.

In water-stressed areas, volumes of water consumed fell by 3% to 3,931,203 m³. Efforts to improve water efficiency in these areas are mainly being made by Soufflet Malt, with a significant reduction of 130,426 m³.

5.1.2.5 Opportunities for action

Action #1 – Optimise water management

In supply chains

Water management and its role in agronomic practices are at the heart of **sector-wide discussions**. The outcomes of those discussions are incorporated into the Sowing Good Sense initiative. Additionally, the Group strives to raise awareness of water issues among its teams (via webinars, training materials, a water mural, etc.). A specific working group has been formed, notably for the benefit of the Sowing Good Sense supply chains. Its aim is to share InVivo Group's expertise with supply-chain stakeholders. In particular, the working group has presented advances in water management made by the barley-malt-beer supply chain as part of "Malt Academy".

InVivo Ag° provides its co-op customers with a range of services designed to help farmers manage the resilience of their crops in the face of water-resource issues. These services include the selection of seeds that consume less water, tailored cultivation advice to better anticipate and manage situations of water stress, and the offering of services to measure the water footprint of supply chains. This approach is helping make farming systems more sustainable in the face of climate change.

In our operations

For the Group's operations, in order to identify the most effective opportunities for action, managers initially focussed on **detailed monitoring of water consumption**. At TERACTION, the installation of individual water meters in company-owned garden centres is continuing, as is the introduction of automated watering systems guided by local weather stations. The relevance of installing storage tanks at stores to collect rainwater is being studied.

At Neuhauser, cleaning practices are constantly optimising the use of water, while upholding product quality and safety requirements.

At Soufflet Malt's production sites, since the Group already uses meters to closely monitor consumption and because it operates in regions where water resources are scarcer (Australia, India), technical teams have focussed their efforts on the stage that consumes the most water: the steeping process. The aim is to reuse the steeping water once it has been filtered using a patented process, in order to reduce waste water discharges and the dependence on water supplies. This process is already being used successfully at five malting plants, in Australia, Ethiopia, Germany, Serbia, and Rouen in France.

(23) A platform for reporting information on water management and water-related risks.

Soufflet Malt is also deploying reverse osmosis ⁽²⁴⁾ in order to reuse waste water, a process already used in the UK and Australia. This reduces water consumption by 70 to 80%. The reuse of industrial water may be actively studied in France following recent regulatory developments.

At Neuhauser, cleaning practices are constantly optimising the use of water, while upholding product quality and safety requirements.

5.1.3 Optimising waste management, recovering co-products, and moving towards a circular economy

5.1.3.1 Background and challenges

In addition to managing the agricultural raw materials it uses, the Group pays constant attention to the responsible management of its waste and the recovery of co-products. As a major commercial player, InVivo is also committed to limiting the environmental impact of the items it buys and resells, pursuing a circular-economy approach.

Double-materiality analysis has highlighted the many opportunities offered by better resource management and the development of a circular economy. By optimising material flows, recovering waste and co-products, and eco-designing products and services, InVivo can limit the pressure it exerts on natural resources, strengthen the resilience of supply chains, and create environmental, economic, and social value. This transition to circular economic models is a powerful lever for innovation and sustainable performance within the Group.

5.1.3.2 Policies and commitments

InVivo has formalised its approach to the circular economy and the management of resources, including co-products from its industrial activities, in its environmental policy. With regard to these issues, the environmental policy lays out the Group's commitment to:

- limit the environmental impact of its activities, products, and services, in particular by using life cycle analysis or eco-design approaches for products;
- implement, wherever possible, waste management based on the sequence: reduce, reuse, recycle, and repair;

- limit its impact on natural resources in all its activities.

With the belief that the best type of waste is no waste at all, InVivo has implemented guidelines aimed at **recovering 100% of its waste, including co-products from its industrial activities**, with a deadline of 2030.

As part of a circular economy approach, this plan involves the ongoing optimisation of the Group's processes to control and reduce the use of resources; encourage reuse, recycling, or regeneration; and combat waste.

(24) Water filtration technology using a semi-permeable membrane to retain salts and impurities.

5.1.3.3 Governance

The **Group Environment Committee** created in 2020 and directed by the Group Environment Manager oversees environmental issues for all of InVivo Group's activities. It brings together the environment managers from the various business lines and collaborates with the **Group Industrial Committee**, which brings together the industrial departments of the various business lines.

Among its responsibilities, the Environment Committee works to implement a Group policy on the management

and reuse of waste, whether industrial or organic. These guidelines rely on increasingly reliable data collection, both in terms of volumes collected and the final destination of sorted waste. Joint work is also carried out with the procurement department to optimise waste management, in conjunction with our various service providers. Most business lines now have a protocol in place for monitoring waste management.

5.1.3.4 Performance

90.6%
Overall waste
recovery rate (89%
in 2023–2024)

446,608.5
Tonnes
of co-products
recovered

The total amount of waste produced was 93,899 tonnes, a slight decrease of 0.3% compared to the previous year. Nearly three quarters of this volume comes from two business lines: Soufflet Malt and Soufflet Agriculture. Most of this waste is organic, representing just over 80% of the total.

The waste recovery rate reached 90.6%, up 1.6% compared to 2023–2024. This rate is improving or stabilising for all business lines, except Neuhauser, where it has fallen significantly (from 93% to 84%).

5.1.3.5 Opportunities for action

Action #1 – Reduce, reuse, and recycle our waste and co-products

The Group's processes generate waste and manufacturing by-products, which it strives to minimise. Among those by-products, the special category of co-products is different in that, as organic waste, they can largely be repurposed. Recovering co-products has a dual benefit: they can be used to produce energy or other useful resources, as part of a circular-economy approach, while generating income for InVivo and reducing the cost of waste treatment. As a result, the sale of co-products is an integral part of the business models of the Group's various business lines.

Co-products

InVivo distinguishes between business waste (cardboard and paper, plastics, wood, metal, glass, non-hazardous industrial waste, hazardous waste, etc.), which is often subject to regulations on its treatment (such as the waste-sorting obligation established by France's "seven waste streams" decree), and the co-products of its industrial activities, which represent the vast majority of products to be processed. Co-products are regarded as

valuable resources for the Group's business model. Given that context:

- bran from the wheat supply chain, Soufflet Malt's rinsing sludge, sprouts from barley germination, Neuhauser production rejects, rinse flour from Moulins Soufflet, and dust from grain silos are all 100% repurposed. They are anaerobically digested, transformed into animal feed, or used to produce energy or sourdough;
- the alcohol extracted by Cordier to make non-alcoholic wines is used to make spirits in the Tuxedo range;
- beet pulp, although not produced in a supply chain operated by the Group, is a co-product of the beet supply chain, used as a raw material by Solyve, a Group subsidiary, for the production of enzymes. InVivo is not a beet grower, but is instead a user of co-products from the primary processing of beets by others.

As a result, InVivo Group acts both as a producer of recovered co-products from its own industrial processes and as a player in the repurposing of co-products produced by third parties, thereby strengthening its position as a company naturally anchored in a circular-economy approach.

Waste

In each business line, waste plans aim to increase waste reuse, recycling, and all other types of recovery. The deployment of reliable measurement tools, such as TRINOV and provider monitoring platforms, is helping to improve the tracking of action plans aimed at reducing waste volumes in all of the Group's business lines.

Waste from our activities is processed by specialised companies, with which the business lines collaborate to support the collection, recycling, and reuse of waste. For example, this year Soufflet Vigne entered into a partnership with Paprec for all its sites, for the processing of all regulated waste (wood, cardboard, plastic, glass, etc.). This change of service provider unifies the collection and processing of waste and centralises monitoring indicators. The proportion of waste recycled is now around 65%, and rose by 30% this year.

Waste sorting depends on a number of factors, including the space available and employee awareness, as well as waste management by local authorities. With this in mind, TERACTION's retail brands have signed collection agreements, enabling a large proportion of the non-hazardous industrial waste from packaging that was previously landfilled to be collected. By the end of the financial year, 115 stores had signed an agreement with their local authority. TERACTION's waste issues are specific because, as a distributor, it does not generate co-products. The business has therefore set its own goal of sorting and repurposing 70% of its waste by 2030. At the end of June 2025, this rate stood at 61%.

The Environment Committee selected TchaoMegot to offer a Group-wide solution for recycling cigarette butts. A framework offer has been negotiated and a test has been launched at TERACTION, covering 15 stores (Jardiland and Gamm vert). The initial data collected were used to produce impact reports. TERACTION now plans to extend this solution to all ashtrays that are replaced.

At Soufflet Malt, following the waste diagnostic carried out in 2024, the unit's sites drew up action plans to improve their industrial waste recovery rate, which now stands at 93%. As the waste diagnostic is part of the annual audit schedule, it enables Soufflet Malt to develop appropriate solutions for each situation (regulations, existence of waste recovery channels, etc.).

In the United States, Soufflet Malt, in a partnership between its Vancouver, Washington, distribution centres, Hopworks Urban Brewery, and Vancouver Plastics, has developed a programme to collect and recycle used malt sacks. Recycling facilities process the sacks to recycle them into future items, including new malt sacks. The goal is to extend this initiative to as many of Soufflet Malt's sites in North America as possible, with the programme enabling up to 200,000 sacks to be recycled each year.

Repurposing agricultural waste

In addition, the companies in InVivo's agriculture division are raising awareness among farmers and offering to collect agricultural supplies such as empty packaging and plastics from agricultural and livestock products through ADIVALOR⁽²⁵⁾. This entity, in which InVivo is a shareholder, pools waste from the French agricultural sector to manage it properly. With the programme, Soufflet Agriculture collects around 1,400 tonnes of waste a year from farmers, whether or not they are Soufflet partners. Across France, 90% of waste is collected and 80% of that is recycled.

Each year, ADIVALOR expands its scope of collection to include new types of waste as soon as a suitable repurposing supply chain is identified, as was recently the case for cardboard boxes, buckets, and horticultural pots. The scheme also helps farmers and horticulturalists comply with the increasingly strict requirements of France's Expanded Producer Liability (REP) regulations.

Through InVivo Ag°, InVivo has also demonstrated its commitment to ADIVALOR with the 2025-2027 framework agreement signed with the French Ministry of Agriculture. This collective commitment aims to reinforce best practices for recycling and develop sustainable solutions for agricultural inputs. For InVivo Ag°, this means recycling Fertiline "big bags", Semences de France sacks, and plant protection product cans that have passed through the PPA or Phyteurop Industry. Thanks to the mobilisation of all different players—farmers, distributors, manufacturers—the French sector remains a globally recognised model. All stakeholders share the same objectives: to reduce, reuse, and recycle waste in the interests of more environmentally responsible farming.

Soufflet Agriculture's commitment is also reflected in special operations, like the collection of used personal protective equipment (UPPE) and the collection of protective sleeves for grapevines, which fall outside the scope of ADIVALOR's work, in order to find practical solutions for farmers.

As part of these efforts, a wide range of innovative communication and awareness-raising initiatives have been deployed, including brochures, presentations at trade fairs and special events for farmers, and posts on social media.

(25) To learn more about ADIVALOR, visit <https://www.adivalor.fr/>.

Action #2 – Innovate using eco-design

All of the principles of eco-design can be incorporated into the Group's production practices, for which InVivo carefully controls inputs and processes. With regard to purchases, excluding agricultural raw materials, one of InVivo's priorities is to include eco-design in discussions with our partners. Given that context:

- at Episens, steps have been taken to reduce packaging, particularly for flour sacks, with adjustments already made to two major products. This reduction project will be extended to other items. In addition, at Neuhauser, the thickness of brioche bags has been reduced by five micrometres across all items in the range. Other opportunities are being explored, such as the elimination of inner plastic films and plastic windows on bread packaging;
- TERACTION applies eco-design principles to all its own-brand products. As an example, this work has led TERACTION's retail brands to develop garden furniture that can be repaired, with a stock of spare parts that the stores, including franchised locations, can access to offer repair rather than replacement. In addition, three Gamm vert and Jardiland stores are testing the sharpening of gardening tools by hosting Bonus Répar-certified ⁽²⁶⁾ sharpening service providers in their car parks;

- with its expertise in the engineering of its own-brand products, TERACTION has also identified products with a positive impact in its ranges (see section 5.3.1 Positive-impact offerings based on innovation and eco-design principles), such as peat-free potting soil, using an approach based on life cycle analysis to characterise their environmental impacts;
- the use of lightweight bottles is one of Cordier and Soufflet Vigne's main areas of action, as glass is the main source of impact from packaging in the wine industry. Since the summer of 2024, Cordier has been introducing 360 g bottles to replace the standard 410 g bottles;
- For several years now, Soufflet Vigne has been offering lightweight bottles available from the entry level of the range, carbon-neutral corks, and recycled/recyclable cardboard boxes. For Soufflet Vigne, these products represented 20% of revenue generated from bottles and 34% of revenue generated from corks over the course of the financial year.

The Café de Paris returnable bottle, a pioneering initiative for more sustainable sparkling wine

Getting French consumers to make a habit of returning glass bottles to the shop: this is the challenge that Cordier took on in May 2024.

With the aim of reducing the environmental impact of its packaging, Cordier relies on a collaborative regional ecosystem around its historic site in Cubzac-les-Ponts. By joining forces with key partners such as CITEO, a major national distributor, and the Loop platform, Cordier is structuring a complete reuse circuit.

Thanks to the installation of bottle return machines in supermarkets, consumers can now bring in their empty bottles back to the store and collect their deposits.

This makes Café de Paris the first French sparkling wine to be sold in a certified-reusable bottle.

See the graphic to the right for the full circuit of the returnable bottle.

A circular, sustainable, and efficient model

The Café de Paris – Cordier deposit for reuse circuit



(26) This certification was established by professionals in the sports and leisure sector under France's Anti-Waste for a Circular Economy (AGEC) law. It promotes repair service providers involved in a circular economy approach and encourages consumers to get their out-of-warranty equipment repaired, by offering them a financial incentive.

5.1.4 Preserving soil and ecosystems

5.1.4.1 Background and challenges

Field crops ⁽²⁷⁾ are at the heart of InVivo's business, and soil health is a key factor in ensuring the long-term future of these crops. Soil is a living, complex, and fragile ecosystem ⁽²⁸⁾ that needs the full attention of all those involved in the farming sector and food industry.

Soil is essential to human life and is the result of physical, chemical, and biological processes that interact with one another: alteration of the bedrock, deposition of particles, formation of minerals, accumulation of organic matter from the decomposition of plants and animals, and so on. Numerous factors interact with one another: the nature of the bedrock, the chemical composition of the water in the soil, its pH, biological activity, the climate, and particularly rainfall patterns, vegetation, and position in the landscape (topography and hydrological processes). Depending on the situation, it takes between 100 and 1,000 years for 1 cm of soil to form. In other words, soil is not a renewable resource.

As such, preserving soil and ecosystems is essential to the sustainability of the business of InVivo and its partners. Degraded soil leads to lower agricultural yields and higher production costs, while preserved or regenerated soil plays an active role in storing carbon and improving the quality of produce.

In response to this challenge, InVivo is deploying an ambitious, collective approach based on agronomic experiments, research programmes, the dissemination of innovations, and support for sustainable supply chains. The Group also uses digital tools to help farmers make the transition and monitor their practices.

By bringing together all its agricultural business lines, InVivo is helping build a more competitive, resilient, and inclusive agricultural model capable of meeting the challenges of food sovereignty and society's expectations, without pitting production methods against each other. This dynamic is part of a process of continuous, measurable, and verifiable improvement, which enhances the work of producers and helps improve their income and living conditions.

5.1.4.2 Policies and commitments

In late 2024, InVivo Group formalised its commitments to protecting ecosystems in its Environmental Policy, which was signed by the Executive Committee in January 2025. Against a backdrop of biodiversity loss and dwindling resources, this policy sets out the strategic guidelines for the business lines' initiatives to preserve biodiversity and air quality, and to develop innovative solutions to support the environmental transition of agriculture.

The policy sets out the Group's commitments with regard to:

- compliance with applicable environmental regulations;
- deploying existing best practices, with the aim of moving closer to the best available techniques;
- factoring environmental impact into investments;

- assessing and limiting the consequences of activities, products, and services, particularly industrial risks;
- raising awareness among customers and suppliers of the need to control their environmental impacts and be transparent with all stakeholders, particularly government authorities.

In practical terms, through its **Sowing Good Sense** initiative (see section 5.3.2 Developing sustainable supply chains with a positive impact), InVivo Group is developing sustainable supply chains and helping deploy agronomic practices that promote healthy ecosystems, by mobilising agronomic and scientific expertise and the ecosystem of solutions and services to which the Group's business lines actively contribute.

⁽²⁷⁾ Field crops are crops produced on a large scale, mainly cereals (such as wheat, barley, and maize), oilseeds (such as rapeseed and sunflower), and protein crops (such as peas and field beans).

⁽²⁸⁾ A group of living organisms and their environment, interacting with one another.

5.1.4.3 Opportunities for action

A large number of products developed by InVivo for soil protection are presented in this report. For example, Aegilops, a subsidiary of InVivo Ag[®], has been working on the development of microplastic-free seed coatings to prevent soil pollution and get ahead of future regulatory changes. In addition to its products, InVivo offers a **comprehensive range of sustainable and innovative solutions and services** to help farmers adopt sustainable practices that protect the soil and ecosystems through co-benefits.

Action #1 – Supporting the environmental transition of agriculture and the preservation of soil and ecosystems

Through its business lines, InVivo has a network of agronomic advisors who support farmers in implementing practices that protect and maintain soil health. Agro-ecological practices are of interest to a growing number of farmers, and Soufflet Agriculture is developing support services for them, both in France and abroad via its ACI (Agronomy Innovation Consulting) service:

- with **training courses** on soil fertility, self-administered diagnostics for farms, machinery, and companion planting provided in France;
- **experiments in the field**, with a network of 32 sites where farmers and distributors have tested mixtures of plant cover provided by Semences de France. These cover crops have the advantage of contributing to the nutrition of subsequent crops while promoting biodiversity, limiting soil erosion, conserving soil moisture, and capturing carbon by never leaving the soil bare. Various criteria were analysed and 150 distributors and farmers took part in events involving site visits to maximise the reach of the experiments;
- soil analyses with increasing quantities and reliability.

Soufflet Vigne, through the consultants of its subsidiary Vitivalor, works with winegrowers on these same aspects.

To support these initiatives and produce objective results, InVivo also relies on a number of agronomic trial platforms, which make it possible to test and validate practices that contribute to soil conservation and the reduction of chemical inputs, in a variety of pedoclimatic conditions.

The Fermes LEADER network

The challenge also lies in the Group's ability to **widely disseminate these tried and tested solutions**, to **make them available** to farmers, and to **promote their benefits** to all sectors.

Created in 2017, Fermes LEADER ⁽²⁹⁾ aims to support cooperatives and their member farmers in the adoption and deployment of AgTech innovations and solutions in France. The network comprises 30 cooperatives and their member farmers. It is designed to facilitate exchanges

between players in agriculture and AgTech companies, with the needs of farmers at its heart. The network focusses its efforts on:

- identifying the needs of users (farmers, agricultural distributors);
- sourcing and assessing the best innovations (whether from start-ups or large corporations);
- supporting the deployment of new technologies to develop innovative practices;
- supporting use in the field and gathering feedback (both qualitative and quantitative) from users.

Fermes LEADER and its partners are launching the third year of sampling to evaluate innovative solutions for analysing soil biology. The project will run for four years and the results will be shared across the Group's network of cooperatives. The Fermes LEADER network tests solutions available on the market, analysing soil fertility under real conditions on the farms of cooperative members. Results from tests under real-life conditions and trials on the Openfield experimental platform (see below) are collected and processed, enabling the large-scale deployment of relevant and effective solutions.

Openfield, the open-air testing platform for the 3rd way for agriculture

Covering nearly 13 hectares in Milly-La-Forêt, near Paris, the Openfield platform, part of InVivo Ag[®], offers multi-year agronomic trials (2023–2027) dedicated in particular to the evaluation of agricultural practices to promote soil conservation and regeneration. The experiments, based on five rotations and 15 crops, monitor 18 control indicators, including several directly linked to soil quality and soil life. Among the cultivation practices tested: soil-conservation agriculture, relying on permanent cover, reduced tillage, and longer rotations, is compared with conventional agriculture to measure its impact on soil fertility.

The partnership with Pour une Agriculture du Vivant (PADV)

InVivo is involved in the association **Pour une Agriculture du Vivant** ⁽³⁰⁾ (PADV), of which it has been a member since 2018. The association's mission is to develop regenerative agriculture by demonstrating all its benefits.

As part of PADV, the Group has contributed to the creation of **the regeneration index**, designed as a freely accessible agronomic guide for farmers. The index provides an objective measurement of a farm's maturity in eight key areas for soil and ecosystem regeneration, such as biodiversity, tilling, and the management of plant health. With encouragement from Soufflet Agriculture, 35 farms measured their regeneration index (RI), with an average score of 74/100.

(29) To learn more about the Fermes LEADER network, visit <https://reseau.fermesleader.com/>.

(30) To learn more about Pour une Agriculture du Vivant (PADV), visit <https://agriculturedivivant.org/>.

Action #2 – Precision farming as a means of soil conservation

To measure the performance of agro-ecological practices, InVivo relies on a number of monitoring tools capable of assessing soil's fertility and all its physical, chemical, and biological qualities.

be Api ⁽³¹⁾, a robust tool for deploying precision agriculture

Backed by technical expertise and a robust, cost-effective offering, be Api is a partner for French farmers who are deploying or want to deploy precision agriculture. Based on accurate soil diagnostics, be Api offers a digital tool for intra-plot management of cultivation operations. With a comprehensive range of services, be Api allows farmers to manage the chemical fertility of soils and nitrogen fertilisation. As the production and use of nitrogen fertilisers account for the majority of crops' GHG emissions, be Api helps reduce their use and ensure that the right amount of nitrogen is applied in the right places to provide the right nutrition for the plants, while optimising soil fertility and the farm's economic performance.

Over the financial year, more than 350,000 hectares were monitored using be Api tools, which are used to carry out more than a quarter of all soil analyses in France.

In 2025, InVivo Ag° added to the portfolio of solutions offered with be Api Meadow Fertility, be Api Irrigation Potential, and be Api Grapevine Potential and Fertility.

Another innovation, the Carbo'N solution ⁽³²⁾, developed by be Api in 2024, gives farmers access to precise intra-plot tracking of the biomass created by intercropped plant cover, the nitrogen released for the next crop, and the carbon stored in the soil. Over the 2025 harvest, around 2,000 hectares were analysed, and the storage of over 900 tonnes of carbon and the release of over 66,000 units of nitrogen by these cover crops were identified, demonstrating the additional benefits of this practice and enabling farmers to make the most of it.

Soufflet Agriculture's ACI service, to spread innovations among farmers

Within Soufflet Agriculture, the ACI (Agronomy Innovation Consulting) service aims to spread innovations in agriculture. The team experiments with and tests the latest technologies and decision-support tools, then offers them to farmers. Each year, ACI conducts experiments on 23,000 micro-plots and offers a wide range of services: soil analyses, research into innovative opportunities, etc. These services facilitate the adoption of agronomic practices such as soil-conservation agriculture, the use of biocontrols, the use of the Farmi application and connected sensors, and more.

In 2024, ACI created a dedicated department to better harmonise agronomic trials in different countries and facilitate the sharing of its knowledge with agronomists. One of the aims of these trials is to demonstrate the agronomic and economic effectiveness of positive-impact offerings for farmers, whose technical processes are becoming increasingly complex.

The experiments are being carried out in different regions and therefore in different geological and climatic conditions, so that the results will be locally relevant. Centralising and sharing results across the Group will help boost the impact of trials and the adoption of their results by a growing number of farmers, for example, pertaining to the use of plant cover, the development of low-carbon barley, or the optimisation of fertilisation.

The team is working to share its knowledge internationally.

For over 10 years, Soufflet Vigne has offered a technical support service dedicated to optimising the use of plant protection products. This service, called OPTIFT ⁽³³⁾ and launched in 2017, is a unique initiative in France, officially recognised by the Ministry of Agriculture as an action that helps reduce the use of plant protection products. Fully integrated into the Ecophyto 2030 plan, this method can reduce the treatment frequency index (TFI) by an average of 26%, and up to 40% in years with low pressure on plant health. OPTIFT relies on the expertise of field technicians, weekly plot observations, and decision-support tools (DSTs) connected to almost 400 weather sensors spread across all of France's winegrowing regions.

The Farmi ⁽³⁴⁾ ecosystem, which includes a mobile application and an e-commerce platform developed by Soufflet Agriculture, provides farmers with day-to-day support. This digital ecosystem, deployed in France and currently being rolled out in the countries where Soufflet Agriculture operates, offers assistance with agronomic, technical, financial, and environmental choices: purchases of supplies and services, sale and collection of produce, precision weather forecasting, disease monitoring, agricultural news, exchanges between farmers, etc. Like the Farmi ecosystem, aladin.farm ⁽³⁵⁾, the platform developed by InVivo Digital Factory for the sale of agricultural products and services by cooperatives and their merchant subsidiaries, offers digital decision-support tools and covers some 64,000 farmers.

(31) To learn more about be Api, visit <https://beapi.tech/>.

(32) To learn more about the Carbo'N solution: <https://beapi.tech/octu/be-api-carbon-tirez-toute-la-quintessence-de-vos-cipan/>.

(33) As seen in agricultural news media: "Réduire son IFT avec Opt'IFT".

(34) To learn more about Farmi, visit <https://www.farmi.com/>.

(35) To learn more about Aladin.farm: Aladin, the platform for buying farming goods – <https://www.aladin.farm/>.

Action #3 – Develop supply chains using regenerative agriculture

The challenge is then to roll out these practices on a larger scale and to structure supply chains in order to guarantee market prospects for farmers in the long term and to support their efforts to protect the health of soil and the environment.

Regenerative agriculture is a whole-farm approach to farming, the main aim of which is to **restore and improve soil health**. This approach makes the most of the synergy between crop and livestock systems.

It is based on a set of agricultural practices such as reducing tillage, maximising living plant cover, and increasing crop diversity.

The deployment of these practices also contributes to the fight against climate change and the loss of biodiversity, while ensuring sufficient productivity and economic performance to maintain a profitable, resilient, and competitive agricultural business in the long term.

InVivo actively promotes regenerative farming for wheat, barley, rapeseed, and maize, with a target for next year of 53,000 tonnes of crops harvested and 300 farmers engaged in France (see point 5.1.1.5. Climate transition plan).

This year, at least 50 farms are practising regenerative agriculture. These include:

- Soufflet Agriculture is involved in the Sols Vivants (Living Soils) maize supply chain, which has recently rewarded 19 farmers in the participating regions for producing maize using regenerative farming practices;
- At the same time, the regenerative agriculture supply chain developed in partnership between Soufflet Agriculture and Moulins Soufflet has engaged

35 farmers, producing 12,000 tonnes of wheat. These supply chains are part of InVivo Group's Sowing Good Sense approach to sustainable supply chains (see section 5.3.2 Developing sustainable supply chains with a positive impact).

Supporting large-scale regenerative agriculture in France's Grand Est region

Soufflet Agriculture is a partner in a collaborative project (COVALO ⁽³⁶⁾) within the Pour une Agriculture du Vivant initiative, which aims to remove the obstacles to the development of regenerative agriculture. Multi-stakeholder work is needed to protect the incomes of farmers engaged in regenerative agriculture, because while crop rotation has a recognised impact on soil quality, it also means finding buyers for each of the crops produced. At the same time, manufacturers are looking for agricultural products derived from regenerative practices that can be traced. Over the financial year, the emphasis was placed on developing reference resources to advise partner farmers on the right crop rotations, the right cultivation techniques, and the right economic balance. These references also make it possible to scientifically calculate the premiums to be paid on the basis of their effectiveness for the climate and biodiversity.

SoilTeq ⁽³⁷⁾ was created in 2015 by Soufflet Agriculture in the countries where it operates in Europe. It is a programme to promote regenerative agriculture, offering farmers the opportunity to exchange knowledge and best practices, and supporting them in its implementation. The programme offers personalised technical advice on farms, conferences, and technical events out in the fields, particularly on the subjects of sowing and intercropping. This year, 310 farmers took part in one of these events in the Czech Republic, Poland, and Ukraine.

5.1.5 Protecting and regenerating biodiversity

5.1.5.1 Background and challenges

As a food and agriculture company, InVivo Group is directly exposed to the risks associated with the erosion of biodiversity. The degradation of ecosystems and loss of biodiversity can affect agricultural yields and weaken the resilience of InVivo's supply chains, particularly in the face of extreme weather events and environmental stress.

In addition, some of the Group's activities and its value chain may contribute to pressure on biodiversity through land use, intensive farming practices, or the consumption of natural resources. Conscious of these challenges, InVivo is working to better identify these risks and reduce its footprint, in particular by supporting the environmental transition of agriculture and promoting sustainable supply chains.

(36) COVALO: financing the agro-ecological transition | PADV.

(37) To learn more about SoilTeq, visit <https://www.soilteq.eu/cs/>

5.1.5.2 Policies and commitments

Preserving biodiversity has become a major global issue, directly linked to the stability of our ecosystems and our economy. The accelerated loss—exacerbated by climate change, deforestation, over-exploitation of resources, and pollution—is having major economic consequences.

InVivo Group is drafting its **zero-deforestation** commitment for its main raw materials potentially associated with deforestation, with a target release date of 31 December 2025.

The Group is very conscious of this issue and is working hard to identify and measure the impact of its activities on biodiversity, along with the impact of its solutions to support biodiversity. The aim of acquiring this knowledge, resulting from basic research and experiments out in the field, is to provide tangible evidence of the effects:

- of our positive-impact offerings;
- of our direct impacts;
- of the CSR strategies implemented at the InVivo Group and business-line levels;

- and of their implementation in the Group's agricultural supply chains using the Sowing Good Sense approach, which supports farmers wishing to engage in regenerative agriculture.

In late 2024, InVivo Group formalised a specific commitment in its environmental policy, covering the activities of all its subsidiaries: "To commit to accounting for and respecting biodiversity, both at its own sites and at those of its suppliers". This commitment is linked to the Group's other commitments to preserving water resources, mitigating climate change, and preserving ecosystems.

The Group is continuing its work to develop new indicators for monitoring biodiversity. During the course of the financial year, InVivo published a new indicator: the number of initiatives aimed at improving biodiversity on sites (see page 67). This indicator is used to raise awareness among teams and improve their coordination and sharing of best practices to protect biodiversity at Group sites.

5.1.5.3 Opportunities for action

Action #1 – Map the pressure exerted by the Group's activities and identify sites located in sensitive biodiversity areas

The growing importance of biodiversity in strengthening the resilience of agriculture and, beyond that, in supporting the equilibrium of global systems is now widely recognised. However, concretely measuring our supply chains' impact and dependence on biodiversity remains a difficult and multidimensional task.

Against this backdrop, InVivo wanted to assess the pressure its activities exert on biodiversity and began mapping its major impacts, dependencies, and pressures. The pressure exerted by the Group on biodiversity was mapped using the WWF Biodiversity Risk Filter tool, which includes various criteria: changes in land use, freshwater and marine environments, loss of forest canopy coverage, the presence of invasive species (both terrestrial and marine),

and various forms of pollution, including nitrates, plant protection products, and plastics in terrestrial, aquatic, and marine environments.

In addition to analysing the pressures on biodiversity, the Group has mapped its sites in terms of their proximity to protected and ecologically sensitive areas, using the WWF Biodiversity Risk Filter, which relies on various databases. For TERACTION, for example, the analysis revealed that around 16% of its retail locations (i.e. 50 stores) are located in areas where there is high pressure on biodiversity.

These results were combined with the results of the risk mapping exercise relating to water stress, an aggravating factor in biodiversity loss. This work is the first step in a broader reflection on the priority actions to be taken at these sites, depending on the type of risk they might pose to the surrounding ecosystems, in order to verify the adequacy of existing prevention measures and, if necessary, to prioritise additional action plans.

Action #2 – Assess biodiversity: acting as a trailblazer

The Group's initiatives aim to enhance knowledge in three areas:

- assessing biodiversity and the impact of farming practices on biodiversity;
- ecosystem services, meaning services provided by biodiversity;
- conditions that can remove the obstacles to adopting biodiversity-friendly practices.

The scientific project APPRIVOISE⁽³⁸⁾, funded by the French Ministry of Agriculture and led by Arvalis (an agricultural technical institute) in partnership with Agrosolutions, SMAG, Acta, and the cooperative SCARA, aims to deploy and gain recognition for biodiversity indicators for agricultural environments that can be incorporated into decision-support tools for farmers. The goal is to enable farmers to take these parameters into account in their practices, following the best current knowledge of the links between farming practices, landscapes, and biodiversity. The project, launched in October 2023 for a duration of three years, and for which InVivo sits on the steering committee, focusses on ordinary biodiversity – earthworms, beetles, bees, etc.–which provides key services such as pollination, pest regulation, and soil fertility. In 2024, the most promising indicators were studied on a panel of farms. The results should be available in 2026.

Along the same lines, the teams at Fermes LEADER are also leading the scientific project CoCoBees⁽³⁹⁾, in partnership with the Technical and Scientific Institute for Apiculture and Pollination (ITSAP), three farming cooperatives (CAC68, EMC2, 110 Bourgogne), and the La Brosse

agricultural school in Auxerre, along with other partners such as Agrinovex and SMAG. With a strong collaborative dimension, CoCoBees aims to develop indicators of the health of wild and domesticated bees by 2026, and to develop technical modules listing bee-friendly solutions in order to preserve these insects. In 2025, the first results were presented to participating farmers and beekeepers, and flower plots were established near the experimental apiaries.

The InVivo Foundation supports a number of cutting-edge projects to promote the development of knowledge on the assessment of biodiversity in agricultural environments. These projects identify the conditions conducive to the deployment of biodiversity-friendly practices and the most effective mechanisms for restoring biodiversity. The foundation is supporting the creation and development of **Every1Counts**⁽⁴⁰⁾, the first digital platform for managing biodiversity data that can be deployed on a large scale worldwide. In the winegrowing sector, Cordier by InVivo, with its **Terra 360** strategy, is continuing to carry out experiments, particularly on microbial life in soil. At the same time, biodiversity diagnostics are being carried out at some of the vineyards producing grapes for Cuvée Mythique wine, with the support of the InVivo Foundation.

These various projects and the new knowledge we have acquired about biodiversity are feeding into the commitments of the Sowing Good Sense sustainable supply chains (see section 5.3.2 Developing sustainable supply chains with a positive impact). Among the Sowing Good Sense sustainable supply chains, the environmentally responsible wheat and barley supply chains, whose specifications include agricultural practices favourable to biodiversity, have sought to highlight the Group's commitments through fifteen indicators of biodiversity, including:

(38) To learn more, check out the press release: 240305_CP_APPRIVOISE.pdf

(39) To learn more: CoCoBees – <https://www.fermesleader.com/projet/cocobees-agriculture-durable-pour-pollinisateurs/>.

(40) To learn more: Every1Counts – <https://www.every1counts.life/en>.

For the responsible wheat supply chain:

**6,284
beehives**

*with our partner farmers,
for over 188 million bees!*



**7,991 km
of hedges**

*on their farms, the same
distance as a one-way trip
between Paris and Vancouver!*



**5.8
Different plant
species**

*are grown on average
on their farms.*



**2,561 ha
of melliferous
meadows**

*sown on average on
their farms, equivalent to
3,659 rugby stadiums!*



**9%
for ecological
focus areas**

*(small hedgerows,
wooded strips, melliferous
fallow land, etc.)*



**9,512
perches/nests**

across the supply chain



The proportion of ecological focus areas is calculated in relation to the utilised agricultural area (UAA)⁽⁴¹⁾ of farms.

Action #3 – Our positive-impact offerings to promote actions in favour of biodiversity

Positive-impact offerings (PIOs) are designed to transform the ranges offered by our business lines. Among the issues they address, PIOs may present benefits for biodiversity, which is often interdependent with climate, water, and soil-fertility issues.

In particular, InVivo Ag's teams are committed to helping farmers and their partners account for biodiversity. By way of example, Semences de France is developing extensive ranges of seeds for melliferous meadows and cover crops, such as the Isol range, which improve the soil's microbial life and are reservoirs of biodiversity both above ground and in the soil. The in-field trials and training provided by the Agrosolutions and Fermes LEADER teams are also helping deploy best practices on a large scale to farmers and cooperatives.

Soufflet Agriculture is also at the cutting edge of the latest environmental technologies. For example, Soufflet Agriculture has developed blends of wheat seeds to promote the capacity of biodiversity to ensure more regular yields.

By offering alternatives to synthetic insecticides, biocontrol products make it possible to protect crops while preserving biodiversity, by limiting the impact on non-target insects, pollinators, and the natural balance of ecosystems. In this respect, the ranges of biostimulants and biocontrols are a key area of development for Soufflet Agriculture, both in France and internationally, and are eligible for recognition under France's CEPP programme⁽⁴²⁾. Soufflet Vigne also markets biocontrol solutions, such as ranges based on the mating disruption technique⁽⁴³⁾ or control of the European corn borer using trichogramma spraying⁽⁴⁴⁾ by drone.

(41) Total surface area of land used for agriculture. The UAA is a statistical instrument used to assess land used for agricultural production.

(42) The French Ministry of Agriculture has issued *Certificats d'Économie de Produits Phytopharmaceutiques* (CEPPs, certificates for actions that help reduce the use of plant protection products) as part of the Ecophyto 2030 plans and strategy aimed at reducing the use and impact of plant protection products in agriculture. This scheme encourages distributors to promote innovative plant protection measures and thus limit the use, risks, and impact of these products. To learn more, go to the *Certificats d'économie de Produits Phytopharmaceutiques* (CEPP) page on the INRAE website.

(43) Mating disruption is a biocontrol technique which consists of using diffusers to saturate the orchard atmosphere with female pheromones, thus preventing males from locating females and limiting mating and egg-laying.

(44) Trichogramma are used as an alternative to insecticides. These insects are known as an "oophagous parasitoid" because, in their larval form, they settle inside the eggs of harmful insects to feed and continue their development.

For winegrowers, Soufflet Vigne has developed a range of “soil life” solutions which help preserve the soil using bacteria or mycorrhizae. These solutions fix nitrogen and improve soil structure. Soufflet Vigne also markets a range of organic soil amendments and fertilisers certified Agriculture Biologique (AB).

In addition, the seed/grass range conserves the soil by covering it, limiting compaction, and enriching it with organic matter while providing habitat for biodiversity. Trials are being carried out in several regions over several years to demonstrate the impact on biodiversity.

For green spaces, since 2024, Soufflet Vigne has been marketing a complete range of ground coverings made from recycled materials to restore permeability to the ground in public spaces. The company also offers 100% natural and biodegradable hemp or jute mulch to cover the soil between rows of grapevines and is studying the usefulness of biochar ⁽⁴⁵⁾ in certain soil amendments to help capture carbon in the soil. Soufflet Vigne also offers a product to combat eutrophication bodies of water.

As for Soufflet Malt, in 2024, whisky producer Chivas Brothers (a subsidiary of Pernod-Ricard) launched a pilot programme, in partnership with British malt producers Bairds Malt and Scotgrain, to help Scottish barley growers adopt more sustainable farming practices. The aim is to make farms more resilient to climate change and secure an

environmentally responsible supply of malt. Eight farmers are taking part in this initiative over three to five years. The programme is testing solutions for reducing carbon emissions, restoring soil, and developing biodiversity by implementing new fertilisation techniques, deploying plant cover, and planting flowering strips. Initial results show a sharp increase in pollinator species on the test plots: the pollinator strips sown at Kerchesters attracted 133 species of butterfly and bumblebee, compared with just 41 recorded in 2024 in grass strips. At Scoughall, the difference was an increase of 99 species compared to the 13 recorded in 2024.

Action #4 – Initiatives by our business lines to preserve local biodiversity

Raising awareness among teams of the complex issue of biodiversity involves training, for example, through the “biodiversity murals” programme run by Agrosolutions and offered to all InVivo employees during the company’s sustainability weeks. It also involves the practical implementation of initiatives aimed at protecting or regenerating ecosystems on or around our sites.

In order to share the best practices resulting from these initiatives, the Group introduced a new indicator in 2025, which will help the company identify them and monitor their implementation:

14

Number of projects undertaken to improve biodiversity

Some examples:

- Soufflet Malt has established beehives at its Brazey-en-Plaine site and nesting boxes have been installed for swallows in Beloeil. The company’s Brazilian subsidiary has joined the Pedra Branca Ecological Interest Area Council to protect water sources. In Scotland, pilot farms have used Chirrup ⁽⁴⁶⁾ artificial intelligence to measure biodiversity. In March 2025, the Romanian malting plant planted fruit trees;
- the historic site producing Cordier by InVivo’s *Café de Paris* bottles near Bordeaux is now a 50-hectare, LPO-certified bird sanctuary. Partnerships have been established with local beekeepers and livestock farmers for eco-pasturing and the installation of beehives;
- lastly, at Moulins Soufflet sites, eco-pasturing has been in use since 2023. New beehives have been installed at the Châtellerault mill. Workshops and informational signs have also been set up to raise awareness among employees.

(45) A type of charcoal obtained by pyrolysis of organic matter, used to store carbon and improve soil fertility.

(46) To learn more: Biodiversity Monitoring with Bioacoustics | Chirrup.ai

5.2 Generating a positive impact for our employees

This section details information relating to material issues affecting our employees ⁽⁴⁷⁾. The Group's policies apply to all employees, in France and around the world. However, depending on the topic, some issues may concern certain

groups of employees more than others. Background information, policies, and action plans are also detailed for each topic to make it easier to understand.

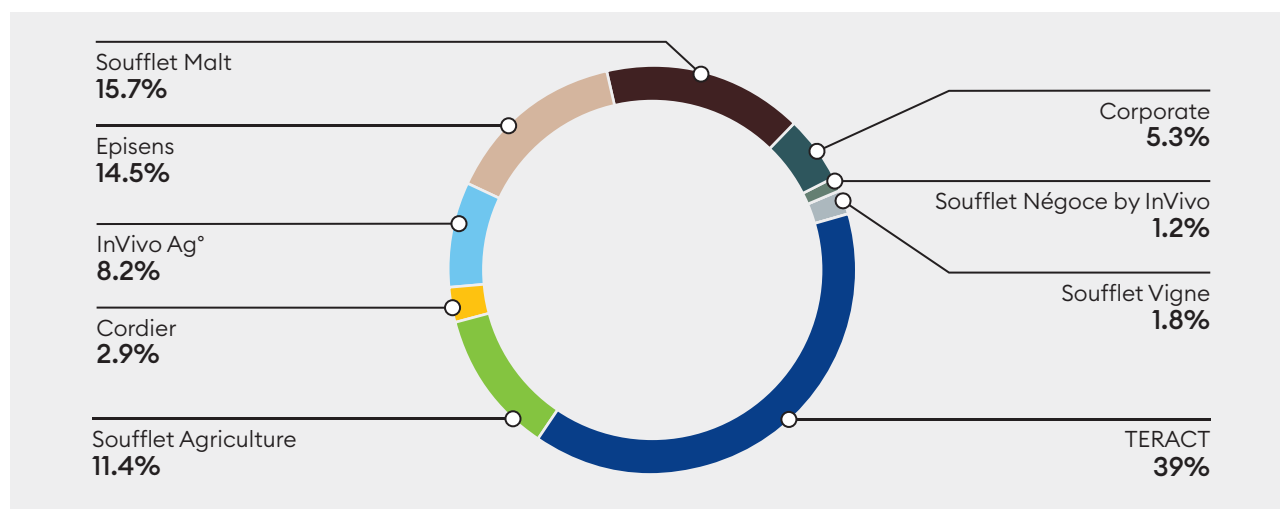
5.2.1 An overview of our employees

At 30 June 2025, InVivo has 14,158 employees, 5.4% fewer than the previous financial year.

17%
Staff turnover rate ⁽⁴⁸⁾
(18% in 2023–2024)

20%
Exit rate ⁽⁴⁹⁾

Figure 6: Percentage of employees in each business line



5.2.2 Human resources governance and organisation

In order to build a common corporate culture and engage all our business lines in upholding our commitments, the human resources organisation is coordinated by the Managing Director for Human Resources, Communication, and Strategic Projects. They are a member of the Executive Committee and oversee all Group HR policies, with the support of the Human Resources Departments of each business line.

This organisational structure allows the Group to maintain the agility it needs on an operational level, as close as possible to our teams and managers, while ensuring the implementation of strategic initiatives and global programmes, such as the *All Safe Together* health and safety policy and foundational measures to protect employees.

⁽⁴⁷⁾ The Group's employees are the people employed directly by the Group. They include all people on permanent or fixed-term work contracts, as well as student apprentices. The workforce is calculated based on the number of employees. Scope: international.

⁽⁴⁸⁾ Staff turnover rate: ((number of new hires + number of departures during the period)/2)/Staff at the start of the period (permanent contracts, excluding transfers).

⁽⁴⁹⁾ Exit rate: number of exits during the period divided by staff present at the start of the period. Scope: France.

5.2.3 Human rights of employees

5.2.3.1 Background and challenges

The double-materiality analysis highlighted key issues relating to respect for employees' human rights. Failure to respect these rights may result in sanctions, disruption to the company's business, and damage to its reputation.

It can also have a direct impact on working conditions and employee well-being. Taking these risks into account is therefore essential if we are to run a responsible and sustainable business.

5.2.3.2 Policies, targets, and actions

The Group's companies are committed to respecting and ensuring respect for labour laws in each of the countries where InVivo and its subsidiaries operate.

The Group's subsidiaries are also committed to upholding the fundamental principles set out in the Universal Declaration of Human Rights, the Fundamental Conventions of the International Labour Organisation, the United Nations Guiding Principles on Business and Human Rights, the United Nations Global Compact, the Voluntary

Principles on Security and Human Rights, and the OECD Guidelines for Multinational Enterprises.

To this end, InVivo and its subsidiaries undertake to firmly condemn human trafficking, forced or compulsory labour, and child labour.

All these commitments are formalised in the Group's social policy, overseen by the Director of Human Resources, and in the Code of Conduct, which applies to all employees.

5.2.4 Developing the engagement of our employees and the attractiveness of our employer brand

5.2.4.1 Background and challenges

Employee engagement and the quality of the employer brand are strategic levers for performance and sustainability. Through a double-materiality analysis, major opportunities were identified: strengthening the corporate culture to meet the expectations of our teams, developing a

meaningful working environment, and promoting everyday wellness. These actions help increase the attractiveness of the company, supporting collective performance and creating a positive dynamic, serving employees and the company's plans.

5.2.4.2 Policy and targets

The Group's labour policy, published in 2024, sets out the Group's commitments on this subject: it strives to create the right conditions for employee engagement through tools and initiatives such as remuneration, training, and social dialogue, as well as collective commitments, such as skills sponsorship and the launch of the InVivo Sport Club.

In addition, the InVivo's differentiating positioning as a mission-driven company helps it develop an attractive and coherent employer brand.

The Group has not formalised an overall target for employee engagement, but is making sure that its actions are part of a continuous improvement process, the effectiveness of which will be checked periodically using the internal evaluation initiated during the financial year and the employee exit rate.

5.2.4.3 Opportunities for action

Action #1 – Develop an employer brand

InVivo's employer brand, unveiled in March 2024, was developed through a collaborative effort closely involving some 40 employees. They answered questionnaires and participated in in-depth interviews and numerous workshops. Thanks to their reflections, InVivo was able to capture the essence of the Group and its values—trust, teamwork, responsibility, and engagement—in the **Révélez votre champ des possibles** (literally “reveal your field of possibilities”) campaign. With the campaign, 14 ambassadors have become the faces of this corporate employer brand, which complements the business-line employer brands and reflects the wide range of professions and career paths offered by the Group.

InVivo shares the values of sport, and as such, has for many years been committed to promoting it in various forms, support which contributes to the Group's attractiveness and to the engagement of its teams. For example, InVivo created the InVivo Sport Club, an initiative designed to support the sports ecosystem and encourage the participation in sport among its employees. The actions carried out within this framework are based on a number of themes:

- association with major world-class sporting events. In 2024, for example, InVivo sponsored the annual All Star Perche pole-vaulting event;
- support for young athletes in their careers and sponsorship of amateur clubs where our employees or their children play;
- encouraging employees to take part in collective and unifying sporting events, such as the Agricultural Cooperatives Half-Marathon in 2023, the Audencia La Baule Triathlon in 2024, and the very first Partners' Tournament launched by the French National Rugby League, of which InVivo is a partner. As part of the tournament, a number of the Group's employees took part in the “inter-company day”, which included a touch-rugby match that brought participants together to share the values of sport and friendship.

Finally, as part of the process of bringing the teams together following the acquisition of UMG, Soufflet Malt was particularly active during the financial year in promoting the Group and its values, and in gradually rolling out all the HR processes. Soufflet Malt took part in numerous trade fairs and organised a large number of job events at its sites in order to develop the attractiveness of its professions, brand, and sites. In particular, Soufflet Malt has stepped up its promotion of its professions and brand among women and young graduates through measures such as apprenticeships and international volunteering.

Soufflet Agriculture's management has established working groups with the aim of defining its major

operational challenges. This project was communicated to French and international managers at a major seminar in Paris in late November entitled “Ambitions 2030”. Twice a year, the Executive Management team reports progress on the various actions to all managers.

Action #2 – Deploy a proactive dialogue with the internal evaluation

Carried out for the first time in 2018, the “InVivo Scope” internal evaluation was repeated in 2024: it provided an overview of employees' perceptions, as well as their level of satisfaction with their jobs, their management, and their career paths. Employees were also asked about their confidence in the Group's management and plans, and about their pride in belonging to InVivo.

The study was carried out during the summer of 2024 by a specialised institute, surveying all employees based in France. The results of the study were very positive: 89% said they were satisfied with their job, 83% were proud to work for the Group, and 76% said they were satisfied with their career path at InVivo. Analysis of the 2,115 responses received has enabled us to refine the priorities for action in terms of management, internal communication, remuneration, and work organisation.

Action #3 – Ensure attractive remuneration packages

Employee engagement also depends on attractive, clear, and meaningful remuneration, aligned with the Group's performance.

The 2024-25 profit-sharing agreement, which was renewed during the financial year, contains a simplified formula that everyone can understand, making a direct link between employee remuneration and the Group's performance, in line with the “Growing Together 2024-2027” strategic plan.

It includes a solidarity measure under which profits are shared with all employees when Group objectives are attained, with one third of the total amount distributed, with no ceiling applied to the business lines. It also now covers all Group entities and over 90% of French employees.

Since the 2023-24 financial year, an extra-financial performance bonus ⁽⁵⁰⁾ has been established based on the following Group CSR indicators and their associated goals:

- the frequency of work accidents;
- greenhouse-gas emissions (scopes 1 and 2);
- positive-impact offerings.

The total profit-sharing amount will increase if these CSR objectives are reached or exceeded. Otherwise, the amount will remain unchanged.

(50) To learn more about this mechanism, visit <https://www.InVivo-group.com/sites/default/files/documents/2023-12/CP-Accord-Interessement-2023/2024-DEF2.pdf>.

5.2.5 Organising high-quality social dialogue

5.2.5.1 Background and challenges

Social dialogue is a fundamental pillar of internal cohesion, essential for the company to operate smoothly. The double-materiality analysis highlighted the importance of a framework for dialogue that is open, constructive, and respectful of fundamental rights, in particular the freedom of association and collective bargaining.

By encouraging regular, high-quality consultation with employee representatives, the company can prevent tensions, improve working conditions, and promote social stability. This approach helps create a lasting climate of trust, conducive to employee engagement and collective performance.

5.2.5.2 Policies, targets, and actions

Social dialogue is organised within representative bodies, which serve as special forums for consultation between management and personnel representatives:

Within the business lines:

- the works councils, which represent employees in the company, are present in all the Group's business lines. Across the corporate and business-line levels, 479 elected representatives and alternates sit on works councils;
- negotiation meetings within the Group's various business lines;
- committees (CSR – Equal Opportunity; Training; Health, Safety, and Working Conditions; etc.), where certain issues are discussed in greater depth.

At the Group level:

- a Group Committee, a forum for information, discussion, and exchange between Executive Management and employee representatives on the situation and strategic direction of the Group's main businesses. The Group Committee has 25 full members and 25 alternates, appointed by the trade unions on the basis of their representation within InVivo Group, meeting one to three times a year;
- a coordinators' office, a new labour body within InVivo Group. The coordinators' office is a forum for discussion between management and Group coordinators, with the aim of anticipating the needs of elected representatives and providing the information needed for ongoing work ahead of union coordination meetings:
 - Group coordination, a body for negotiating InVivo Group agreements. This body, made up of a Group trade union coordinator, their deputy, and their negotiating team, meets at least once a month,
 - monitoring committees, joint bodies that ensure that agreements are properly implemented. They provide a framework for discussion, analysis, and proposals to management,

- and an annual "Labour Forum" bringing together all 479 elected representatives to discuss one or more current issues.

Five employee representatives also sit on the InVivo Union Board of Directors.

These various bodies are a direct institutional channel for receiving employees' concerns and, where necessary, taking action to prevent any negative impact that the Group's activities might have on them.

In addition, the Group's 1,500 managers play a key role in raising awareness among their teams of the Group's strategic orientations. They meet regularly at Team InVivo Managers (TIM) sessions, led by the Managing Director for Human Resources, to discuss topical issues and provide a variety of insights on things like CSR, Group agreements, cybersecurity, and more. Each session is attended by an average of 300 managers, who can interact via video conference. Sessions are recorded for those who were unable to attend.

In January 2025, **the signing of a new agreement on social dialogue** covering all the Group's businesses in France strengthened the forums for discussion with employee representatives and underscored management's desire to work collaboratively with employee representatives. To that end, the creation of a coordinators' office was intended to help better anticipate the needs of elected representatives and provide them with information in advance of meetings. Communication on the role of each body has been stepped up, and the skills acquired by employee representatives in the course of their terms have been included in the Group's skills repository in order to capitalise on the value of that experience.

Dedicated working groups are also created to prepare for specific agreements in the pipeline, such as on the management of jobs and career paths (GEPP), the revision of classifications, and the disability project. The co-construction of agreements in working groups is an important element of social dialogue.

Outside of France, social dialogue is conducted in much the same way, adapting to local rules.

5.2.6 Ensuring the health and safety of all

5.2.6.1 Background and challenges

The health and safety of our employees are absolute priorities, sitting at the heart of our corporate social responsibility. The double-materiality analysis highlighted the potential impact of inadequate management of these issues, particularly on the mental and physical well-being

of our teams. By implementing rigorous and preventive practices, the company can create a safer, healthier, and more serene work environment. This approach helps protect employees, strengthen their engagement, and support sustainable performance.

5.2.6.2 Policy and commitments

Anchored in InVivo's missions, the *All Safe Together* ⁽⁵¹⁾ health and safety policy aims to guarantee a safe and healthy work environment for all our employees, in France and around the world. It offers specific solutions tailored to the diversity of our business lines, whether in industry, commerce, or the service sector, based on a common foundation. *All Safe Together* is a key element of the labour policy updated in 2024 and signed by all members of InVivo's Executive Committee.

Because safety goes hand in hand with employee well-being and operational excellence, it is of strategic importance to us and justifies one of our key commitments: to achieve by 2030 a frequency rate of just 10% for work

accidents resulting in leave. This commitment has resulted in the drafting and distribution of a health and safety policy, signed by all Group entities by the end of 2023. The policy highlights a shared conviction and ambitions, concrete commitments, and key tools, including the "Golden Rules" applicable to all business lines.

The health and safety policy reiterates the importance of prevention, the involvement of everyone, and the co-construction of processes. It also emphasises the governance of the policy, which is steered by a monthly **Safety Steering Committee** meeting that directs the programme using both Group-wide and business line-specific indicators.

5.2.6.3 Performance

13.88
Frequency of
workplace accidents
resulting in leave
(15.31 in 2023–2024)

0.81
Severity rate of
workplace accidents
resulting in leave
(0.79 in 2023–2024)

(51) The signing of InVivo Group's All Safe Together policy by the members of its Executive Committee:
https://www.linkedin.com/posts/groupe-invivo_allsafetogether-activity-7134912794436481025-sgE6/

5.2.6.4 Opportunities for action

Action #1 – A major Group-wide awareness-raising campaign

As part of its constant drive to strengthen a shared corporate culture and engage all employees, InVivo Group has established a wide-ranging awareness-raising programme, deployed on an international scale in response to current challenges:

- all business lines have received monthly communications about the Golden Rules, with one rule highlighted each month. Each was illustrated with a video and accompanied by self-diagnostic tools deployed throughout the financial year. Several business lines have shared the results of these assessments at Group Safety Steering Committee meetings, demonstrating the momentum created on the ground. The **Safety Contact** is a new tool for discussing and sharing safety issues, whether work-related or personal. After being rolled out in the 2024–2025 financial year, it will be fully operations in the next financial year. The aim is to embed a culture of safety in everyday life by encouraging employees to share real-life experiences. These discussions will take place at the start of the meeting, spontaneously, to create a collective reflex around prevention. Annual interviews and the onboarding programme for new employees include a component on health, safety, and quality of life at work;
- overall management of workplace accidents and risk situations (analysis, communication, and action plans) improved over the financial year, with better responsiveness and more effective sharing of information;
- Safety Week 2025 was an opportunity to reinforce adoption of the Golden Rules and their operational applications, known as “standards that save lives”. A number of initiatives have been deployed in the business lines to address these issues, particularly in relation to site traffic.



At TERACTION, the emphasis has been on monthly activities led by store managers responsible for each region, health and safety workshops for store managers, and the identification and monitoring of accidents (now digitalised).

At Soufflet Malt, during the 2024-25 financial year, the emphasis was placed on strengthening the regular safety actions initiated the previous year: all team meetings—daily to monthly—start with a review of safety incidents, maintenance teams carry out safety briefings before any non-routine interventions, the regions present their safety results to the Soufflet Malt Management Committee every month, and all sites take part in the annual safety day with the offering of collaborative operational workshops. Through these initiatives, Soufflet Malt is demonstrating its commitment to protecting the health and safety of its employees and involving its teams in identifying risks on the ground.

At Episens, managerial involvement is key to improving the safety culture. In particular, safety is coordinated through event management, regular safety activities, safety behaviour inspections, and the implementation of the nine Golden Rules (including risk assessment, implementing safety standards, and holding a safety day).

In 2024, InVivo Ag^o continued to strengthen its safety culture, with a particular focus on raising awareness of chemical risks at Phyteurop and installing handling and viewing equipment in all business lines.

At Soufflet Négoce by InVivo, the Safety Management Committee meets monthly. During their meeting, all safety indicators are examined and discussed, and all actions are decided.

During the financial year, the Group also reinforced actions undertaken in previous years: digitalised preventive observation visits, accident monitoring with analysis of causes, action plans, and the distribution of safety flashes.

These local initiatives tie in with Group-wide initiatives, including dialogue tools such as Safety Contact; hygiene, cleanliness, and safety audits; regular communications on the Golden Rules; and group events during Safety Week.

At Soufflet Agriculture, the annual safety celebration has been adapted to operational realities, with the organisation of a safety month in April 2025. This new formula has led to greater involvement and better synergy between the division's departments. A total of 24 events were organised around nine practical themes directly linked to issues on the ground such as loading and unloading big bags, bulk goods, and pallets, or accident management and first aid.

As part of Safety Week, Soufflet Vigne organised a day of events dedicated to traffic rules. Awareness-raising campaigns have been carried out at all shops, in close collaboration with the operations and sales teams.

Action #2 – Deployment of prevention initiatives

The *All Safe Together* policy specifies the six Group-wide prevention tools to be deployed to all business lines: risk assessment, management of all events, safety inspections, rituals and on-the-ground communication, audits, and monitoring of action plans. Guided by a common trajectory, each business line made progress during the financial year on the implementation of their action plans to advance the Group's health and safety culture, in particular in relation to the priority issues:

• Road safety

In some business lines, the Group has a large fleet of lorries and other vehicles (around 1,500 vehicles). Certain groups, particularly sales staff, are more exposed to road risks because they travel frequently. Although the accidents that have occurred mainly resulted in material damage, in-depth work has been undertaken to strengthen prevention efforts. A kick-off event was held in April 2025 to launch a structured approach to road safety. The next step will be to roll out the 2025–2026 action plan to halve the number of road accidents.

• Strengthening audits

The aim of this action is to provide all business lines with a community of internal auditors trained in standard safety practices. The new audit process for prevention tools was tested during the financial year at Soufflet Négoce by InVivo sites. It focusses initially on the audit of management and supervision processes, with the aim of assessing the maturity of the organisation. It will be rolled out over the next financial year.

• Optimising safety inspections

Safety inspections have become more effective thanks to a more qualitative approach based on personalised support for managers. Several business lines have launched targeted coaching initiatives: AIT Ingrédients, Soufflet Négoce by InVivo, and Moulins Soufflet trained their local managers, while Soufflet Vigne provided support for regional logistics managers, regional general managers, and members of the Management Committee. For its part, Soufflet Agriculture beefed up its approach with specific training for top management, the maintenance department, and sales managers.

Soufflet Malt has initiated the deployment of safety inspections across its new scope of businesses. The Asia-Pacific (APAC) region is now following the same approach and monitoring the same indicators, namely: 100% of employees visited twice during the year and 100% of managers carrying out safety inspections.

- **Sharing best practices, particularly with newly acquired companies**

The companies that joined the Group in 2023 have varying levels of maturity in terms of their health and safety measures. Actions have therefore been aimed at aligning their practices with Group policy. For example, Boulangerie Louise now applies the HSE rituals systematised at TERACTION for its distribution activities. At Soufflet Malt, two regions and several sites have an accident frequency rate of zero as at June 2025, in some cases having several years without an accident. This makes it easier to build a strong, shared safety culture and to initiate work to establish common working standards across Soufflet Malt. Soufflet Malt also takes part in international working groups, involving malting plants in Canada, the United Kingdom, Australia, and France, to share best practices and co-construct the Group's future standards, particularly with regard to working at a height.

An example of innovation in workplace safety

Since January, the Semences de France/LS Production plant has had a state-of-the-art palletiser, designed to optimise heavy handling tasks and improve safety in the workplace. This latest-generation palletiser reduces physical effort and minimises the risks associated with manual operations. The result is easier pallet handling for our customers. This innovation reflects the commitment of the Semences de France teams, who work every day to ensure the safety of their co-workers and to innovate in service to their customers and partners.

5.2.7 Supporting employees in their professional development

5.2.7.1 Background and challenges

Skills development is a key driver of business performance and resilience. The double-materiality analysis highlighted the importance of proactive management of talent and employability in order to anticipate changes in

business lines and needs. By supporting each employee in their career, the company strengthens its ability to adapt, supports collective performance, and enhances its attractiveness.

5.2.7.2 Policies and commitments

The training and skills development policy is formalised in the Group's labour policy, under the heading "**Ensuring the development of talent and skills**". It applies to the Group's entire scope.

The employability of workers is at the heart of InVivo Group's human resources strategy. Indeed, the Group and its subsidiaries are committed to updating and developing technical and interpersonal skills at all levels of the organisation. InVivo and its subsidiaries encourage employees to take ownership of their own career development by providing them with the appropriate tools and resources.

Given the diversity of our businesses and the specific characteristics of each subsidiary, the Group has not formalised an overall target for training and career management, preferring to adopt a case-by-case approach.

- **Organisation**

Training and skill-development policies are coordinated at the subsidiary level. This approach allows the company to tailor training and career management offerings as

closely as possible to the needs of the business lines and employees.

The range of training courses on offer includes:

- a core set of compulsory training courses on subjects such as ethics and safety, which were priorities for the Group during the financial year;
- strengthening cross-cutting skills, such as management, digital skills, and sales;
- the acquisition of specific technical skills that are essential for the continuity of the business, such as those needed in the malting and baking professions at TERACTION, or technical training for the agricultural laboratory technicians at Episens.

These offerings uphold the principle of equal access to training. This includes compliance with lead times for invitations to attend, making sure part-time workers get opportunities, choosing training locations close to where workers live, and deploying e-learning systems.

Additionally, the Group has established joint working groups to negotiate a Group-wide labour agreement on the management of jobs and career paths.

5.2.7.3 Performance

58%
of employees⁽¹⁾ received
training during the
financial year (71% in
calendar year 2023)

14 hours
of training per
employee⁽¹⁾
(21 hrs in 2023–2024)

97%
of employees⁽¹⁾ had
an annual review

(1) Scope: France.

5.2.7.4 Opportunities for action

The actions and resources allocated to developing employees' skills are the subject of processes that are renewed and improved each year.

Action #1 – Training platforms adapted to current habits

InVivo is committed to offering a variety of training programmes that are accessible to all its employees on an ongoing basis. For example, the training catalogues for the various business lines are organised to make it easier for employees to access both in-person training sessions and e-learning or hybrid courses. At the Group level, the partnership with OpenClassrooms has allowed InVivo to roll out e-learning and develop a culture of continuing education. The Group is also testing the LinkedIn Learning platform at its head office and in the Digital Factory.

In the business lines, TERACTION's Nature & Talents Campus⁽⁵²⁾, which is open to all employees of both corporate and franchised stores, is continuing to expand the range of training courses on offer, including a CSR component that is attracting growing interest.

Agrosolutions runs "climate mural" and "biodiversity mural" workshops, which it offers to its business units (and to its customers) to raise awareness of the challenges of tomorrow and to encourage employees to generate new ideas for action plans.

InVivo Ag^o has launched the "Cultivating Ourselves" initiative, an e-learning platform offering employees an innovative, interactive, and enriching learning experience. Accessible to in-house staff, it offers a wide range of content (courses, videos, podcasts, articles, quizzes, etc.) covering a variety of themes: soft skills, DTP software, communication, management, the world of technology, and business-line expertise. The year 2025 marks a first step towards meeting the needs identified in the Skills Development Plan.

Soufflet Agriculture has rolled out an artificial intelligence awareness campaign in France and at its international subsidiaries. It includes a support system combining classroom-based and online learning, along with measures such as informal chats about AI over coffee and a community of "AI Champions". After two waves of training involving 343 employees (283 in France and 60 internationally), the French-language course is now available to all online. It will be offered in English starting in September 2025.

Action #2 – Training courses resulting in certification

The Group is expanding its range of certification courses for its employees, with two objectives in mind:

- make up for a deficit in skills essential for the Group's businesses;
- offer its employees career opportunities by demonstrating their mastery of specific skills.

With this in mind, TERACTION welcomed its second class of apprentices to its apprentice training centre (CFA), which specialises in the garden centre/pet supply and bakery trades. Out of 129 apprentices, 98 were employed after their apprenticeship. TERACTION has also developed a new sales manager certification course, with a view to encouraging internal promotions.

For the 2024–2025 season, Moulins Soufflet renewed two "professional qualification certificate" (CQP, from the French) programmes in partnership with ALQUAL⁽⁵³⁾ for "facilities operators" and "grain transformation for flour and semolina", specifically for mill operators. The certification programme will be repeated for two new operators and company mentors, starting in September 2025.

To meet its goal of inclusion, in September 2024, Soufflet Agriculture signed a partnership agreement with a GEIQ⁽⁵⁴⁾ with a view to preparing incoming classes of trainees in sales and operations.

(52) To learn more: Nature & Talents Campus by TERACTION | <https://formation.teract.com/>.

(53) ALQUAL has been working with the food, chemical, and cosmetics industries since 1998, providing training, consulting services, and expertise. ALQUAL also covers a wide variety of topics, including food packaging, logistics, distribution, and restaurants.

(54) A GEIQ is an association of companies. It helps people having trouble obtaining employment by offering job placement and training services, placing the trainees with the GEIQ's member companies to solve their structural hiring difficulties.

Soufflet Agriculture is also offering two 12-month certification courses, including 150 hours of theory, developed in partnership with ASFONA ⁽⁵⁵⁾, to speed up the skill development of new recruits with support from experienced employees, on the subjects of “silo management” and “agricultural trade”.

Action #3 – Special programmes to train “positive-impact managers”

At Episens, 225 supervisors have completed a 10-day “positive-impact managers” certification course. It included sessions dedicated to understanding the stakes of the transition for sustainable food and agriculture, the role of managers in strategy, the attitudes of managers, and agile management. A total of 197 supervisors obtained the course’s final certification.

The positive-impact managers programme has been rolled out across the corporate business scope and the Digital Factory since 2024.

Along the same lines, Soufflet Agriculture led a focus group with 20 French and international managers on ideal managerial values and behaviour.

At TERACTION, since 2023, all new managers have taken the introductory “Managers by Nature” training and are implementing the managerial rituals introduced in all stores. During the financial year, TERACTION launched a new voluntary programme for store managers, designed to enhance their interpersonal skills.

Action #4 – Training through mentorship at Neuhauser

Neuhauser has established an onboarding programme in the form of individual mentorship to help new employees develop their skills. This scheme is also used for student apprentices and for in-house training. The programme has

been proven effective as it encourages the acquisition of multiple skills by formalising the expectations of each job. Since it was instituted in 2020, 804 participants have been onboarded to their new roles with the support of 531 mentors, who received prior training on their onboarding responsibilities.

Action #5 – Employ young people still in school through student apprenticeships

It is part of the Group’s culture to help young people still in school get work experience. To achieve this, the Group and its subsidiaries maintain close relations with schools and universities, particularly those with a mission to train people in agriculture and agronomy. At 1 January 2025, the Group had at least 372 apprentices (368 in France, 4 in Brazil).

For example, Moulins Soufflet has long encouraged apprentices to join its teams. In the milling business lines, 4% of employees, i.e. 18 apprentices, have been able to take advantage of student apprentice contracts, allowing them to combine classroom learning with hands-on apprenticeship experience. At Soufflet Agriculture, interns, apprentices, trainees, and international volunteers under France’s VIE programme accounted for more than 100 young employees over the financial year, 20% of whom were hired at the end of their student contracts.

At Soufflet Malt in France, 30 apprentices were on contract as at June 2025, representing 7% of the workforce. This figure illustrates a strong desire to invest in skills development for the younger generation and to prepare the talents of tomorrow for careers in the food industry. In addition to welcoming apprentices, Soufflet Malt is also committed to their long-term careers: in September 2025, 10% of apprentices will be hired on permanent or fixed-term contracts, demonstrating an HR policy geared towards long-term employment.

5.2.8 Promoting quality of life at work for our employees

5.2.8.1 Background and challenges

Quality of life at work (QLW) is an essential factor in workers’ individual fulfilment and in the company’s collective performance. The double-materiality analysis highlighted the benefits of a working environment that promotes well-being, as well as the risks associated with inadequate pay

or QLW policies. By taking action on work-life balance, working conditions, and recognition for employees, the company can create a climate of trust that’s conducive to employees’ engagement, motivation, and shared success.

(55) ASFONA is a French non-profit-making training organisation that meets all the training needs of employees and managers of companies in the agricultural and para-agricultural sectors, covering businesses such as agricultural supplies, cereal collection and marketing, garden centres, consumer sales, etc.

5.2.8.2 Policies and commitments

Well-being and quality of life at work are among the Group's commitments, formalised in one of the pillars of its labour policy published in 2024. The Group's approach consists of putting in place measures to enable each individual to fulfil their potential in their daily lives and to work in a climate of trust. Such measures include a policy guaranteeing the right to disconnect.

The company implements these initiatives through agreements negotiated with employee representatives at the InVivo Group or business-line level, cross-functional projects (such as the employer brand), and internal surveys carried out to ensure that initiatives are in line with employee expectations.

In most cases, the measures are implemented by the human resources departments of the subsidiaries in order to offer more targeted responses to the specific needs of each business.

Within the corporate scope, a dozen collective bargaining agreements or amendments were discussed and, in some cases, signed during the financial year. For example, the entire Soufflet scope was integrated into InVivo Group's supplementary insurance agreement. In 2025, the Group will have the opportunity to negotiate two key collective bargaining agreements relating to its material issues of safety and inclusion: one on the prevention of psychosocial risks, the other on disability issues.

A Group-level housing commission was created in June 2023, while a solidarity fund set up under the Group supplementary insurance agreement was created in January 2023.

During the financial year, all employees in France were given access to legal advice, counselling, and social support.

5.2.8.3 Performance

100%
Percentage of
employees entitled
to family leave

3%
Percentage of
employees entitled
to family leave
who took it

5.2.8.4 Opportunities for action

Action #1 – Initiatives for quality of life at work, implemented daily

At the Group level

In particular, the Group promotes the sharing of family responsibilities, with the introduction of longer paid maternity leave, the donation of days off when an employee has a loved one experiencing a health emergency, greater access to remote work, and the establishment of basic rules for managing meetings (start times, length, etc.).

The New Ways of Working (NOT, from the French) agreement, signed in 2020, laid the foundations for a more flexible, resilient, and efficient organisation of work. The agreement introduced the possibility of working remotely 50% to 60% of the time for employees whose position allows for it and who wish to do so. In 2024, the NOT agreement was deployed to the entities of the historic Soufflet scope in the form of unilateral decisions or collective bargaining agreements.

With access to the ULTEAM platform, Group employees benefit from a range of services related to sport, health, and wellness: with more than 1,000 videos, complete and personalised fitness programmes, and collaborative challenges, this platform is available 24 hours a day via a computer or mobile device.

A Group-level housing commission was created in June 2023, while a solidarity fund set up under the Group supplementary insurance agreement was created in January 2023.

Additionally, during the financial year, all employees in France were given access to legal advice, counselling, and social support ⁽⁵⁶⁾. In 2025, a communications campaign was deployed to encourage usage of these services.

(56) To learn more about this programme, visit <https://www.stimulus-conseil.com/>.

At the subsidiaries

In order to adapt the Quality of Life at Work programme to match employees' expectations as closely as possible, Soufflet Malt carries out a large-scale engagement survey each year, both in France and internationally. A large number of employees are able to express their views through an open feedback meeting and a digital survey on the subjects of safety, wellness, the work environment, communication, and employer-employee relations. The findings of the survey guide local teams in developing action plans to respond to employees' expectations: subscriptions to platforms focussing on wellness and health, mental health first-aid training, social events, efforts to raise awareness of harassment and discrimination in the workplace, etc.

TERACT's corporate culture emphasises quality of life at work, in a line of business where many employees work long hours or have to work on weekends. In the Jardiland network, for example, 100% of stores now apply the "weekend off" principle, according to which each employee can take at least one weekend off per month.

At InVivo Ag°, the subsidiary DTI Sementes was awarded the "Great Place to Work" label following the refurbishment of its facilities at the Campoverde site.

In order to adapt the Quality of Life at Work programme as closely as possible to employees' expectations, nearly 600 InVivo Ag° employees were surveyed by the works council and expressed their satisfaction and dissatisfaction on various topics, with a view to making progress in terms of the demands of their jobs, the individual and collective

support and resources available to them, and the workplace climate.

Aiming to promote a good quality of life at work, **Cordier** organises a quarterly staff day to showcase the site's various departments and trades. Cordier also organises a family day every year, an event that's all about sharing and fun activities.

InVivo Digital Factory also organises monthly "Carpe Days", where employees can meet up to socialise with one another, as well as brainstorming sessions and discussions on current projects.

In Nogent-sur-Seine, a partnership with the crèche Rigolo aims, on the one hand, to help employees in Nogent find childcare and, on the other hand, to attract families to the small town in the Aube department by facilitating access to important services.

Finally, as many of the Group's employees in Africa are young parents, the business lines are committed to supporting them to overcome local difficulties in accessing education. Soufflet Malt Ethiopia covers the school fees of employees' children from nursery school to secondary school, while also offering additional support for housing and other benefits, as per the collective bargaining agreement.

At Soufflet Agriculture, at the end of each year, the Executive Management team organises a meeting to exchange views with the employees of each operations and sales division. This is an opportunity for a direct question-and-answer session with management.

5.2.9 Encouraging and promoting diversity, equity, and inclusion

5.2.9.1 Background and challenges

Guaranteeing fairness, encouraging diversity, and promoting inclusion are essential commitments for developing a respectful, open, and high-performing work environment. The double-materiality analysis highlighted the risks associated with discriminatory practices and

harassment, which can violate employees' basic rights. By implementing ambitious policies in the areas of prevention, awareness-raising, and equal opportunity, the company affirms its commitment to human rights and to an inclusive corporate culture as a lever for cohesion and innovation.

5.2.9.2 Policies and commitments

The Group has formalised its commitments to diversity, inclusion, and equal opportunity in its labour policy, along with the closely related issues of fighting discriminatory practices and harassment in the workplace.

InVivo Group and its subsidiaries are committed to banning all forms of discrimination within the company. Every employee must be treated with respect and fairness at every stage of their career. At every level of the company,

the Group is committed to promoting diversity and inclusion, notably through awareness-raising campaigns.

InVivo and its subsidiaries are also committed to promoting gender equality and supporting employees in their personal and professional situations (parenthood, end of career, job retention, etc.).

The Group's HR teams also ensure that hiring is based solely on qualifications and they prohibit all forms of discrimination covered by EU regulations and national law.

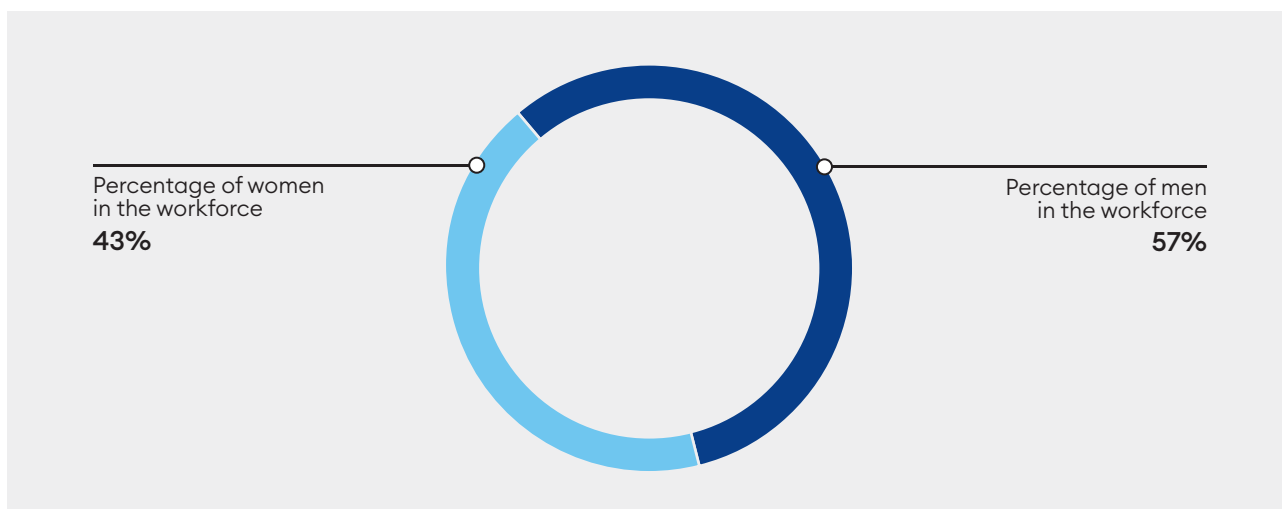
5.2.9.3 Performance

43%
share of
women in the
workforce (43%
in 2023–2024)

39%
share of
women among
management-
level staff
(42% in
2023–2024)

23%
share of women
among top-level
management
(22% in
2023–2024)

3%
share of
employees with
disabilities in
France
(3% in 2023–
2024)



5.2.9.4 Opportunities for action

Action #1 – Promote gender equality in the workplace

Signed in 2015 and updated in 2022 for France, the agreement to promote gender equality in the workplace is based on four key provisions:

- Professional and pay equality**

Each business line monitors indicators to ensure that pay is equitable, enabling the issue to be managed in a way that reflects local realities. In particular, local teams develop policies for the pay of employees while on family leave and the conditions for them to return to work after leave.

- Conditions of job access**

The emphasis is on making hiring managers aware of the unconscious biases they might have, with the aim of preventing discrimination. This helps improve recruitment methods, the way job postings are written, and more.

- Training and career development**

As part of its commitment to equality in the workplace, the company trains all its managers on non-discrimination.

In addition, the distribution of the new Code of Conduct served as a reminder of the existence of a confidential whistle-blowing system, available to all internal and external stakeholders, for reporting any inappropriate behaviour, particularly in terms of discrimination or violence in the workplace.

In North America, the company actively supports the Pink Boots Society: for every sack of Pink Boots Malt sold, a donation is made to the organisation's scholarship fund, which works to promote the inclusion of women and non-binary people in the brewing and distilling industries.

Finally, in France, the effectiveness of actions taken is measured via the Gender Equality Index, established by French law. Calculated for each entity, it can be used to identify pay gaps or the absence of women among the best-paid employees, and to remove obstacles to their access to management positions.

Action #2 – Promote the inclusion in the workplace of employees with disabilities

The Group is committed to promoting the inclusion and continued employment of people with disabilities. To this end, in 2025, it launched the **Handi Impact** project to raise awareness and mobilise all employees. In order to support and drive this approach, a process of discussion is being conducted with all the subsidiaries, with the aim of signing a Group agreement by the end of 2025. Negotiations for this disability agreement between unions and management have already begun. They centre on four key themes,

identified during workshops with employees, which form the main pillars of this project.

On an operational level, our teams in France are already working to support people with disabilities, if they wish, in their administrative procedures to obtain recognition of their status. Working conditions are adapted when necessary to the requirements of the job and the individual.

Some subsidiaries have taken advanced steps, such as TERACTION, which has set itself the goal of increasing the share of people with disabilities in its workforce to 4% by 2030⁽⁵⁷⁾. A disability and diversity representative is responsible for implementing the roadmap.

Through its partnerships, Soufflet Agriculture pursues an active policy to promote communication about disability, as well as the acceptance, recognition, and consideration of disability at work, in order to help ensure that people with disabilities remain employed.

In Brazil, InVivo Ag° is implementing its “diversity and inclusion” plan in partnership with the local association NURAP, for the benefit of young people from the most disadvantaged areas of São Paulo. The goal is to continuously hire three to five new employees, interns, or apprentices at a time through this programme.

(57) The target takes account of French regulations, which do not apply to all companies in the TERACTION scope (companies with fewer than 20 employees).

5.3 Promoting a positive impact in our supply chains and our ecosystem, for farmers and for consumers

As a committed player in the agricultural sector and food industry, InVivo leverages its cooperative model to strengthen the resilience of French production and to actively contribute to food sovereignty. Working closely with farmers, supply-chain partners, and consumers, the Group is committed to ensuring access to healthy, sustainable, high-quality food, both in France and around the world.

In practical terms, this ambition translates into a desire to promote a positive impact within the agricultural sector by supporting farmers' transition to more sustainable practices, developing products and services that are adapted to long-term challenges, and ensuring consumer health and safety with a high level of rigour and transparency. Thanks to the diversity of its businesses and the complementary nature of its distribution channels, the Group acts at every link in the food supply chain to prevent the risk of food shortages, support farmers, and meet society's growing expectations.

5.3.1 Positive-impact offerings based on innovation and eco-design principles

5.3.1.1 Background and challenges

Positive impact has become an essential concept for economic players seeking to pair their financial performance with a contribution to the environment and society. But what does positive impact really mean and how can InVivo and its subsidiaries integrate it into their business model?

Positive impact refers to the beneficial effects that a company or organisation can have on society and the environment, over and above simply generating economic value. It is a holistic approach that aims to generate positive results (and not just financially) for all stakeholders, including employees, customers, local communities, and the ecosystem as a whole.

For InVivo, adopting a positive-impact approach means placing solutions to social and environmental problems at the heart of its mission and business model. This means designing products and services that provide concrete solutions to today's challenges, while minimising the negative externalities tied to the Group's activities.

A positive impact can come in different forms:

- **social impact:** The aim is to improve people's working and living conditions. This can include creating a respectful work environment, improving health and skills, and promoting engagement, inclusion, and diversity;
- **environmental impact:** This involves reducing the company's environmental footprint and helping preserve natural resources. This means, for example, developing clean technologies, promoting a circular economy, and encouraging more sustainable consumption patterns;
- **economic impact:** In addition to creating wealth for direct stakeholders and investors, a positive economic impact can come in the form of developing the local economy, creating sustainable jobs, and promoting fair business practices;

- impact on governance: Positive-impact offerings often strive to adopt more transparent and inclusive governance models, involving all stakeholders in the decision-making process.

Our double-materiality exercise showed that the concept of positive-impact offerings is a source of financial opportunity for the entire value chain, from upstream to downstream, and is a way of improving the reputation of all players in the value chain. It is also an obvious source of positive impact, as the name suggests.

A few PIOs:



A new organo-mineral fertiliser has been added to **Soufflet Vigne's** catalogue this year. This innovative product contains a nitrogen-fixing bacterium that reduces the amount of nitrogen needed. Enriched with *Bacillus amyloliquefaciens*, the fertiliser captures atmospheric nitrogen, stimulates biological activity in the soil, encourages rooting, traps nitrates, and optimises soil occupation.



The MICAPRO seed mixture for intercropping consists of brown mustard, flowers, and legumes. It improves soil structure and fixes up to twice as much nitrogen as mustard alone. The benefits for biodiversity are numerous, including high attractiveness for pollinators and

habitat for small wildlife. All of these advantages make these seeds **Soufflet Agriculture's** flagship positive-impact offering.



At **Soufflet Malt**, in 2024, whisky producer Chivas Brothers (a subsidiary of Pernod-Ricard) launched a pilot programme, in partnership with British malt producers Bairds Malt and Scotgrain, to help Scottish barley

growers adopt more sustainable farming practices. The result of this programme is sustainable barley, which constitutes a positive-impact offering.



TERACT markets a **single, versatile battery** compatible with 14 tools in the ECLOZ range: branch trimmers, lawnmowers, hedge trimmers, chainsaws, blowers, hoovers, etc. One battery does it all. **TERACT** also

provides spare parts and a repair service via its after-sales service to extend the lifespan of your tools.



The Isol Explorer Max plant cover, coupled with **InVivo Ag's** Carbo'N remote measurement tool, gives farmers precise knowledge of the biomass produced, the carbon stored (for potential sales of carbon credits), and the nitrogen returned to the soil, so they can manage their fertilisation as efficiently as possible.

5.3.1.2 Policies and commitments

In 2018, InVivo Group took the initiative to involve its business lines in a dynamic CSR approach advocating positive impact as a source of value creation. The Group thus established the positive-impact offering (PIO) concept as a major opportunity for growth. The PIO initiative took off in 2020 and is now one of the pillars of the Group's CSR policy, and has been adopted by its subsidiaries.

Thanks to its size and positioning, InVivo is a driving force behind the transformation of the agricultural sector and food industry, moving towards a more resilient agrosystem. The Group supports the upstream part of its supply chains with dedicated solutions for cooperatives and farmers, and the downstream part by giving consumers access to healthy, responsible products capable of proving they are improving their environmental and social footprint.

While deploying innovative offerings—for example, aligned with the principles of regenerative agriculture—InVivo strengthens its reputation within its supply chains and raises the profile of its work by participating in events that allow the company to boost its PIOs. These include the Openfield agricultural show put on by InVivo Ag°, the Châlons-en-Champagne agricultural fair, Sirha (the International Restaurant, Hotel, and Food Industry Trade Show) in Lyon, and the London and New Orleans bakery trade shows, to name but a few.

The positive-impact offering programme was more strictly formalised in 2022 in order to coordinate and structure its deployment while taking into account the specific features of each business line. This approach is part of a dynamic of continuous development that is demonstrating the positive impact of a growing number of products and services. The robustness of the PIO programme's methods was confirmed by KPMG in the 2022–2023 financial year.

The definition of a positive-impact offering is based on the following principles:

A positive-impact offering is a product or service that accounts for its environmental, social, and economic impacts throughout its value chain, from design to use by the end customer.

- Five CSR issues are considered:
 1. Contributing to carbon neutrality,
 2. Restoring and enhancing biodiversity,
 3. Conserving and regenerating soil,
 4. Optimising input management and aiming for zero residue,
 5. Diversifying farmers' income and/or having a positive impact on users and/or consumers;
- the positive impact for farmers in terms of diversifying their income must be accompanied by a positive impact on at least one environmental issue.

This definition is associated with three methodological variations adapted to the specific nature of different businesses. As such, the PIO programme distinguishes between:

- primary and secondary industrial processing for B2B2C sales of products;
- distribution, relying on responsible procurement and eco-design principles;
- collection and storage of agricultural raw materials, sales of inputs, and consulting services for winegrowing and agriculture more broadly.

The positive-impact offering programme is governed at the Group level and is then adapted to the various business lines to account for their specific characteristics. The Group Internal Audit Department is responsible for monitoring compliance with the PIO approach, with several objectives:

- compliance with Group procedures;
- robust governance;
- verifying the ability to establish proof of a positive impact;
- data traceability and auditability.

Each business line sets performance commitments tailored to their activities in order to contribute to the Group's collective goals to be achieved by 2030:

- **50% of revenue** earned from positive-impact offerings;
- **100% of innovations** in products and services will be positive-impact offerings.

5.3.1.3 Performance

The increase in the share of revenue from PIOs is a good indicator of the place of this approach in the Group's strategy, as well as a way of monitoring progress in an environment where the variability of revenue in absolute terms means that you need a ratio to actually assess performance. In addition, not all product offerings marketed by InVivo are controlled by InVivo. Cordier, for example, responds to calls for tenders from private labels in the retail sector; the Group's manufacturing businesses

must comply with the specifications of downstream processors; and InVivo Ag° responds to cooperatives' needs for agricultural inputs. However, the Group's actions to support PIOs include efforts to raise awareness among its stakeholders. In the abovementioned categories, InVivo cannot systematically deliver positive-impact offerings. Thus, the scope of businesses eligible for PIOs includes only the categories over which InVivo has control.

24.2%
of total Group revenue
generated from
positive-impact
offerings
(27% in 2023–2024)

39.3%
of revenue in the
eligible scope ⁽⁵⁸⁾
generated from
positive-impact
offerings (39% in
2023–2024)

5.3.1.4 Opportunities for action

In order to develop positive-impact offerings, the Group relies on an active approach for innovation and research, including both basic research and applied research in the field.

Action #1 – Innovation to support PIOs and the Group's businesses

Within the Group, innovation is a strategic lever and unifier, helping the business lines improve their roadmaps and identify new opportunities for sustainable growth. It aims to create shared value by meeting the needs of customers and partners while engaging employees and strengthening the Group's competitiveness in the face of future challenges. Innovation is also used to develop positive-impact offerings by integrating environmental, social, and economic issues into the projects and solutions proposed.

In 2024, InVivo revamped its organisation to strengthen the integration of initiatives within its business lines, promoting a closer alignment with local operational needs. This change was accompanied by the reallocation of resources from CRIS, the biotechnology research centre, to the business lines, in an agile approach aligned with the strategic priorities of each of them.

The Innovation Division, a resource for the Group's business lines, employees, and customers

The Innovation Division's cross-functional team works on innovative projects of all sizes aimed at improving operational excellence or offering new dedicated, sustainable services that bring real value to InVivo's businesses and their partners. Its mission is to identify and test opportunities to contribute to the transformation of the Group and all its business lines.

The innovation team works closely with the Digital Factory to scale up solutions that require the creation of dedicated teams. A key player in the digital transformation of France's leading agricultural cooperative group, InVivo Digital Factory develops and deploys a wide range of digital projects to provide InVivo's business lines with new services and sources of value creation.

For example, the Digital Factory is behind the Aladin.farm sales platform for agricultural products and services, which it developed with and for the Group's partner cooperatives. The MAITE ⁽⁵⁹⁾ project (an artificial intelligence platform for malting plants), initiated by the Innovation team and Soufflet Malt, now has a dedicated structure within the Digital Factory to ensure its development and deployment to all of the Group's malting plants.

(58) For some business lines, the concept of a positive-impact offering is not applicable or is restricted to own-brand products (Cordier, TERACTION). See the methodological note.

(59) The MAITE project helps production managers create ideal malting recipes to establish the best production conditions. For more information, visit <https://www.maltries-soufflet.com/expertises/rd-innovation/maite-intelligence-artificielle-au-service-du-malt>.

Over the course of the financial year, innovation teams helped employees learn to use new technologies, particularly artificial-intelligence tools. The team has educated company leaders at the Group and subsidiary levels about AI and has developed use cases.

Around a hundred needs for AI were identified in the Group's business lines and around 60 solutions have already been developed and tested. Some have achieved significant returns on investment in terms of productivity and revenue growth.

Action #2 – Experiments in the field to develop PIOs and support the Group's businesses

Agricultural experimentation under real-life conditions is an essential lever for supporting the transition of production models and developing positive-impact offerings tailored to the reality on the ground. The Group has dedicated facilities for testing new practices, technical processes, and AgTech solutions under real-life conditions, and places farmers and their farms at the heart of its innovation initiatives.

These experiments allow the Group to assess the agronomic, economic, and environmental performance of innovations, to collect practical feedback, and to adjust solutions before they are deployed on a large scale. In this way, they play an active part in building a profitable and sustainable agricultural sector with strong performance across multiple criteria, in tune with the expectations of supply chains and communities.

Three agricultural experimentation schemes to develop and promote positive-impact offerings

1. The Fermes LEADER network: to create offerings dedicated to innovation and AgTech

Presented at point 5.1.4.3, the Fermes LEADER network aims to support cooperatives and their member farmers in the adoption and deployment of innovations and AgTech solutions in France. Its aim is to test new practices and technical processes under real conditions, directly on farms. Thanks to these trials in the field, the network helps identify, qualify, and deploy the most relevant innovations in response to farmers' practical needs. A large proportion of the solutions tested thus become positive-impact offerings, supporting the environmental transition and sustainable performance of agriculture.

2. Openfield: a site for experiments in the field, promoting the 3rd way for agriculture

As presented at point 5.1.4.3, the Openfield platform, under the purview of InVivo Ag°, is designed to test agricultural practices and technical processes under real-life conditions. This experimentation facility allows InVivo to assess the agronomic, economic, social, and environmental impacts of different practices so that positive-impact offerings can be developed for farmers.

Indeed, the environmental transition of agriculture presents both opportunities and risks for farmers, who not only want to commit to environmentally friendly farming, but are also on the front line when it comes to facing the effects of climate change on their agronomic performance and income. The Group therefore works with farmers to demonstrate the relevance of different cultivation systems by measuring and proving their impact. Without pitting production methods against each other, each player is able to build their own 3rd way for agriculture, a results-oriented form of farming with strong performance across multiple criteria (profitable, eco-friendly, and nourishing).

At the same time, Semences de France used a dedicated platform to present its expertise to a broad panel of 100 distributors and advisors in autumn 2024. The trials presented also demonstrated the Group's ability to capitalise on the various innovative tools it makes available to distributors and farmers (be Api's Carbo'N measures final biomass, nitrogen that can be assimilated and returned to the soil, and carbon storage in plant cover crops).

3. Soufflet Agriculture's ACI service: helping bring innovation to the field

Also introduced at point 5.1.4.3, within Soufflet Agriculture, the ACI (Agronomy Innovation Consulting) service supports the development of positive-impact offerings through two complementary missions: the deployment of advisors trained in sustainable and regenerative agriculture, and the carrying out of agronomic experiments under real-life conditions. Every year, 23,000 micro-plots are cultivated in a variety of pedoclimatic conditions in order to test innovative inputs and practices before adding them to the Group's catalogue.

In 2024, ACI set up a dedicated department to coordinate its trials internationally and disseminate its results more widely to agronomy teams. The aim of this work is to demonstrate the agronomic and economic effectiveness of sustainable solutions—such as the use of plant cover, low-carbon barley, and optimised fertilisation—and to encourage farmers in the network to adopt them.

Action #3 – Research with partners to support the development of PIOs

For many years, the Group has been contributing to research in agronomy and the promotion of innovation in agricultural and food-industry supply chains. This dynamic approach is reflected in a wide range of partnerships with academic institutions, research institutes, and players in the field. Thanks to these partnerships, the Group is playing a leading role in changing agricultural and food-industry practices. This research and experimentation work feeds directly into the innovations of the Group's positive-impact offerings, incorporating the best scientific knowledge, societal expectations, and the needs of sustainable supply chains.

A five-year partnership with INRAE

In February 2023 ⁽⁶⁰⁾, the Group signed on for another five years in its partnership with INRAE (the French National Research Institute for Agriculture, Food, and the Environment). The extension continues a shared history of over 10 years of collaboration. INRAE and InVivo wish to strengthen their cooperation in the fields of animal feed, human nutrition, and bio-protection of cereal crops. They work together at the scale of farms, regions, and supply chains. To support the much-needed acceleration of environmental transitions, this new partnership aims to produce innovations that improve the economic, environmental, and social performance of farming and food systems.

More specifically, the research programme focusses on the following themes:

- biocontrol and biostimulation of plants;
- improving the biological functioning of soils and regenerating biodiversity;

- alternative energy sources (methane from anaerobic digestion, solar panels on agricultural land);
- water resources;
- technological acceleration, particularly in precision farming, data collection, and artificial intelligence.

InVivo as a partner of Ferments du Futur ⁽⁶¹⁾

As a major player in the transformation of cereals into ingredients and baked goods, the aim of this partnership is to speed up the process of bringing to market disruptive products that can maintain the quality of bread products while respecting the environment. To achieve this, Episens and Ferments du Futur rely on research and innovation, with a focus on ferments to improve the nutritional quality of food. This partnership helps Episens meet three key needs:

- identify new food-grade strains with interesting technological properties;
- optimise fermentation processes using raw materials from wheat supply chains, but also develop disruptive fermentation processes to meet the needs of customers;
- enhance the value of farmers' work by transforming cereal ingredients through fermentation, and offer consumers new recipes that combine nutritional richness with positive sensory experiences.

⁽⁶⁰⁾ To learn more about this partnership, visit <https://www.inrae.fr/actualites/signature-dun-partenariat-entre-groupe-InVivo-inrae-innovations-appui-aux-transitions-agricole-alimentaire>.

⁽⁶¹⁾ Ferments du Futur is a public-private partnership created to accelerate research and innovation related to ferments, fermented foods, and biopreservation. To learn more about this project, visit <https://www.fermentsdutfutur.eu/lancement-projet-episens/>.

5.3.2 Developing sustainable supply chains with a positive impact

5.3.2.1 Background and challenges

The development of sustainable agricultural supply chains is an essential means of maintaining competitiveness, securing supplies of quality products, and supporting rural communities. Conscious of the social, economic, and environmental issues involved, InVivo is committed to helping farmers and winegrowers improve their working

conditions and income, while supporting the attractiveness of the profession and the long-term future of their farms.

By ensuring that its products and services are tailored to the needs of sustainable supply chains and that value is distributed fairly, InVivo is helping preserve access to high-quality food for consumers.

5.3.2.2 Policy and commitments

The very essence of InVivo's mission is to develop products and services tailored to the needs of its supply chains and of all its stakeholders, in particular the cooperatives belonging to the InVivo Union. To achieve this, the Group engages in open, transparent, and structured dialogue, and establishes a climate of mutual trust with its partners. This approach allows InVivo to take their feedback and suggestions into account as part of a continuous improvement process.

The agriculture division (InVivo Ag°, Soufflet Agriculture, and Soufflet Vigne) is on the front line in supporting agricultural supply chains by assisting farmers and providing them with supplies. Soufflet Négoce by InVivo provides profitable outlets for French and European farmers by marketing their cereals and oilseeds on the international market. The barley, wheat, and wine supply chains are benefiting from the growth of our food subsidiaries: Soufflet Malt for barley, Episens for wheat, and Cordier for wine.

The Group also contributes to the attractiveness of the farming profession. Implementing assistance measures for young farmers and providing support for the digitalisation of the farming profession are among the actions being taken to help a new generation enter the world of farming.

The **3rd way for agriculture** proposed by InVivo, and particularly by InVivo Ag°, is part of the Group's ambition to build a form of agriculture that delivers results: economically strong, environmentally sustainable, and socially responsible, without pitting production methods against each other.

To nurture this ambition, we need to integrate:

- innovative agro-ecological products and practices (biocontrol, plant cover, precision farming, etc.);
- restoring the value of farmers' role in the food supply chain;
- the creation of sustainable and traceable supply chains, from production to distribution;
- a collaborative dynamic between cooperatives, manufacturers, and consumers.

InVivo has positioned this ambition as the cornerstone of its "2030 by InVivo" strategic plan, and as a lever for transformation for all French agricultural cooperatives.

Sowing Good Sense: InVivo Group's sustainable supply chain initiative

To meet environmental and social challenges, Semons du Sens contributes to the development of sustainable supply chains, creating value from the farmer to the consumer, by providing practical support for the introduction of resilient, environmentally friendly cultivation practices.

The Sowing Good Sense initiative gives structure to the Group's strong ambition to encourage changes in farming practices as part of a whole-supply-chain approach (B2B2C). The initiative meets the social and environmental expectations of industrial customers, distributors, and consumers, as well as the challenges of food sovereignty. Ultimately, the food products resulting from these supply chains (wheat, barley, legumes, protein crops, oilseeds, etc.) must be good and healthy, but also meaningful for farmers and consumers.

For farmers, the initiative must enable them to make the most of the changes in their farming models and take account of the practical realities of implementing a sustainable transition. To this end, InVivo gives them access to:

- sourcing of suitable inputs (biostimulants, biocontrols, innovative low-carbon fertilisation solutions);
- advice from technicians trained on these new solutions to help farmers master the new practices;
- the possibility of being remunerated, on the one hand, for their raw materials and, on the other hand, for their environmental services.

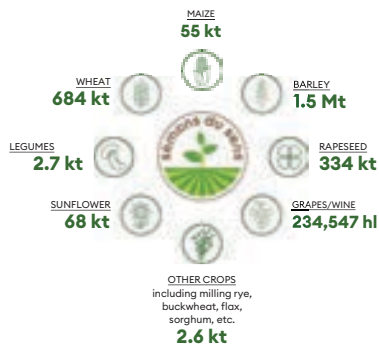
The Sowing Good Sense approach is based on the following five pillars:

- **Origin:** guarantee the origin of products and their traceability;
- **Environment:** guarantee that products are produced using methods that aim to reduce their carbon footprint and respect biodiversity, soil life, and water resources;
- **Natural:** guarantee the use of healthy raw materials and ingredients, for products that respect nature;
- **Sharing value:** support changes in cultivation practices and promote the commitments of players in the supply chain;
- **Quality:** contribute to high-quality products that are good, healthy, and meaningful.

SOWING GOOD SENSE:

A UNIQUE APPROACH TO SUSTAINABLE FARMING, DRIVEN BY THE COMMITMENT OF INVIVO'S BUSINESS LINES.

SUSTAINABLE AGRICULTURAL RAW MATERIALS

Over **2.6 million tonnes**
& **234,547 hectolitres**

Working at the crop-rotation level to massively deploy regenerative agriculture: a vision for the future shared across all of InVivo Group

Multi-year contract between Soufflet Agriculture, Lesieur, and Saipol for rapeseed and sunflower.

Collaboration between Soufflet Malt, Bairds Malt, and Chivas Brothers in Scotland for the programme "Dalmunach Growers".

In Europe, Soufflet Agriculture supports 310 farmers through its SoilTeq regenerative agriculture programme.

Nearly **1.5 million tonnes** of sustainable agricultural raw materials sold by Soufflet Agriculture in France and around the world.**432 kt**
of sustainable wheat **5,700**
farmers**x 18** The proportion of Moulins Soufflet flours from Sowing Good Sense sustainable supply chains has increased 18-fold in 16 years!

FOCUS

TRACED AND SEGREGATED SUPPLY CHAINS
Responsible

Label Rouge

COMPLEMENTARY SUSTAINABLE SUPPLY CHAINS
Low-Carbon

Regenerative Agriculture



ZOOM

on biodiversity indicators for the responsible wheat supply chain
3,700 partner farmers6,284
beehives5.8 different plant
species cultivated7,991 km
of hedges2,561 ha
of melliferous
meadows sown9% for ecological
focus areas9,512 nesting
boxes and perches

SOUFFLET MALT

32% of barley
supplies already
come from
sustainable sources**GOAL:**
80%
sustainable
barley by 2030

FOCUS

Organic
Farming

Low-Carbon

CLIMTRACE

Regenerative
Agriculture

Sustainable Agriculture



and its equivalents

Traced
Responsible Barley

SAI



SOUFFLET MALT

ZOOM

on biodiversity indicators for the responsible barley supply chain
208 partner farmers356
beehives5.5 different plant
species cultivated133 km
of hedges99.9 ha
of melliferous
meadows sown7% for ecological
focus areas701 nesting
boxes and perches**More than 51% of**
Cordier's collection is
sustainable
(purchases from vintners with
sustainable certifications)Cordier is committed to
sustainable and
responsible winegrowing
through its Terra 360
CSR initiative.

FOCUS

100% of Mythique's partner winegrowers
are HVE-certified

Blockchains already deployed

La Cuvée Mythique,
1st blockchain-traced Pays
d'Oc PGI wine in 2021**1664 Blockchain**336,000+ views since its
launch to highlight the 1st
traced responsible barley
supply chain in France, co-
constructed by Soufflet
Malt, Soufflet Agriculture,
and Brasseries Kronenbourg**1,000 tonnes** of wheat fertilised with fertilisers decarbonised at the production stage,
contributing to the production of more than **3 million baguettes** for Boulangerie Louise!
A commitment renewed since 2023!**86%** of Neuhauser's range of Viennese pastries come from the responsible wheat supply chain.

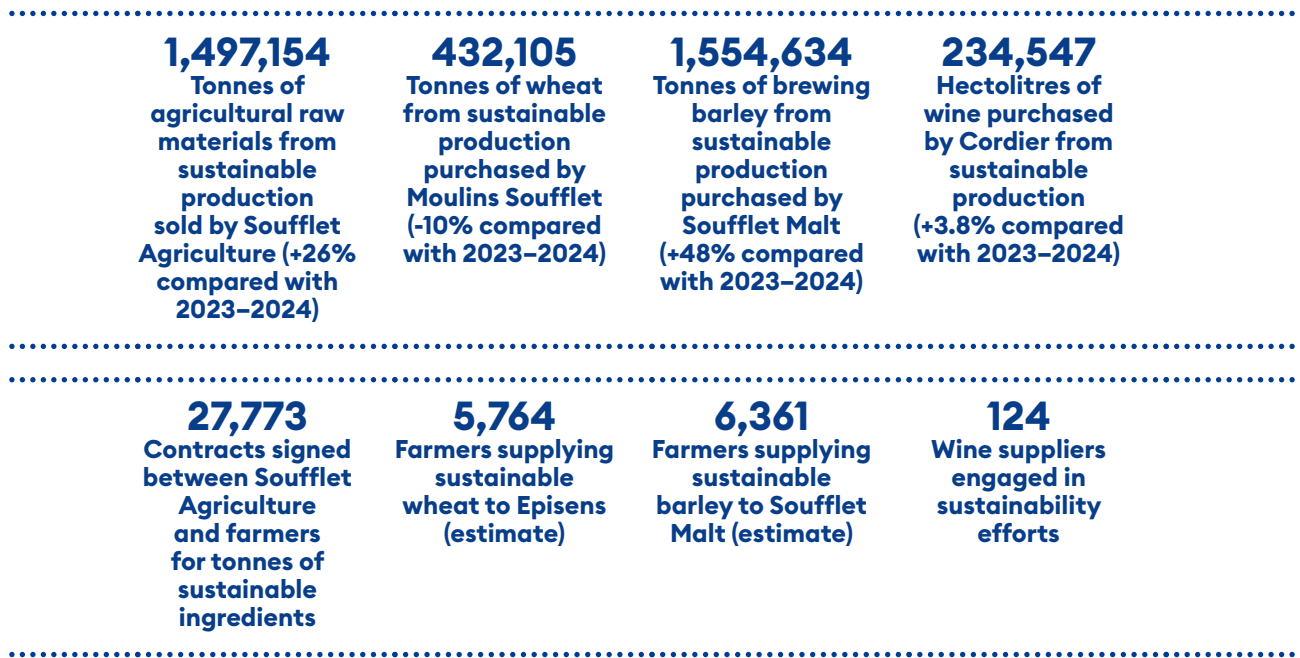
5.3.2.3 Performance

In order to quantify the impact of the Sowing Good Sense approach, specific indicators measure the volumes (expressed in tonnes) of agricultural raw materials produced using practices recognised as sustainable, then collected and resold by Soufflet Agriculture or purchased by Moulins Soufflet and Soufflet Malt.

A raw material is considered sustainable when it complies with agro-ecological specifications and/or environmental

performance obligations and may, depending on the case, be certified by an independent third party or have received recognised labels or certifications ⁽⁶²⁾.

In addition, the number of farmers involved in these sustainable supply chains is also tracked in order to highlight the involvement of producers in the environmental transition of agriculture.



5.3.2.4 Opportunities for action

Action #1 – Structuring sustainable value-added supply chains for farmers

InVivo believes that farmers should be paid for the environmental services that may result from the implementation of certain agro-ecological practices. The Group remains committed to helping diversify and improve farmers' incomes, in particular through positive-impact offerings. In addition to the supply chains using regenerative agriculture, presented in the section "Preserving soil and ecosystems" (point 5.1.4.3), other sustainable supply chains are also being developed and structured by InVivo Group's business lines as part of the Sowing Good Sense initiative, in order to offer farmers new economic opportunities and to promote environmentally friendly practices.

Responsible supply chains

Introduced in the section "Protecting and regenerating biodiversity" (point 5.1.5.3), responsible supply chains are based on ambitious specifications to guarantee their sustainability and traceability, in particular to:

- **Protect the environment and biodiversity**, notably by ensuring that agro-ecological zones are managed in a way that preserves the richness of flora and fauna by diversifying crop rotations and by applying farming practices that respect natural balances and wildlife during harvesting;
- **Reduce the carbon footprint** by adopting limited fertilisation, relying on annual soil analyses, and by encouraging carbon sequestration and biomass production by planting multi-species plant cover between crops;

(62) See point 1.3.1.3. Scope and specific methodological features of the indicators, in the appendix, for more details.

- **Ensure that partner farmers are paid fairly** by adding value to their produce through a bonus linked to the implementation of the commitments of their responsible supply chain.

Soufflet Agriculture and Moulins Soufflet have joined forces to support agro-ecological wheat supply chains that meet the needs of the big names in both small-scale and industrial baking. From wheat production to flour processing, traceability is guaranteed at the plot level, as has been the case for products supplied to Pasquier, Cerelia, and, since 2024, Bridor. This segregated “responsible wheat” supply chain is governed by a set of specifications for farming best practices, verified by an independent third party, which promote biodiversity and soil life. Over the financial year, this supply chain produced 270,000 tonnes of flour, involving 3,700 farmers. Performance indicators are used to measure its impact on biodiversity (see the section “Protecting and regenerating biodiversity”, in particular point 5.1.5.3), the climate (calculation of the real value of the carbon footprint of responsible wheat flour), and crop protection (treatment frequency index of wheat). The responsible wheat supply chain is recognised at the silver level by the Sustainable Agriculture Initiative (SAI) Platform.

Finally, in the barley supply chain, in March 2024, Kronenbourg made a commitment to source 100% of the barley for its 1664 Blonde beer, which represents 10% of the French market, from a traced responsible supply chain by 2026. Soufflet Malt, Soufflet Agriculture, and Brasseries Kronenbourg have worked together to develop specifications for agro-ecological best practices to be implemented by farmers. Already, more than half the malt used for 1664 Blonde comes from the responsible barley supply chain. Traceability is guaranteed from seed to beer production using blockchain technology. For the 2024 harvest, the traced responsible barley supply chain brought together around 200 farmers, collecting a total of 20,000 tonnes of barley. Biodiversity indicators are monitored annually (as shown in the Sowing Good Sense graphic).

Sustainable Agriculture Initiative (SAI) Platform ⁽⁶³⁾

In 2024, the Group also joined the well-known Sustainable Agriculture Initiative (SAI) Platform, a global organisation that brings together 190 members from the world’s agricultural sector and food industry, and which has been promoting sustainable agriculture on an international scale for over 20 years. To that end, the SAI Platform develops tools and programmes to support and promote changes in practices. In particular, the SAI Platform promotes the Farm Sustainability Assessment (FSA), an assessment tool used by over 350,000 farms around the world and offering recognition of their maturity in terms of sustainable farming practices for the purposes of players in the value chain.

In this context, Soufflet Négoces by InVivo, Soufflet Agriculture, and Soufflet Malt are actively participating in the marketing of malting barleys recognised as sustainable under the SAI assessment, which qualifies farms on the basis of around 200 criteria. The teams of agronomists at Soufflet Agriculture and Soufflet Malt support their farmers in implementing this approach and validating the assessments. Soufflet Malt uses the SAI assessment to develop its sustainable sourcing in the countries where it operates. Through their actions, Soufflet Négoces by InVivo, Soufflet Agriculture, and Soufflet Malt are meeting the needs of malt producers and brewers throughout the world.

Soufflet Malt sources barley with SAI certification from France, the Czech Republic, Romania, Serbia, Bulgaria, Ukraine, and Australia for its local malt production. Membership in the SAI Platform is a key means for achieving Soufflet Malt’s commitment to obtain 80% of its barley from sustainable sources by 2030.

(63) To learn more about the SAI Platform, visit <https://saipatform.org/>.

The SAI Platform's regenerative agriculture framework: InVivo highlights the sustainable practices employed by its business lines

The SAI Platform's regenerative agriculture framework, launched in September 2023, is an international framework designed to support agricultural supply chains in the transition to regenerative agricultural practices. It offers an approach structured around several key areas: soil health and fertility, sustainable water management, biodiversity conservation, animal welfare, and the economic and social resilience of farms. The framework is used to assess and promote the actions of farmers engaged in practices that support the renewal and preservation of natural resources. SAI's regenerative agriculture framework is currently being applied to pilot projects.

In May 2025, the **SAI Platform's** big annual event was held for the first time in France. As part of the event, InVivo Group, via its Sowing Good Sense initiative, helped improve understanding of the management of supply chains, from upstream to downstream, with visits to the farms of two pioneering partner farmers supported by Soufflet Agriculture, demonstrating their practices through workshops led by Soufflet Agriculture, Soufflet Malt, Episens, and Agrosolutions.

Olivier Clyti, Director of Strategy, CSR, and Digital, also gave a talk to members of the SAI Platform, outlining the strengths of the Group and its business lines in meeting the challenges of regenerative agriculture. This strategic partnership supports InVivo's ambition to accelerate the agro-ecological transition on a large scale, both in France and around the world.

"At InVivo, we believe that supporting farmers at the farm level and in their crop rotations is essential for a sustainable future and the widespread deployment of regenerative agriculture. Thanks to the expertise and commitment of our Soufflet Agriculture, Moulins Soufflet, and Soufflet Malt businesses throughout the food and agriculture value chains, we have the unique ability to promote this innovative approach. By adopting regenerative agriculture and working to develop outlets for diverse products to make the most of all crop rotations through our Sowing Good Sense approach, we can accelerate the transition to more responsible, resilient, and sustainable farming practices", says Olivier Clyti, InVivo's Director of Strategy, CSR, and Digital.

For Sowing Good Sense, regenerative agriculture holds a special place. With the initiative, one of the key areas of focus for InVivo and its business lines is to deploy regenerative agriculture on a large scale in farmers' crop rotations.

Low-carbon supply chains

As presented at point 5.1.1.5 Climate transition plan, Episens has established a new low-carbon wheat supply chain in conjunction with Soufflet Agriculture, sourcing 27,300 tonnes of wheat from Soufflet Agriculture.

Since the 2023 harvest, Soufflet Malt has been offering its brewing customers a low-carbon malt range (see point 5.1.1.5 Climate transition plan) called **ClimCare**, which helps them meet their own decarbonisation commitments by reducing the carbon footprint associated with barley production (which accounts for almost 20% of a beer's carbon footprint). ClimCare draws on the expertise of Soufflet Agriculture, which is also contributing to the development of low-emission fertilisers. Over the financial year, the interest shown by major international brewers in this range of low-carbon malts grew massively. For example, in November 2024, Japanese brewer Sapporo launched its Velvet Twilight eco-friendly beer, produced in Japan using ClimTrace malt from the ClimCare range.

Promoting low-carbon wheat and oilseeds with the Grafite range from Soufflet Négoces by InVivo



Since 2018, the teams at Grafite, part of Soufflet Négoces by InVivo, have pursued a mission to help and support cooperatives and farmers in adopting regenerative agriculture practices, in qualifying and certifying grains, and in marketing and generating value from the low-emission products obtained (rapeseed, sunflower, wheat, barley), through the payment of a premium.

Farmers producing raw materials with a smaller carbon footprint receive an additional premium, determined by market conditions, to reward their efforts to reduce carbon emissions.

Today, Grafite works with more than 40 cooperatives in three countries, and the company helped market 71,600 tonnes of crops in 2024–2025, making Grafite one of the European leaders in its market. The products are 2BSvs (Biomass, Biofuels Sustainability) certified, opening access to the European market.

Grafite thus helps downstream agricultural customers cut their scope-3 emissions.

For upstream players, Soufflet Négoces by InVivo and Grafite help them obtain the best value for the practices they've implemented by opening the door to regulated biofuel markets and to the "voluntary" sustainable markets of food manufacturers.

Action #2 – Provide technical support to farmers to maintain the economic health of their farms

Amid the environmental transition of agriculture, in which practices must evolve in response to the challenges of climate change, farmers are the first to be exposed to the economic risks associated with adopting these new practices. InVivo is aware that these innovations, which are vital for the future of agricultural supply chains, involve risks that are borne mainly by the farmers. The Group is committed to working alongside all stakeholders to support this transition and reduce the associated risks. Given this context, the Agriculture Division deploys a range of services to limit the two main types of risk identified:

- ensuring the success of crops in order to secure farmers' income and contribute to food security;
- facilitating the marketing of produce, in particular through digital platforms for online sales;
- optimising the use of inputs, one of the biggest sources of expenses for farms;
- meeting regulatory requirements to avoid penalties and preserve the economic viability of farms.

With these goals in mind, InVivo offers a range of solutions. For example:

- the Smag Farmer web and mobile application ⁽⁶⁴⁾: the strength of this traceability tool is that it has an open architecture, compatible with most decision-support tools, connected sensors, and tools used by farmers. In addition to collecting their traceability data, farmers have access to a dashboard with various indicators (TFI, average yields, crop diversity), which they can transmit to various calculators in Smag Trace. The resulting figures can be used to obtain greater value in various supply chains, and various InVivo supply chains already use these tools (grain trading, milling, malting, Grafite, etc.);
- Smag Trace ⁽⁶⁵⁾ can be used to extract the indicators needed to obtain a label or certification (HVE, etc.) and to simplify obtaining them thanks to a direct connection with SMAG's traceability tools, or to demonstrate low-carbon production for the Group's wheat and malt supply chains, as well as for Grafite. At the end of April 2025, SMAG covered at least one plot and one intervention on 60,000 farms, i.e. 20% of farmers in France;
- Soufflet Vigne supports winegrowers by helping them remain resilient in the face of unpredictable weather through the development of a range dedicated to protecting harvests and thus income. Products include anti-hail nets and heating cables as an alternative to candles. Solutions such as mulching are being developed to limit water stress and reduce the use of weedkillers;

- Soufflet Vigne provides financial support to winegrowers by developing a banking partnership to finance the purchase of agricultural equipment;
- Soufflet Vigne and its subsidiary Vitivalor support farmers in their strategy through agronomic services (soil analyses and fertilisation plans, plot-level observation of health status). At the same time, Vitivalor assists winegrowers with everything from their vineyard strategy to implementing an ESG approach, including administrative support;
- InVivo Ag° also distributes Atekka's multi-risk weather, hail, and parametric insurance solutions to help secure farmers' revenue.

Agrosolutions supports the thesis "Risk, insurance, and carbon: an application in agriculture" by the Research Chair in Climate Economics at Paris-Dauphine University

To support the environmental transition of agriculture, it is essential to secure farmers' incomes by introducing incentive-based agricultural risk management systems. The thesis, supported by Agrosolutions since 2022, focusses on economic and financial incentives as levers for reducing the risks associated with the agro-ecological transition, encouraging greater adoption of sustainable practices and thus reducing greenhouse-gas emissions in agriculture.

Action #3 – Support farmers in diversifying their incomes

Boosting agriculture's energy production

The Group's strength lies in its ability to contribute to the large-scale development of low-carbon energy derived from agricultural practices, including biofuels, solar panels on farms, and methane from anaerobic digestion. These energy sources have great potential for deployment in France, with government authorities aiming ⁽⁶⁶⁾ to increase biogas production by a factor of 10 by 2030 and PV solar energy production by a factor of five by 2050.

For several years now, to supply the biofuel industry:

- Soufflet Agriculture collects between 500,000 and 600,000 tonnes of raw materials (mainly rapeseed and sunflower) from farmers for the production of biofuels under a certified scheme (2BSvs and ISCC). Soufflet Agriculture also encourages the production of low-carbon rapeseed, wheat, and sunflower by supporting farmers. Some of these certified low-carbon grains and seeds are used by the biofuel industry;

⁽⁶⁴⁾ To learn more about SMAG's solutions, visit <https://smag.tech/nos-logiciels/demarches-bas-carbone/>.

⁽⁶⁵⁾ To learn more about SMAG's solutions, visit <https://smag.tech/smag-trace/>.

⁽⁶⁶⁾ French law on the energy transition and green growth.

- Soufflet Négoce by InVivo markets between 800,000 and 900,000 tonnes of rapeseed, sunflower, wheat, and maize each year to the biofuel industry in Europe under the EU-recognised 2BSvs certification scheme. Soufflet Négoce by InVivo is also involved in promoting low-carbon production. In 2024–2025, products marketed as “low-carbon” included 53,400 tonnes of rapeseed, 5,000 tonnes of sunflower, and 13,200 tonnes of wheat, for total reduced emissions of 67,400 tCO₂eq.

The development of **agrivoltaics** is one of the missions of Agrosolutions, a subsidiary of InVivo Ag°. InVivo Ag°’s agricultural expertise is needed by its customers, energy producers, and players in the sector to offer farmers practical solutions in line with the constraints of their business. With a team of 25 expert consultants, these offerings account for a third of Agrosolutions’ revenue, making it the market leader in France.

Anaerobic digestion repurposes organic agricultural waste to produce biogas that can be used locally. For example, InVivo Ag° is a partner in Terrasolis’s Cyclorganic project, which aims to supply biogas to the city of Reims to replace fossil natural gas.

Developing economic levers around environmental services

Along the same lines, Agrosolutions is contributing its agronomic expertise to the Bio-capital project ⁽⁶⁷⁾. This project is focussing on assessing the potential for deploying PES (payments for environmental services) on farms practising regenerative agriculture. The mechanism aims to develop relevant public or private financial solutions (mutual funds, biodiversity certificates) to remunerate farmers for the environmental value created by regenerative agriculture.

Enhancing the value of farmers’ efforts by accurately measuring their carbon benefits

Storing carbon in agricultural soils is one of the solutions recognised by scientists as helping to achieve carbon neutrality. By adopting low-carbon technical processes and regenerative farming practices, farmers are actively participating in this objective for the benefit of all. However, the deployment of these solutions can hit a number of obstacles: it is complex to estimate precisely the amount of carbon actually stored in the soil, to value this environmental service fairly, and to make these calculations accessible and feasible for the farmers themselves.

This is why it was necessary to develop tools to assess the carbon storage generated by the various practices implemented on farms. The purpose of these calculators is to support farmers in the carbon accounting for their farms—whether at the production, plot, or whole-farm level—and to enhance the value of their carbon measurement and reduction efforts. Measurement becomes all the more valuable when, over the course of several growing seasons,

it shows a reduction in emissions and/or an increase in carbon storage in the soil.

The Group is committed to deploying tools that are easy to use on a day-to-day basis, guaranteeing the reliability of data throughout the value chain. This commitment has resulted, in particular, in the contribution of Agrosolutions, a subsidiary of InVivo Ag°, to the development of the Label Bas-Carbone methodology for field crops, validated by the French Ministry of the Environmental Transition in 2021.

Similarly, Agrosolutions is contributing to the MARVIC ⁽⁶⁸⁾ project by testing methodologies in the field. The MARVIC project aims to quantify and certify the carbon sequestration of agricultural practices in a consistent way across Europe. The ambition is to reduce the high costs and complex administrative procedures involved in certifying low-carbon agricultural projects.

To enable the operational implementation of this approach in the field, InVivo Ag° Solutions, drawing on SMAG’s digital expertise and direct connection to traceability data, and backed by the agronomic expertise of Agrosolutions, has launched:

- in November 2023 *CarbonTester*, an express online tool which, in 15 minutes, gives you a simplified carbon footprint and assesses the potential carbon credits that might be generated, based on 10 criteria taken directly from the Label Bas-Carbone method;
- *Carbon Extract*, a diagnostic and monitoring tool that can be used to carry out a complete carbon assessment of a farm, simulate an environmental transition project, and estimate the potential for carbon credits. By the end of June 2025, more than 1,600 diagnostics had been carried out to ensure the reliability of transition plan data. More than 150 farms have taken on a low-carbon transition plan;
- the first “plot to plate” GHG calculator in compliance with the SBTi FLAG and GHG Protocol methodologies. This calculator is available on the Trace platform for the main field-crop species. It is already recommended by major players in the food industry, such as Moulins Soufflet (part of the Episens by InVivo wheat division) and Soufflet Malt, who see it as a solution that can be deployed on a large scale by their suppliers and which meets the need to harmonise the calculation and tracking of greenhouse gases;
- a GHG calculator for biofuel supply chains, already used by Grafite.

To support the marketing of the carbon credits generated, the Group created *Carbon&Co* in 2022. The role of this subsidiary is to pool the low-carbon transition projects undertaken by farmers and their cooperatives in order to aggregate the carbon credits and offer them to voluntary financiers wishing to contribute to carbon neutrality. Carbon&Co also guarantees fair remuneration for farmers, based on actual costs and the specific features of the projects.

(67) To learn more about the Bio-capital project’s mechanism, visit <https://bio-capital.eu/>.

(68) To learn more about MARVIC’s European project, visit <https://www.project-marvic.eu/>.

In two years, Carbon&Co has certified 70 field-crop projects (52,266 tCO₂e) and 17 arboriculture projects (12,065 tCO₂e). Of these volumes, 33% of carbon credits for field crops and 28% for arboriculture were sold, generating more than €1 million in funding for 32 farmers.

Action #4 – Help young farmers get established

Bringing younger generations into the farming profession is a major concern for ensuring the long-term viability of agricultural supply chains and food security. Faced with an ageing population of farmers and the economic and climatic challenges facing the profession, support to help young farmers get established is essential if we are to maintain active farms, preserve know-how, and revitalise rural areas. By supporting young farmers, we can also encourage the adoption of more sustainable and innovative practices, adapted to the agricultural challenges of the future.

As part of its efforts to help develop a strong agricultural sector that receives a fair share of the value generated, Soufflet Agriculture has for several years now been offering young farmers getting established in the profession personalised support in terms of finance, advice, and services, over three growing seasons. This offer includes special conditions on certain purchases or services (reduced prices or even given for free) and payment facilities. Over the 2024–2025 financial year, Soufflet Agriculture supported over 100 new young farmers.

At InVivo Ag°, the be Api service offers a zero-interest rate with fee-free invoicing in three instalments over three years for fertility, potential, and combined diagnostics. This helps encourage young farmers to get involved in precision farming, for which they often have a strong interest, but which requires a certain initial investment to be able to collect the necessary data.

What's more, with around 50% of France's cereal production being exported, every region of the country is involved in exports to some degree. The international trading business line therefore plays a major role in bringing value to rural areas by providing them with outlets for their crops.

Action #5 – Train and support local players to secure business

In the more vulnerable areas where InVivo operates, the Group is working to secure the long-term future of its business by supporting players in its supply chains. The Group supports training and skills development for farmers, bakers, and other local partners in order to strengthen the resilience of supply chains and communities. For example:

- Soufflet West Africa, the InVivo subsidiary created by the Ingrédients and Soufflet Négoce by InVivo divisions, opened a job training centre in Côte d'Ivoire in January 2023, in partnership with the country's biggest millers;
- the “Bread Academy”, a vocational training centre based in Abidjan, Côte d'Ivoire, is a joint initiative of AIT Ingrédients and Soufflet Négoce by InVivo, and offers high-quality vocational training in bread and Viennese-pastry baking, leading to the awarding of a vocational qualification certificate. In 2024, 216 apprentices were trained, 60% of whom were women and around 15 of whom were from countries such as Cameroon, Morocco, and Angola. This confirms the regional and quality positioning of the Bread Academy and validates the need for solid expertise in the wheat-flour-bread supply chain. The hiring and employment rate for the apprentices is over 75%, with graduates particularly placed with Ivorian partner bakeries. The academy meets the needs of bakery owners, particularly customers of our milling partners, who require training for their current and future technicians;
- to meet growing recruitment needs, particularly in the bakery trades, TERACTION opened its own apprentice training centre (CFA, from the French) in September 2023, dedicated to the garden centre and bakery markets, with training leading to either a secondary or post-secondary vocational certificate. The aim of this initiative is to directly train the future talent needed by the Group's retailers. During the 2024–2025 financial year, 129 young people joined the first two classes, including 10 students with disabilities who received personalised support. To date, 98 apprentices are already working in TERACTION's garden centres and bakeries, confirming the relevance of the training programme in supporting skills needs in the field;
- in Romania, since 2022, Soufflet Malt has conducted a project to develop barley cultivation in partnership with the brewers' association and the Ministry of Agriculture and Rural Development, with the involvement of Soufflet Agriculture. As part of this project, in February 2025, the malting plant was visited by 27 farmers. The aim of the programme is to:
 - reduce dependence on imported raw materials by encouraging local barley cultivation,
 - give farmers the knowledge they need to understand the nuances of this “niche” crop,
 - demonstrate the financial benefits of integrating malting barley into their farming practices,
 - introduce agronomic techniques to reduce environmental impacts;
- the partnership with Jean-François Fayolle, a certified “Meilleur Ouvrier de France” in bread baking, is designed to support training at Moulins Soufflet, particularly in the artisan bakery segment. Three two-day training courses were deployed in different regions (Brittany, Occitanie, and Grand-Est). These training courses brought together 30 select artisan bakery customers and focussed on traditional bread-making techniques (slow fermentation, sourdoughs, etc.) and creativity, with the integration of trendy recipes to give a boost to contemporary bread-making (sweet and savoury snacks, etc.).

5.3.3 Ensuring the health and safety of consumers and users with total transparency

5.3.3.1 Background and challenges

Ensuring the health, safety, and trust of consumers and users is a priority for InVivo. The quality of our products and services, their traceability, and the transparency of the information we provide are essential elements for maintaining this relationship of trust and meeting the growing expectations of our customers, partners, and stakeholders.

InVivo is conscious of the risks that might arise if non-compliant products or services are put on the market, and takes action to guarantee the safety of its offerings at

every stage of their life cycle and to prevent any incident that might affect the health of users or the Group's image. The company is also committed to promoting healthy, accessible food, adapting its offerings to the specific needs of consumers and maintaining a continuous supply of food.

Finally, through ongoing dialogue and careful monitoring of customer satisfaction, InVivo helps build the loyalty to and appeal of its brands, as part of a process for continuous improvement.

5.3.3.2 Channels for feedback from consumers and users

InVivo Group is responsible for ensuring the compliance of its products and services, and for protecting consumers and users. It has a dedicated QHSE department for each of its business lines and units, which ensures the quality of customer and consumer relations. The QHSE departments' mission is to respond to any customer concerns, including consumer or user needs. The "customer satisfaction" indicator, monitored by all business lines, reflects the quality of their actions, particularly in terms of customer service. Most sites demonstrate their mastery of QHSE

expertise to their customers through IFS/BRC or ISO 22000 certification.

In direct contact with consumers, TERACTION's retailers, as specialised distributors, take their customers' concerns into account by means of a comprehensive system for collecting customer reviews and measuring their post-purchase satisfaction, both in-stores and online. The feedback is passed on to the sales and head-office teams. TERACTION also has a dedicated after-sales service for its own brands.

5.3.3.3 Policies and objectives

The requirements for protecting the health and safety of consumers and end users are formalised in the Code of Conduct, to which all employees must adhere. By the nature of its business, the Group has a duty to objectively inform consumers and users of the quality, conformity,

safety, and risks of use of the products it manufactures, markets, and sells.

The Group also formalises its commitments through certification programmes recognised in the food industry, and through its day-to-day practices.

5.3.3.4 Opportunities for action

Action #1 – Guaranteeing the safety of products intended for the food industry

Guaranteeing the food quality and safety of InVivo's products is a top priority for all of the Group's businesses. InVivo's ambition is to build a strong and effective food-safety culture, anchored in all of its operations. This approach relies on risk prevention and analysis, the individual commitment of each employee, and a dynamic of continuous improvement. In particular, it translates to the implementation of concrete actions, such as:

- CSA (for "Food Safety Charter" in French) and Good Trading Practices (GTP) certification for all Soufflet Agriculture France silos to guarantee the sanitary quality and traceability of raw materials and their co-products. CSA certification attests to the mastery of measures for the safety and traceability of cereals from the time of collection, while GTP certification provides a framework for best practices in trading, storage, and transport;
- Soufflet Agriculture's Feed Chain Alliance (FCA) certification for its granulation business in Nogent-sur-Seine guarantees the food safety of animal feed. This standard, recognised at the European level, provides a framework for quality and safety in the animal-feed production and distribution chain. It aims to prevent the risks of contamination (from pharmaceuticals, heavy metals, mycotoxins, GMOs, etc.) and to ensure complete traceability throughout the supply chain;
- Soufflet Malt meets the expectations of its animal feed customers by certifying its production sites with GMP+ (Good Manufacturing Practice), an international standard dedicated to the safety of animal feed. It is a comprehensive feed-safety management system, incorporating HACCP, traceability, and risk-management requirements;
- IFS, BRC, and FSSC 22000 certifications, recognised standards for guaranteeing optimum quality and safety management in the food industry;
- hygiene, cleanliness, and safety audits, carried out by the Group's internal audit department, which determines the ratings and action plans for each site audited;
- Soufflet Malt has long implemented a robust approach based on the fundamentals of HACCP and uses a third-party organisation to validate annually the proper application of these principles on its industrial sites, their silos, and, more generally, throughout the supply chain;

- Soufflet Négocier by InVivo is European Feed and Food Ingredient Safety Certification - Good Trading Practice (EFISC-GTP) certified. EFISC-GTP is a private European standard designed to guarantee the safety of feed and food ingredients, from collection of raw materials to industrial production. An annual audit by a third-party organisation confirms that the certification standards are being applied correctly.

Action #2 – Ensure the traceability of products and services

In the agricultural sector and food industry, traceability is an essential regulatory requirement to guarantee food safety, supply chain transparency, and the possibility of a rapid recall in the event of a problem.

In addition to complying with the regulatory requirements of the countries in which InVivo operates and the specifications mentioned above (namely FSSC 22000, IFS, and BRC), the Group relies on certifications and customs and security recognition systems, such as the Authorised Economic Operator (AEO) status obtained by Phyteurop Industry ⁽⁶⁹⁾ in summer 2024, guaranteeing the reliability and security of its international trade. As part of its drive to secure the agricultural sector and protect its customers, Phyteurop Industry has developed a traceability solution to guarantee the regulatory compliance of plant protection products. Thanks to this technology, every stage in the production, quality control, and distribution of products is securely recorded with forgery-proofing measures. This transparency enables marketers, customers, and distributors to verify the origin and conformity of products, and is an effective measure in the fight against counterfeiting, a major issue in the market for plant protection products. By providing reliable information and batch traceability, this solution helps improve user safety and quality in the agricultural sector.

As part of its contribution to the 3rd way for agriculture and the responsible digitalisation of farming practices, SMAG is developing **SmagBot**, a chatbot for traceability in agriculture. SmagBot is designed to facilitate the digital recording of cultivation operations, gathering technical information in natural language about the practices carried out on field plots. Currently in the test phase, this solution is designed to streamline the collection of traceability data, an essential prerequisite for the sustainable and transparent management of farms. The next steps will include the direct integration of intervention data into SmagFarmer and the expansion of the chatbot's features. SmagBot is thus an operational lever in the 2030 by InVivo strategic plan, serving the goals of traceability and promotion of agro-ecological approaches to supply chains and consumers.

Finally, after being proven effective in the Group's low-carbon barley supply chain, blockchain technology is now used by:

- Cordier, which uses it to highlight the work of the winemakers and oenologists who have contributed to

(69) A subsidiary of InVivo Ag^o that formulates plant protection products.

its brands and ranges of Languedoc wines, in particular Cuvée Mythique and Le Val;

- Soufflet Malt has been offering its customers the Transparency service for the past three years, with the aim of highlighting the origin and traceability of its malts, as well as the quality of its agricultural supply chains. Initially launched in the supermarket distribution channel, each bottle features a QR code that allows consumers to trace their beer's production process, from barley to bottle. Since April 2025, this information has also been available in away-from-home outlets, i.e. bars and restaurants, thanks to QR codes on the coasters placed under glasses of beer. The 300,000 visits recorded on the digital platform testify to users' interest in exploring the history and origins of their beer;
- makers of consumer products (like Cordier and Soufflet Malt), offering total transparency accessible to all. Blockchain technology can be used to highlight the history, expertise, and commitments that go into each product. Consumers can simply scan a QR code to check the origin, process, and specific characteristics of what they're buying. In this way, the work of the farmers and processors involved is showcased by tracing all the major stages in the development of the product;
- different business lines to encourage more responsible and sustainable practices by highlighting the ethical and environmental approaches of producers. In this way, blockchain technology is becoming a genuine tool for enhancing the value of brands and bringing them closer to consumers, in the interest of more informed and authentic consumption.

Action #3 – Develop positive-impact offerings for healthy and responsible food

As consumers are becoming increasingly aware of the impact of their food on their health, safety, and the environment, the Group is committed to going beyond just food safety obligations. InVivo aims to offer value-added products that not only meet quality and safety standards, but also actively contribute to the health and well-being of consumers. Many of the Group's subsidiaries are developing positive-impact offerings, combining an improved nutritional profile with a reduced environmental footprint, in order to support changing consumption

patterns in a way that is sustainable, responsible, and accessible to all:

- Neuhauser and AIT Ingrédients are fully committed to the Clean Label approach, a voluntary initiative implemented by food manufacturers. The aim of this approach is to offer food products that are free from artificial additives, pesticides, pollutants, and nanoparticles, in order to guarantee products that are both healthier and more eco-friendly. With this, Neuhauser is continuing to optimise its recipes, notably by replacing emulsifiers, reducing salt and sugar, and using responsible ingredients such as RSPO-certified palm oil, Rainforest Alliance-certified chocolate (82%), 100% deep-litter or free-range eggs, apples from the Loire Valley, and apricots from Provence. As such, over 78% of its Melior range is now Clean Label;
- the partnership with Jean-François Fayolle, a certified "Meilleur Ouvrier de France" in bread baking, aims to support the development of innovation at Episens and training at Moulins Soufflet (see the section "Developing sustainable supply chains with a positive impact", point 5.3.2.4, action #5), particularly in the artisan bakery segment. Given this, Jean-François Fayolle supported the R&D teams over the 2024–2025 financial year in the creation of Levía, a concept of three Clean Label pre-fermentation solutions aimed at helping artisan bakers develop authentic products that respect tradition;
- in the same vein, AIT Ingrédients developed the Nutri+ concept this year, which includes a range of reformulation aids to improve the nutritional profiles of bread products, as well as premixes with nutritional benefits (prepared from brewers' draff, or legumes, turmeric, and ginger);
- Cordier has also expanded its offering of low-alcohol wines—an area of expertise the company has been developing for 30 years—with the **Low Matter What** range. With an alcohol content of 6%, these wines are also lower in calories (40 kcal per 100 ml, compared with 79 kcal for wine with 13% alcohol) and respond to the needs of consumers, especially younger ones, who want to drink more responsibly;
- at TERACTION, for Boulangerie Louise, since 2024, the choice of raw materials used in the composition of the bakery's ranges has included a goal of improving recipes in terms of quality, nutrition, and the environment.

5.4 Upholding our values and ethical principles

This section deals with the business conduct issues identified as material by the double-materiality analysis. It deals in particular with:

- business ethics and compliance, including anti-corruption efforts;
- responsible procurement, including respect for human rights in the Group's value chains;
- the continuity of information systems and the protection of personal data (a specific issue).

5.4.1 Business conduct

5.4.1.1 Background and challenges

Compliance with regulations and ethical business principles are key issues for the continuity of InVivo's business and its solidity. The company takes care to prevent the risks of non-compliance, corruption, and unethical practices that

could lead to sanctions, litigation, or loss of funding. The Group deploys preventive and control measures to secure its operations, limit legal and financial risks, and maintain the confidence of its institutional and financial partners.

5.4.1.2 Governance of business conduct

Supported at the highest level by the Board of Directors and its Ethics and Governance Committee, compliance with ethics rules is one of the cornerstones of InVivo Group's corporate social responsibility. The Group has established a dedicated organisation whose purpose is to develop rules and policies in line with current regulations, major universal principles, and international reference texts, and to ensure that those rules and policies are applied.

The *Internal Audit, Risks, and Compliance Department* establishes, disseminates, and promotes policies dedicated to the prevention of unethical behaviour and situations relating to corruption, international sanctions, conflicts of interest, and anti-competitive practices.

The *Internal Audit, Risks, and Compliance Department* coordinated working groups that brought together the various business lines and support functions, leading to the drafting of the Code of Conduct and Compliance Policy, updated in 2024.

The Group Executive Committee is responsible for reviewing and approving the policies.

Upon taking office, members of the Board of Directors must complete the training course provided by the IFA (French Directors Institute), which includes a major component on awareness of governance, ethics, and CSR issues.

5.4.1.3 Mapping ethical and corruption risks

Group risk mapping includes environmental, social, and governance issues.

The Internal Audit, Risks, and Compliance Department maps the risks associated with compliance issues, including the risks of corruption and unethical behaviour. This mapping exercise, which takes account of the activities

carried out by the Group and its geographical locations of operation, is updated regularly. Action plans are created with internal stakeholders to mitigate exposure to both new and existing risks.

The control of practices within the Group includes:

- level 1 and 2 accounting control procedures to prevent the risk of corruption;
- internal audits carried out by the Internal Audit Department in accordance with a multi-year audit plan;

- permanent monitoring of the application of the rules and procedures associated with France's Sapin II law;
- a disciplinary system incorporated into the company's internal rules since 2018.

A system put in place in accordance with the recommendations of the French Anti-Corruption Agency provides for a regular assessment of first-tier business relationships.

5.4.1.4 Policies on business conduct and corporate culture

InVivo Group has formalised six compliance policies under the supervision of the Group's Executive Management team and applicable to all its business lines and subsidiaries:

- preventing corruption;
- risk prevention for sanctions and embargoes;
- protecting free competition;
- personal interests, transparency, and vigilance;

- internal whistle-blowing system;
- evaluation of new third parties.

These policies reflect a culture of zero tolerance for breaches of ethics rules. They set the framework for the behaviour to be adopted in each of the situations potentially experienced by Group employees.

5.4.1.5 Ethics and anti-corruption measures

Code of conduct

The Group's policies build on the commitments set out in the Code of Conduct, which was updated in 2024 and has been shared widely (see below). The Code of Conduct includes examples from real-life situations that teams may face to ensure that it is fully understood. Signed by Thierry Blandinières, the Code of Conduct is aimed at all employees and has therefore been translated into several languages.

Raising awareness and training on business conduct

In addition to updating the Code of Conduct, the Group carried out an online campaign in 2024 to raise awareness among staff in France. An awareness-raising video presented the major principles of the Code of Conduct and all employees with an email address were required to view it. The viewing rate has been tracked closely by managers and is a key indicator for measuring the effectiveness of the dissemination of management's guidelines on ethics and good conduct.

The video is intended to be accessible to as many people as possible. As such, it is already available in French and English, and is currently being translated to cover the 13 languages spoken by the Group's subsidiaries.

68.2%

**Percentage of connected employees⁽¹⁾
made aware of the Code of Conduct**

(1) Scope: France.

Whistle-blowing system

The Group's whistle-blowing system was established in 2018, in accordance with the provisions of France's Sapin II law, and was updated in 2024 to strengthen the protection of whistle-blowers in accordance with the newer Wasserman law in France. The system allows employees and external stakeholders to report any behaviour that violates applicable laws and regulations or the commitments made by the Group.

The procedures for using the whistle-blowing system, along with the measures for protecting the confidentiality of reports and the anonymity of whistle-blowers, are set out in an "internal whistle-blowing system" policy, updated in 2024, which is included in the Code of Conduct and made available to employees in a section of the company's intranet.

This document specifies, among other things:

- internal reporting channels:
 - orally, by post or email to authorised staff, the business line's Compliance Officer, the *Internal*

Audit, Risks, and Compliance Department, or the Human Resources Department of the business line or Group. The abovementioned departments, by virtue of their position and status, have the appropriate expertise, authority, and resources to act independently and freely,

- on the secure [InVivo.signalement.net](https://invoivo.signalement.net) platform, available in several languages and outsourced to an ISO 27001-certified third party. The platform refers reports to the people within the Group who are authorised to receive and handle them;
- the prohibition against threats and reprisals, whether actual or attempted;
- the procedures for handling whistle-blower reports, including deadlines, the people involved internally or externally, the obligations of impartiality, and the means of reporting back to the whistle-blower.

0

**Number of complaints received
by the [invivo.signalement.net](https://invoivo.signalement.net)
whistle-blowing system**

Preventing and detecting corruption and bribery

The Group's international dimension and the diversity of its businesses mean that the system for preventing corruption must be regularly updated. The practical details of the system are set out in the Compliance Policy – Prevention of Corruption, updated in 2024, signed by Thierry Blandinières, and distributed to all employees. Regular training sessions are organised to raise awareness among the people exposed to these risks.

The employees potentially exposed to the risk of corruption are mainly in the following functions: Sales, Procurement, Public Affairs, Finance, Legal and Tax, Mergers and Acquisitions, Project Management (project managers in charge of choosing contractors), Financial Statements. Employee representatives in charge of social and cultural activities are also exposed to these risks. The *Internal Audit, Risks, and Compliance* Department organises training and awareness-raising sessions on all these topics, both in-

person and online, for employees. The aim is to enhance their knowledge and provide them with the tools they need to implement this policy properly.

As for corruption, prevention is also based on the third-party assessment system set out in a dedicated policy; moreover, the Compliance Procedure – Assessment of New Third Parties was updated in 2024 to account for changes in best practices for business ethics.

The whistle-blowing system is designed, among other things, to facilitate reporting of corruption. All managers are also trained to handle such reports.

5.4.2 Responsible procurement and respect for human rights in the Group's value chains

5.4.2.1 Background and challenges

Strong value chains are based on trusting relationships with suppliers and subcontractors, along with constant attention to their practices. InVivo acts to secure its

supplies while helping improve working conditions, respect human rights, and reduce the environmental impacts of its supply chains.

5.4.2.2 Responsible procurement policy

The Group's responsible procurement approach focusses on the ethical, environmental, social, and economic principles of its suppliers and service providers. The Group Procurement Department and the CSR Department developed a responsible procurement policy in 2023, applicable to all business lines according to their specific characteristics. The policy aims to mobilise suppliers around the Group's challenges and ambitions in order to co-construct solutions that increase the positive impact of the goods and services purchased.

As such, the responsible procurement policy contributes to the Group's CSR policy, which aims to transform the French agrifood model.

All InVivo Group businesses apply the same responsible obligations and attitudes to their procurement and ensure that contractual conditions are negotiated fairly with their suppliers, that they are based on respect for the parties' respective rights and duties—particularly in terms of ethics, payment conditions, and the balance of contractual clauses—and that they take into account overall costs over the entire life cycle of products and services, as well as the supplier's responsibility to its community.

5.4.2.3 Incorporating CSR criteria into procurement practices

The Group encourages its suppliers to adopt responsible environmental, social, and governance (ESG) practices, in particular by signing the Supplier CSR Policy, which is incorporated into contracts to formalise this commitment. The percentage of suppliers who have signed the policy allows the Group to monitor the roll-out of the approach in its business lines.

Training plans for buyers have been implemented, and in 2022, all Group, Moulins Soufflet, Neuhauser, and Ingredients procurement teams were trained in responsible procurement. In 2024, this awareness-raising continued with the Group Procurement team being made aware of scope 3 of the carbon footprint. They also participated in the "climate mural" workshop.

As part of the preparations for the future EU regulations to combat deforestation and forest degradation (EUDR), TERACTION is carrying out a deforestation risk assessment for its imported products. This will involve around a hundred seasonal products made in China, including furniture, decorative items, and pet supplies. The collection of

information on the origins of raw materials from suppliers will allow TERACTION to gradually reach 100% of the scope subject to the regulatory requirement.

At the end of June 2025, 49% of suppliers in the Soufflet Malt (France), Moulins Soufflet, Neuhauser, and Cordier business lines, as well as the Group Procurement Department in its priority categories, had signed the policy.

The Group also monitors the percentage of expenses covered by CSR assessments in relation to total revenue for a given scope. At the end of the financial year, this figure stood at 36.3%.

The Group is also gradually introducing CSR assessments for its suppliers. Depending on the business line, these assessments can be carried out by EcoVadis or using a recognised tool, such as the PME+ label in France, or SEDEX and BSCI for the CSR assessment of sensitive suppliers outside the EU. Accordingly, 17.7% of suppliers with sales of over €150,000 to the Group underwent a CSR assessment during the financial year.

17.7%
Percentage of suppliers⁽¹⁾ having undergone a CSR assessment (15% in 2023–2024)

36.3%
Percentage of purchases⁽¹⁾ covered by a CSR assessment (34% in 2023–2024)

49%
Percentage of suppliers in priority categories⁽²⁾ that have signed the CSR policy for suppliers (23% in 2023–2024)

(1) Suppliers with whom the Group makes purchases in excess of €150,000 over the year (Group Procurement Department, Soufflet Malt (France), Moulins Soufflet, Neuhauser, Cordier, Soufflet Agriculture).

(2) Scope: Group Procurement Department, Soufflet Malt (France), Moulins Soufflet, Neuhauser, Cordier. The priority categories are those representing the largest amount of purchases in these business lines.

5.4.3 Continuity of information systems and protection of personal data

5.4.3.1 Background and challenges

In an ever-changing digital environment, the protection of personal data and the security of information systems are essential to business continuity and stakeholder confidence. Conscious of the risks associated with cyberattacks and the disclosure of sensitive data, InVivo

is committed to putting in place appropriate prevention, protection, and incident-management systems. This commitment is designed to protect the confidentiality of information, the rights of those concerned, and the resilience of the Group's business.

5.4.3.2 Cybersecurity policy

Conscious of the challenges posed by cyberthreats, InVivo has established an ambitious cybersecurity policy aimed at proactively preventing, detecting, and responding to IT security incidents. This policy is based on a rigorous framework of standards, inspired by various references (NIST, ISO, etc.) and incorporating cybersecurity best practices. It covers all areas relating to the security of information systems. Several other major policies have also been drafted and shared in order to define and frame expectations for cybersecurity.

This system is overseen by the Group IT Department, which reports monthly to the Executive Management team, which in turn ensures that the policy is properly implemented in all subsidiaries and business lines of InVivo Group. A monthly Cybersecurity Steering Committee meeting includes an Executive Committee representative.

In addition, InVivo regularly invests in detection and monitoring tools, employee training, and security audits to minimise the risk of cyberattacks and protect data integrity. InVivo's commitment to cybersecurity reflects our desire to guarantee the confidentiality, integrity, and availability of information while complying with the legal and regulatory obligations in force.

5.4.3.3 Cybersecurity prevention initiatives

Against a backdrop of increasing digitalisation of its activities, InVivo has stepped up its preventive actions for cybersecurity to ensure the protection of sensitive data, the continuity of operations, and the trust of stakeholders.

The InVivo cybersecurity team has created a compulsory digital-security training course (InVivo Cybersecurity Passport) covering both best practices and the main cyber risks.

As the human factor is the main source of cybersecurity risks, InVivo has decided to deploy bimonthly phishing simulation campaigns aimed at all its employees in order to test how well they have adopted cybersecurity best practices. If employees fail these phishing “tests”, they are automatically enrolled in mandatory phishing training to reduce the risk to the Group.

Webinars and other events are also organised on a regular basis (during Cybersecurity Month, etc.).

5.4.3.4 Data protection policy

In application of the GDPR, the data protection system and its monitoring are coordinated and implemented by the Personal Data Protection Officer (DPO) and a network of contacts in the business lines. Informational notices on data protection are made available to data subjects via the subsidiaries’ websites or any other appropriate medium

that provides transparent and accessible information on how their personal data is processed. Guides are also distributed internally from time to time within the Group, on topics such as marketing, data retention periods, security breaches, management of personal rights, etc.

5.4.3.5 Risk-prevention initiatives for data protection

These measures include:

- privacy policies and guides distributed throughout the Group;
- registers of personal data processing activities;
- a regularly reinforced awareness-raising programme: the intranet page dedicated to the GDPR currently has an awareness-raising video;
- a control and audit programme covering all subsidiaries and overseen by the Internal Audit, Risks, and Compliance Department;
- regular monitoring of issues and developments in personal data protection.






6. Appendices and methodological notes

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6.1 Contribution to the UN Sustainable Development Goals (SDGs)

As a signatory of the UN Global Compact, InVivo is particularly concerned with the achievement of the Sustainable Development Goals (SDGs) of the 2030 Agenda. The Group's policies are analysed in light of their contribution to achieving the SDGs.

SDG		EFPS section
	<p>1.2 By 2030, reduce by at least half the proportion of men, women, and children of all ages living in poverty in all its dimensions, according to national definitions.</p> <p>1.5 By 2030, build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social, and environmental shocks and disasters.</p>	5.3.2
	<p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year round.</p> <p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists, and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment.</p> <p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters, and that progressively improve land and soil quality.</p>	5.3.1 5.3.3 5.3.2 5.3.3
	<p>3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.</p>	5.1.4 5.1.1.7
	<p>4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States, and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering, and scientific programmes, in developed countries and other developing countries.</p>	5.3.2 5.2.8 5.2.9
	<p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping, and minimizing release of hazardous chemicals and materials, halving the proportion of untreated waste water and substantially increasing recycling and safe reuse globally.</p>	5.1.2 5.1.4

SDG		EFPS section
	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value added and labour-intensive sectors.	5.3.1 5.3.2
	8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.	5.1.3 5.2.8 5.2.9
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	5.2.9
	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	
	8.b By 2020, develop and operationalise a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organisation.	
	9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	5.1
	10.2 By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status.	5.2.9
	12.2 By 2030, achieve the sustainable management and efficient use of natural resources.	5.1.3
	12.3 By 2030, halve per capita global food waste at the retail and consumer levels, and reduce food losses along production and supply chains, including post-harvest losses.	5.1.3 5.1.3
	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water, and soil in order to minimize their adverse impacts on human health and the environment.	5.1.4 5.1.3 5.3.1
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.	
	12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.	
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	5.1.1 5.1.1
	13.2 Integrate climate change measures into national policies, strategies, and planning.	5.1.1
	13.3 Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.	

SDG		EFPS section
	15.1 By 2020, ensure the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains, and drylands, in line with obligations under international agreements.	5.1.4 5.1.5
	15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought, and floods, and strive to achieve a land degradation-neutral world.	5.1.5 5.1.4 5.1.5
	15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity, and, by 2020, protect and prevent the extinction of threatened species.	
	15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and in water ecosystems, and control or eradicate the priority species.	
	16.5 Substantially reduce corruption and bribery in all their forms.	5.4
	16.6 Develop effective, accountable, and transparent institutions at all levels.	1.1
	16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels.	1.1 5.3.3
	16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.	5.3.3.2
	17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology, and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.	5.3.1 5.3.2

6.2 Methodological note

InVivo Group's extra-financial reporting process aims to meet the obligations set forth in Articles R. 225-105, R. 225-105-1, and L. 225-102-1 of the French Commercial Code.

1. Reporting period and frequency

The data collected cover the period from 1 July 2024 to 30 June 2025 for the 2024-2025 financial year. The data are to be reported on an annual basis.

2. Scope

The scope of extra-financial reporting is intended to be representative of InVivo Group's activities. It has been defined according to the following rules:

- only companies that are fully consolidated in the financial statements are included in the extra-financial reporting scope;
- for distribution activities, only company-owned stores are included in the extra-financial reporting scope, thus excluding franchised stores;
- entities integrated or created during year N will be included in the report for year N+1, in order to adopt a progressive approach;
- entities disposed of during year N are excluded from the reporting scope for year N as at the date of loss of control or significant influence. This year, data from Bioline Agrosiences, which was sold on 27 February 2025, has no longer been included since March 2025. Finally, as AIT was sold on 26 June 2025, it will be removed from the reporting scope for the next year (1 July 2025 to 30 June 2026).

The scope of reporting for year N is updated on 1 July of year N by InVivo Group management.

The scope of extra-financial reporting for the 2024-2025 financial year covers the activities of the InVivo Union (with the exception of the Agricultural Supply Partners Hub, PPA), as well as InVivo Group and its subsidiaries. In 2024-2025, the reporting scope covers 100% of InVivo Group's revenue and 100% of its employees.

The specific information relating to the restriction of the scope of certain indicators is described in section 6.3 "Scope and specific methodological features of the indicators".

3. Policy choices, policy outcomes, and extra-financial performance indicators

The policy choices, policy outcomes, and extra-financial performance indicators presented in the extra-financial performance statement are intended to address the main social and environmental risks associated with the Group's activities.

Due to the nature of its business, InVivo is not directly involved in issues relating to actions aimed at promoting national support for the military and supporting engagement in the military reserves.

4. Consolidation and internal controls


The data are collected from each contributing entity included in the extra-financial reporting scope using the following sources: data extracted from internal or external information systems, Excel tracking files, invoices, etc. All quantitative data are checked by the management controllers of each business line at the request of the business lines' CSR Departments. Qualitative information is gathered from interviews with business experts and from available press releases. The content written is subject to validation by experts at the business-line and Group levels. InVivo Group's CSR Department centralises all the information and prepares the final report. Several successive drafts are shared with all the contributors. The final draft is submitted to a member of the Executive Committee and to the Group Communications Department.

5. External controls

Pursuant to the provisions of Article R. 225-105-2 of the French Commercial Code, InVivo Group has appointed Bureau Veritas, starting in the 2018-2019 financial year, as the independent third party responsible for verifying the extra-financial performance statement. The reasoned opinion on the conformity of the extra-financial performance statement and on the fairness of the information provided is presented on p. 129.

6.3 Scope and specific methodological features of the indicators


Summary table of the scopes and specific methodological rules for each indicator:

Indicators	2024–2025 Reporting scope	Methodology specific information
Environment 		
GHG emissions, scopes 1 and 2 (location-based)	<p>Soufflet Malt: 100% of scope</p> <p>Episens: 100% of scope</p> <p>InVivo Ag^o:</p> <ul style="list-style-type: none"> LS Production, Semences de France, Phyteurop, Aegilops, DTI Semences, CCAB, Agrosiences (France, Kenya, United Kingdom, United States) until the end of February Union: Fertiline, Logistique et Stockage Exclusions: Bioline corporate, SMAG, LEA, be Api, Agrosolutions, Agrinovex, Bioline LatAm, Shanghai In-Ou (HVVH), Finindustria, Life Scientific France + international subsidiaries, Médol, Tradisco, Novasem, Protelis <p>TERACT: France (excluding international) and excluding the Grand Marché La Marnière chain, franchisees, and affiliates</p> <p>Cordier: 100% of France scope (excl. international)</p> <p>Sudvin: 100% of scope (included in Cordier data)</p> <p>Soufflet Agriculture: 100% of scope (incl. IS SEEDS)</p> <p>Soufflet Vigne: 100% of scope</p> <p>Soufflet Négoce by InVivo: Incl. Socomac – Excl. Prolac and offices</p> <p>Corporate: 100% of the scope excl. Bezanne, Grande Armée, Le Bourget, Nanterre, Quai des Granges, Rambouillet, St-Jean-Bonnefonds</p>	<p>The emissions factors used to calculate scope-1 and -2 GHG emissions are taken from the ADEME carbon database, the IEA database, and other sources for a number of federal energy mixes in the USA and Canada. They are validated and revised every year by our partner consultancy, ECO-ACT.</p> <p>The Group was able to use extrapolated data. They are shown in the table below.</p>

Indicators	2024–2025 Reporting scope	Methodology specific information
GHG emissions, scope 3	<p>Soufflet Malt: 100% of scope</p> <p>Episens: 100% of scope</p> <p>InVivo Ag°: 100% of scope</p> <p>TERACT: 100% of scope</p> <p>Cordier: 100% of France scope (excl. international)</p> <p>Sudvin: 100% of scope (included in Cordier data)</p> <p>Soufflet Agriculture: 100% of scope (incl. IS SEEDS)</p> <p>Soufflet Vigne: 100% of scope</p> <p>Soufflet Négoce by InVivo: 100% of scope</p> <p>Corporate: 100% of scope</p>	<p>Scope 3 emissions are calculated by EcoAct. These calculations are based on the GHG Protocol methodology.</p> <p>Scope 3 is based on the detailed footprint of Soufflet Malt and TERACT, supplemented by an extrapolation of the footprint for the rest of the business lines.</p> <p>Indeed, in order to simplify the calculation of the 2023-24 footprint, it was decided to start from the results of the 2022-23 footprint and extrapolate them based on the change in activity between the two years. For most entities, this extrapolation is based on the change in activity (business volumes or m² of sales space). At the level of each entity, changes in activity between 2023-24 and 2022-23 are applied to the associated emissions.</p>

Indicators	2024–2025 Reporting scope	Methodology specific information
Water consumption in absolute terms	Soufflet Malt: 100% of scope	Water consumption in absolute terms corresponds to the absolute amount of water drawn (based on bill and/or meter reading).
Water consumption in water-stressed areas	Episens: 100% of scope InVivo Ag°: <ul style="list-style-type: none"> LS Production, Semences de France, Phyteurop, Aegilops, DTI Semences, CCAB, Agrosiences (France, Kenya, United Kingdom, United States) until the end of February Union: Fertiline, Logistique et Stockage Exclusions: Bioline corporate, SMAG, LEA, be Api, Agrosolutions, Agrinovex, Bioline LatAm, Shanghai In-Ou (HVH), Finindustria, Life Scientific France + international subsidiaries, Médol, Tradisco, Novasem, Protelis TERACT: France scope – excl. international, excl. Grand Marché La Marnière, excl. franchisees and affiliates Cordier: France scope (excl. international) Sudvin: 100% of scope (included in Cordier data) Soufflet Agriculture: 100% of scope (incl. IS SEEDS) Soufflet Vigne: 100% of scope Soufflet Négoce by InVivo: Incl. Socomac – Excl. Prolac and offices Corporate: Nogent Sarraill and Nogent Moulin offices (excl. leased offices)	Water consumption in water-stressed areas is an indicator derived from flood and drought risk mapping using the water stress indicator presented on the Aqueduct Water Risk Atlas website. The sites included in the scope are those defined as having a high or very high level of risk.


Indicators	2024–2025 Reporting scope	Methodology specific information
Total amount of waste produced	Soufflet Malt: 100% of scope	Percentage of waste repurposed: The proportion of waste that is reused, recycled, or repurposed for energy, rather than landfilled or incinerated without energy recovery.
Percentage of waste repurposed	Episens: 100% of scope InVivo Ag°: <ul style="list-style-type: none"> LS Production, Semences de France, Phyteurop, Aegilops, DTI Semences, CCAB, Agrosiences (France, Kenya, United Kingdom, United States) until the end of February Union: Fertiline, Logistique et Stockage Exclusions: Bioline corporate, SMAG, LEA, be Api, Agrosolutions, Agrinovex, Bioline LatAm, Shanghai In-Ou (HVH), Finindustria, Life Scientific France + international subsidiaries, Médol, Tradisco, Novasem, Protelis TERACT: France scope – excl. international and excl. Grand Marché La Marnière, excl. franchisees and affiliates Cordier: France scope (excl. international) Sudvin: 100% of scope (included in Cordier data) Soufflet Agriculture: 100% of scope (incl. IS SEEDS) Soufflet Vigne: 100% of scope Soufflet Négoce by InVivo: Incl. Socomac – Excl. Prolac and offices Corporate: Nogent Sarraill and Nogent Moulin offices (excl. leased offices)	Repurposing: Any operation that enables waste to be put to good use by replacing other materials that would have been needed for a specific purpose. Repurposing is broken down into two recovery processes: material recovery and energy recovery, described below. Energy recovery: Energy recovery applies to waste that cannot be repurposed for use as a material. It aims to recover and make use of the energy produced by this waste through various processes, such as combustion (incineration) or anaerobic digestion. The energy produced is then used in the form of heat, electricity, or gas. Material recovery: Material recovery covers operations aimed at recovering materials from waste, in particular through recycling, backfilling, or the production of solid fuels. It excludes any form of energy recovery.

Indicators	2024–2025 Reporting scope	Methodology specific information
Amount of co-products repurposed	<p>Businesses concerned by the generation of co-products in their processes:</p> <p>Soufflet Malt: 100% of malting plants</p> <p>Moulins Soufflet: 100% of mills</p> <p>Neuhauser: 100% of industrial sites</p> <p>Ingrédients: 100% of industrial sites</p> <p>Soufflet Agriculture: 100% of silos</p> <p>InVivo Ag°:</p> <ul style="list-style-type: none"> Union: 100% Logistique et Stockage 100% Semences de France 	<p>Co-products are substances or objects resulting from a production process whose primary purpose is not to produce said substance or object. The substance or object is not considered to be waste, but rather a co-product, if all the following conditions are met:</p> <ul style="list-style-type: none"> the subsequent use of the substance or object is certain; the substance or object can be used directly without further processing beyond normal industrial practices; the substance or object is produced as an integral part of a production process; the subsequent use is legal, i.e. the substance or object meets all relevant product, environmental, and health-protection requirements for the specific use and will not have an overall harmful impact on the environment or human health.
Number of projects concerned by an improvement in biodiversity	100% of scope	Number of projects concerned by an improvement in biodiversity. Practices counted: Eco-pasturing, differentiated management, hedge pruning, cleaning of settling basins, etc.
Company personnel 		
Frequency of workplace accidents resulting in leave	<p>Corporate: 100% of scope</p> <p>Soufflet Malt: 100% of scope</p> <p>Episens: 100% of scope</p> <p>InVivo Ag°: France and international, incl. IS SEEDS</p> <p>Cordier: 100% of scope incl. Sudvin: 100% of scope</p> <p>Soufflet Vigne: 100% of scope</p> <p>Soufflet Négoce by InVivo: 100% of France scope</p> <p>Soufflet Agriculture: 100% of scope</p> <p>TERACT: 100% of company-owned stores</p>	
Severity rate of workplace accidents		
Staff turnover rate	<p>Group, restricted to employees in France and present in the HRIS.</p> <p>TERACT: excl. Jardiland Neuilly, Grand Marché La Marnière, Boulangerie Louise, Food & Tech Restauration</p> <p>InVivo Ag°: excl. Life Scientific France</p>	<p>Formula:</p> <p>$\frac{((\text{Number of new hires} + \text{number of departures during the period})/2)/\text{Staff at the start of the period}}$</p> <ul style="list-style-type: none"> Factoring out transfer/job-change movements Permanent contracts only

Indicators	2024–2025 Reporting scope	Methodology specific information
Employee exit rate	<p>Group, restricted to employees in France and present in the HRIS.</p> <p>TERACT: excl. Jardiland Neuilly, Grand Marché La Marnière, Boulangerie Louise, Food & Tech Restauration</p> <p>InVivo Ag°: excl. Life Scientific France</p>	<p>Formula:</p> <p>Number of exits during the period / Staff at the start of the period</p> <p>Number of exits:</p> <ul style="list-style-type: none"> • Total number of employees who left their jobs voluntarily or due to redundancy, retirement, or death while employed • Factoring out transfer/job-change movements • Permanent contracts only
<p>Percentage of employees entitled to family leave</p> <p>Percentage of employees entitled to family leave who took it</p> <p>Percentage of employees with a disability</p>	<p>Group, restricted to employees in France and present in the HRIS.</p> <p>TERACT: excl. Jardiland Neuilly, Grand Marché La Marnière, Boulangerie Louise, Food & Tech Restauration</p> <p>InVivo Ag°: excl. Life Scientific France</p>	<p>Employees on permanent contracts only</p>
<p>Percentage of women in the workforce</p> <p>Percentage of women among management-level staff</p> <p>Percentage of women among company leaders</p>	<p>Corporate: 100% of scope</p> <p>Episens: 100% of scope, excl. Ingrédients (AIT + Solyve)</p> <p>Soufflet Malt: 100% of scope</p> <p>InVivo Ag°: 100% of scope, excl. Life Scientific</p> <p>Cordier: 100% of scope incl. Sudvin: 100% of scope</p> <p>Soufflet Vigne: 100% of scope</p> <p>Soufflet Négoce by InVivo: 100% of scope</p> <p>Soufflet Agriculture: 100% of scope</p> <p>TERACT: 100% of company-owned stores, excl. Jardiland Spain and Jardi Sourcing stores</p>	<p>Numbers represent the average headcount at 30 June.</p> <p>As the sale of Ingrédients was completed on 26 June, its employees are not included.</p>

Indicators	2024–2025 Reporting scope	Methodology specific information
Percentage of workforce having received training Number of training hours per employee trained	<p>Group, restricted to employees in France and present in the HRIS.</p> <p>Corporate: 100% of scope</p> <p>Episens: 100% of scope, excl. Ingrédients (AIT + Solyve)</p> <p>Soufflet Malt: 100% of scope</p> <p>Cordier: 100% of scope incl. Sudvin: 100% of scope</p> <p>Soufflet Vigne: 100% of scope</p> <p>Soufflet Négoce by InVivo: 100% of scope</p> <p>Soufflet Agriculture: 100% of scope</p> <p>TERACT: excl. Jardiland Neuilly, Grand Marché La Marnière, Boulangerie Louise, Food & Tech Restauration</p> <p>InVivo Ag°: excl. Life Scientific France</p>	<p>The data are for the calendar year. Indicator reporting period: from 1 January to 31 December.</p> <p>All employees (permanent, fixed-term, and student apprentice contracts).</p>
Percentage of employees who have had an annual performance review	<p>Group, restricted to employees in France and present in the HRIS.</p>	<p>The employees covered include all contracts, not just permanent ones.</p>

Indicators	2024–2025 Reporting scope	Methodology specific information
Social 		
Percentage of revenue generated from positive-impact offerings Share of revenue generated from positive-impact offerings / Total revenue for eligible scope	Soufflet Malt: 100% of scope Episens: 100% of scope InVivo Ag°: Semences de France, Agrosciences, SMAG + LEA, be Api, Agrosolutions, Agrinovex and Union: Logistique et Stockage, Fertiline TERACT: Private labels and Boulangerie Louise Cordier: Own brands Soufflet Agriculture: Soufflet Agriculture France and International (incl. Soufflet Transport) Excluding: IS Seeds Soufflet Vigne: 100% of scope Soufflet Négoce by InVivo: 100% of scope	<p>The criteria for InVivo's positive-impact offerings are described in a Group procedure approved by the Executive Committee for application by the various subsidiaries. This procedure describes an approach that has been validated by KPMG and Bureau Veritas. It provides three distinct methods (issues, pillars, criteria) for adapting the PIO concept appropriately to InVivo's different businesses. Strict compliance with these methods is monitored via periodic internal audits.</p> <p>Revenue from eligible scope = total revenue – revenue authorised to be excluded under the Group procedure.</p>
Tonnes of agricultural raw materials from sustainable sources sold by Soufflet Agriculture	Soufflet Agriculture: 100% of scope	A sustainable raw material is defined as: Raw materials covered by specifications for agro-ecological methods and/or performance obligations, which may be audited by an independent third party, or covered by recognised certifications.
Tonnes of wheat from sustainable sources purchased by Moulins Soufflet	Moulins Soufflet: 100% of scope	
Tonnes of brewing malt from sustainable sources purchased by Soufflet Malt	Soufflet Malt: 100% of scope	
Volume of wine purchased from sustainable production	Cordier and Sudvin: 100% of scope	
Number of contracts signed with farmers for tonnes of sustainable products (Soufflet Agriculture)	Soufflet Agriculture: 100% of scope	
Estimated number of farmers supplying sustainable products	One indicator per entity: Episens: 100% of scope Soufflet Malt: 100% of scope	Calculation based on average tonnage delivered per farm.

Indicators	2024–2025 Reporting scope	Methodology specific information
Number of wine suppliers engaged in sustainable practices	Cordier and Sudvin: 100% of scope	
Business conduct		
		
Percentage of revenue covered by the CSR assessment in relation to the total revenue of the scope	Soufflet Malt (France), Moulins Soufflet, Neuhauser, Soufflet Agriculture (France, excl. farmers), Cordier and Group Procurement Dept. for their priority categories.	
Percentage of suppliers (> €150 K) who have undergone a CSR assessment	Soufflet Malt (France), Moulins Soufflet, Neuhauser, Soufflet Agriculture (France, excl. farmers), Cordier and Group Procurement Dept. for their priority categories.	
Percentage of suppliers in priority categories who have signed the CSR policy for suppliers	Soufflet Malt (France), Moulins Soufflet, Neuhauser, Cordier and Group Procurement Dept. for their priority categories.	
Number of complaints received by the invivo. signalement.net whistle-blowing system	100% of scope	
Percentage of connected employees made aware of the Code of Conduct	Scope: France	Connected employees: employees with a work email address

Summary table of extrapolation rules for data used to calculate scope-1 and -2 carbon footprint:

Divisions	Extrapolation method
Soufflet Malt	<p>For extrapolations of consumption monitored monthly: May and June '25 = provisional budget for May and June '25</p> <p>For extrapolations of consumption monitored annually:</p> <p>Petrol: data for year N = N-1</p> <p>No extrapolation for refrigerants</p>
Moulins Soufflet	June consumption = average monthly consumption billed from January 2025 to May 2025
Neuhauser	Sites have used the June 2024 value, or the May 2025 value if there has been a change in activity compared with June 2024.
Soufflet Négoce by InVivo	<p>Electricity: Estimated consumption in proportion to tonnage loaded x average for previous periods</p> <p>Gas: No extrapolation necessary (no consumption in May and June)</p>
Soufflet Agriculture	Missing data, month in year N = month in year N-1
Ingrédients (AIT and Solyve)	The average over the last several months (depending on the availability of site data: last 8 or 9 months)
Soufflet Vigne	Missing data, month in year N = month in year N-1
Corporate	<p>Several rules:</p> <ul style="list-style-type: none"> Borrowing of monthly data from previous year (June '25 = June '24) For an office: June '25 = average from July 2024 to May 2025
TERACT	Extrapolation method: Month N = Month N-1
InVivo Ag°	<p>Agrosiences:</p> <p>Two extrapolation methods:</p> <p>Month N = Month N-1 for data not obtained up to February '25</p> <p>Not available from March to June 2025 (disposal)</p> <p>Phyteurop:</p> <p>Simulation of an internal model by management auditors on the basis of the production schedule (enabling volumes to be obtained), with the consumption of kWh per litre applied to said volumes.</p> <p>LPG: average over available months x number of months not available</p> <p>Semences de France:</p> <p>Two extrapolation methods:</p> <p>Month N = Month N-1</p> <p>June '25 = Average over last 11 months</p> <p>UNION</p> <p>Logistique et Stockage:</p> <p>Tonnage: estimated from the budget</p> <p>Electricity: Consumption in kWh in June '24 x current unit price</p> <p>For gas: no consumption in June, just the subscription</p> <p>Fertiline:</p> <p>June '25 = Monthly average in year N</p>
Cordier (incl. Sudvin)	Based on the last month available, April '25 = May '25 = June '25

Summary table of extrapolation rules for water usage:

Divisions	Extrapolation method
Soufflet Malt	Not applicable (actual data)
Moulins Soufflet	June '25 = Average for January to May
Neuhauser	Not available
Soufflet Négocie by InVivo	Half-yearly bill; for the missing months in 2 nd half: Monthly average in year N-1 x number of missing months
Soufflet Agriculture	Soufflet Agriculture France: according to bill frequency If billed half-yearly, 2 nd half '24-'25 = 2 nd half '23-'24 If annual bill, data '24-'25 = data '23-'24 Soufflet Agriculture International and IS SEEDS: June '25 = June '24
Ingrédients (AIT and Solyve)	April '25 = May '25 = June '25 = Average over last 9 months
Soufflet Vigne	Not available
Corporate	Billed half-yearly, 2 nd half = 2 nd half 2024
TERACT	Depending on bill frequency If billed half-yearly, 2 nd half '24-'25 = 2 nd half '23-'24 If annual bill, data '24-'25 = data '23-'24 If no bill: calculation of a ratio of water consumption / m ² of store space for each retailer
InVivo Ag°	Several rules: Missing data for a month = Monthly average in year N For sites receiving half-yearly bills: consumption for the missing months is calculated using data from months in year N-1 (e.g. June '25 = June '24) Exception for Fertiline: Monthly average in year N-1 x number of missing months
Cordier (incl. Sudvin)	Several rules: June '25 = May '25 June '25 = Average for the first week of June

Summary table of extrapolation rules for waste volumes:

Divisions	Extrapolation method
Soufflet Malt	Three sites subject to extrapolation: For one site, data for year '24-'25 = year '23-'24 For two sites, April '25 = May '25 = June '25 = (volume of waste / number of months for which data is available) x number of missing months
Moulins Soufflet	For May and June 2025: depending on the production forecast, extrapolation from the average data between July 2024 and April 2025
Neuhauser	Not available
Soufflet Négoce by InVivo	Not available for June '25
Soufflet Agriculture	June '25 = June '24
Ingredients	April '25 = May '25 = June '25 = Average over last 9 months
Soufflet Vigne	Not available
Corporate	Not applicable (actual data)
TERACT	May '25 = May '24 June '25 = June '24
InVivo Ag°	June '25 = Average over previous 11 months
Cordier (incl. Sudvin)	Various rules depending on the site: average in proportion to the collection period (quarterly, half-yearly, or annual)

Summary table of extrapolation rules for hours worked:


Divisions	Extrapolation method
Soufflet Malt	In the event of missing data, the hours worked are estimated on the basis of the average hours worked over the 2023–2024 financial year. Most of the hours in June were extrapolated using this method.
Moulins Soufflet	
Neuhauser	
Soufflet Négoce by InVivo	
Soufflet Agriculture	
Ingrédients (AIT and Solyve)	
Soufflet Vigne	
Corporate	
TERACT	
InVivo Ag°	
Cordier (incl. Sudvin)	


Summary table of extrapolation rules for the number of lost days:

Divisions	Extrapolation method
Soufflet Malt	Only the month of June 2025 has been extrapolated, using the following calculation rule: Number of days of absence (DA) in June 2025 = Number of DA in May 2025.
Moulins Soufflet	
Neuhauser	
Soufflet N�goce by InVivo	
Soufflet Agriculture	
Ingr�dients (AIT and Solyve)	
Soufflet Vigne	
Corporate	
TERACT	
InVivo Ag�	
Cordier (incl. Sudvin)	

6.4 Summary of extra-financial reporting indicators

Topic		Unit	2023/2024	2024/2025	Change %	Comments
Environment						
						
Climate	Greenhouse-gas emissions, scope 1	tCO ₂ eq	398,491	440,271	+10.5%	This increase is mainly due to a negative harvest effect requiring more energy-intensive operations (natural gas) and a less favourable energy mix (more gas, less electricity).
	Greenhouse-gas emissions, scope 2 (location-based)	tCO ₂ eq	130,027	106,698	-15.6%	Decrease in scope 2 due to a reduction in electricity consumption and a change in the basis for electricity emissions factors.
	Greenhouse-gas emissions, scopes 1 and 2 (location-based)	tCO ₂ eq	528,518	546,969	+3.5%	See comments above.
	Greenhouse-gas emissions, scope 3	tCO ₂ eq	13,423,851 (2022–2023)	13,582,226 (2023–2024)	+1%	Scope-3 data is calculated on the basis of previous-year data in order to ensure accuracy (actual data, not extrapolated data). In 2024–2025, the scope 3 published is that for the 2023–2024 period.
	Percentage of sites certified ISO 50001	%	Not published	24.8	Not applicable	New indicator
Water management	Water consumption in absolute terms	m ³	14,806,817	13,892,652	-6.2%	Water consumed down or stable overall, with a notable improvement at Soufflet Malt (3.95 – 3.87 m ³ /t).
	Water consumption in water-stressed areas	m ³	4,054,438	3,931,203	-3%	A 3% decrease in volumes consumed in water-stressed areas, mainly thanks to Soufflet Malt (-130,426 m ³).
Circular economy	Tonnes of waste produced by operations	Tonnes	Not published	93,980	Not applicable	New indicator
	Percentage of waste repurposed	%	89	90.6	+2%	N/A
	Amount of co-products repurposed	Tonnes	Not available	446,608.5	Not applicable	New indicator

Topic		Unit	2023/2024	2024/2025	Change %	Comments
Biodiversity and ecosystems	Number of projects concerned by an improvement in biodiversity	Number	Not available	14	Not applicable	New indicator
Company personnel						
						
Employees	Staff turnover rate	%	18	17	-5.6%	Improved employee retention: the Group remains vigilant and is continuing its efforts to strengthen the social climate, increase employee satisfaction, and improve working conditions.
	Exit rate	%	Not available	20	Not applicable	New indicator
Health and safety	Frequency of workplace accidents resulting in leave	Number	15.31	13.88	-9%	Deployment of prevention initiatives, particularly:
	Severity rate of work accidents resulting in leave	Number	0.79	0.81	+2.5%	<ul style="list-style-type: none"> road safety the reinforcement of safety audits the optimisation of safety inspections
Professional development	Percentage of workforce having received training	%	71	58	-18.3%	Operational pressures have curbed some objectives (although compulsory training has been maintained), and the indicator now includes permanent + fixed-term + student apprentice contracts (compared with just permanent contracts previously), which partly explains the year-on-year difference.
	Number of training hours per employee trained	Number	21	14	-33.3%	
	Percentage of employees who have had an annual review	%	Not available	97	Not applicable	
QLW	Percentage of employees entitled to family leave	%	Not available	100	Not applicable	New indicator
	Percentage of employees entitled to family leave who took it	%	Not available	3	Not applicable	New indicator

Topic		Unit	2023/2024	2024/2025	Change %	Comments
Diversity, equity, inclusion	Percentage of women in the workforce	%	43	43	0%	N/A
	Percentage of women among management-level staff	%	42	39	-7.1%	N/A
	Percentage of women among company leaders	%	22	23	+4.5%	N/A
	Percentage of employees with a disability	%	3	3	0%	N/A
Social						
						
Positive-impact offerings	Share of revenue generated from positive-impact offerings / Total revenue	%	27	24.2	-11.2%	Difficulties in promoting PIOs and Neuhauser's <i>Transparency</i> range abandoned.
	Share of revenue generated from positive-impact offerings / Total revenue for eligible scope	%	39	39.3	+1.3%	Slight increase in a market that is still not very receptive and a reduction in the eligible scope.
Sustainable supply chains	Tonnes of agricultural raw materials from sustainable sources sold by Soufflet Agriculture	Tonnes	1,187,039	1,497,154	+26%	This change is due to the development of sustainable supply chains and the maintenance of their associated tonnages in spite of collections being impacted by unfavourable weather conditions.
	Tonnes of wheat from sustainable sources purchased by Moulins Soufflet	Tonnes	481,509	432,105	-10.3%	This decrease is due to falling customer demand and the discontinuation of two sustainable supply chains (including <i>Transparency</i>).
	Tonnes of brewing malt from sustainable sources purchased by Soufflet Malt	Tonnes	1,051,470	1,554,634	+48%	The increase is due to an increase in the scope (integration of UMG) and to Soufflet Malt's commitment to boosting sustainable barley.
	Volume of wine purchased from sustainable production	Hecto-litres	225,927	234,547	+3.8%	N/A

Topic		Unit	2023/2024	2024/2025	Change %	Comments
Sustainable supply chains	Number of contracts signed with farmers for tonnes of sustainable products (Soufflet Agriculture)	Number	Not available	27,773	Not applicable	New indicator
	Estimated number of farmers supplying sustainable products (Episens)	Number	3,200	5,764	+80%	The very large change is due to an increase in the scope.
	Estimated number of farmers supplying sustainable products (Soufflet Malt)	Number	6,192	6,361	+3%	N/A
	Number of wine suppliers engaged in sustainable practices	Number	Not available	124	Not applicable	New indicator
Business conduct						
						
Responsible procurement	Percentage of suppliers in priority categories who have signed the CSR policy for suppliers	%	23	49	+112%	This increase is due to a better definition of the priority scopes for each business line and greater reliability of supplier databases.
	Rate of expenditures covered by a CSR assessment	%	34	36.3	+6.9%	N/A
	Percentage of suppliers (> €150 K) who have undergone a CSR assessment	%	15	17.7	+20.6%	In the '23-'24 EFPS, the value was 36% due to a calculation error. The '23-'24 value was corrected after publication and is actually 15%.
Ethics	Number of complaints received by the invivo.signalement.net whistle-blowing system	Number	Not available	0	Not applicable	New indicator
	Percentage of connected employees made aware of the Code of Conduct	%	Not available	68.2	Not applicable	New indicator

6.5 Report by an independent third party (ITP)



BUREAU VERITAS CERTIFICATION
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92400 Courbevoie, France
A French SAS company
RCS Nanterre business ID – 399 851 609

Verification report for the extra-financial performance statement

InVivo Group _ 83 avenue de la Grande Armée _ 75016 Paris, France

The extra-financial performance statement reviewed concerns the company's financial year ended 30 June 2025.

Request, Responsibilities, and Independence

In accordance with the request made to us by InVivo Group and pursuant to the provisions of Article L.225-102-1¹ of the French Commercial Code, we have verified the extra-financial performance statement (EFPS) for the financial year ended 30 June 2025, published in InVivo Group's management report, as an independent third party (hereinafter referred to as the "third party"). Validation/verification of Cofrac accreditation, No. 3-2047, list of sites, and scope available at www.cofrac.fr.

The Board of Directors is responsible for

- ✓ Preparing and publishing an EFPS in accordance with Articles L.225-102-1¹, R.225-105¹ and R.225-105-1¹ of the French Commercial Code,
- ✓ Preparing the EFPS in accordance with the reporting protocols established by the company, hereinafter referred to as "the reporting procedures",
- ✓ Implementing the internal controls necessary to produce information that is free from material misstatements,
- ✓ Making the EFPS available on the company's website, together with all of the policies adopted by InVivo.

We are responsible for carrying out the verification of the EFPS, which enables us to issue a reasoned opinion and a conclusion regarding:

- ✓ The EFPS's compliance with the provisions of Article R.225-105¹ of the French Commercial Code;
- ✓ The fairness of the historical information (observed or extrapolated) provided pursuant to 3° of I and II of Article R.225-105¹;

We conducted our verification of the EFPS in an impartial and independent manner, in accordance with the professional practices of independent third parties and in compliance with the Code of Ethics and with our internal procedures applied by all Bureau Veritas Certification staff.

Nature and scope of verifications

In order to issue a reasoned opinion on the compliance of the EFPS and a reasoned opinion on the fairness of the information provided, we conducted our verification work in accordance with Articles A.225-1 to A.225-4 of the French Commercial Code and with our methodology set forth in the document "GP01 - Procedure for verifying the extra-financial performance statement, EFPS"; in particular:

- ✓ We have taken note of the consolidated scope to be considered for the preparation of the EFPS, as specified in Article L.233-16 of the French Commercial Code. And we ensured that the EFPS covers all the companies included in the consolidated scope or specifies the scope restrictions for each indicator;

¹ Texts in their version prior to 1 January 2025



- ✓ We have gathered information on the company's activities, on the context in which the company operates, and on the social and environmental consequences of its activities;
- ✓ We have familiarised ourselves with the contents of the EFPS and verified that it includes the information required by Article R.225-1051 of the French Commercial Code:
 - Presentation of the company's business model;
 - A description of the main risks associated with the company's business, for each category of information referred to in III of Article L.225-102-11, including, where relevant and proportionate, the risks created by its business relationships, products or services, the policies applied by the company, and, where applicable, the due diligence procedures implemented to prevent, identify, and mitigate the occurrence of the risks identified;
 - The results of these policies, including key performance indicators and, where relevant to the principal risks, the information set forth in II of this article;
- ✓ We have examined the company's system for reviewing the consequences of its activities, as listed in III of Article L.225-102-11, and for identifying and prioritising the related risks;
- ✓ We have identified missing information and information omitted without explanation;
- ✓ We have verified that the omitted information relating to the main risks identified is clearly explained in the EFPS, along with the reasons for the omission;
- ✓ We have verified that the company has put in place data collection procedures to ensure the completeness and consistency of the information provided in the EFPS. We have examined the "reporting procedures" with regard to their relevance, reliability, comprehensibility, completeness, and neutrality, and where appropriate, compared them with professional best practices derived from an industry benchmark;
- ✓ We have identified the people within the company who are responsible for all or part of the reporting process, and we have conducted interviews with some of these people;
- ✓ We asked about the existence of internal control and risk management procedures implemented by the company;
- ✓ We assessed, via sampling, the implementation of "reporting procedures", in particular the processes for collecting, compiling, processing, and checking information;
- ✓ For quantitative data ², we considered to be the most important, we have:

² The verified data below is based on observed historical information. Within this list, some indicators are based on information extrapolated according to the rules described in the EFPS.

Worker information: Percentage of female employees; Percentage of female managers; Percentage of female executives; Staff turnover rate; Percentage of employees with disabilities; Percentage of employees who have received training; Number of training hours per employee trained; Percentage of employees who had an annual review; Percentage of employees entitled to family leave; Percentage of employees entitled family leave who took it; Frequency of workplace accidents resulting in leave; Severity rate of work accidents resulting in leave;

Environmental information: Greenhouse-gas emissions, scopes 1 & 2 (location based); Greenhouse-gas emissions, scope 3; Share of ISO 50001-certified sites; Water consumption in absolute terms; Water consumption in water-stressed areas; Tonnes of waste produced by operations; Share of waste repurposed; Revenue generated by positive-impact offerings; Tonnage sold by Soufflet Agriculture of agricultural raw materials from sustainable sources; Tonnes of wheat from sustainable sources purchased by Moulins Soufflet; Tonnes of malting barley from sustainable sources purchased by Soufflet Malt; Volume of wine purchased from sustainable sources; Number of contracts signed with farmers for sustainable products (Soufflet Agriculture); Estimated number of farmers supplying sustainable products (Episens); Estimated number of farmers supplying sustainable products (Soufflet Malt); Number of wine suppliers engaged in sustainable practices;

Societal information: Percentage of suppliers in priority categories who have signed the supplier CSR policy; Percentage of expenditures covered by a CSR assessment; Percentage of suppliers (> €150 k) who have undergone a CSR assessment; Number of complaints received by the invivo.signalement.net whistle-blower system; Percentage of connected employees made aware of the Code of Conduct.



- Carried out an analytical review of the data and verified, on a test basis, the calculations and compilation of the information at the level of the head office and the audited entities;
 - Selected a sample of entities³ in the scope of consolidation, based on their activity, their contribution to the company's consolidated data, their location, and the results of work carried out in previous financial years;
 - Carried out detailed tests using samples, verifying that the reporting procedures had been correctly applied, reconciling the data with the supporting documents, and verifying the calculations and the consistency of the results;
 - The sample selected represents a coverage rate of 23% to 100% of the workforce, between 24% and 45% of the values reported for environmental information, and 100% for the social information tested;
- ✓ For the qualitative information that we considered to be the most important, we consulted documentary sources and conducted interviews with the people responsible for drafting said documents.
 - ✓ We have examined the consistency of the information provided in the EFPS.
 - ✓ Our work was carried out between 16 May 2025 and the signature date of our report, over a period of approximately two weeks, by a team of two auditors. We conducted around 40 interviews with people in charge of reporting in the course of this assignment.

Observations on reporting procedures or the content of certain information

Without calling into question the conclusions below, we would like to make the following observations:

- ✓ Given the changes in the scopes of the indicators, we would like to note that the information published may be non-comparable.
- ✓ The EFPS's reporting scope does not yet cover the entire consolidated scope, and the company should continue its efforts to cover the entire scope.

Reasoned opinion and conclusion

Based on our verification, we did not detect any material misstatements that would cause us to believe that the information provided in the extra-financial performance statement was not prepared in accordance with Article R.225-105 of the French Commercial Code, nor that would cause us to question the fairness of the information presented.

Signed in Courbevoie on 02 October 2025

For Bureau Veritas Certification

Samuel Duprieu
Chairman

³ **Environmental information** _ Energy (gas and electricity) & CO₂ emissions, scopes 1 & 2: Malting plants in Nogent, Pocatello, Taubaté, and Rouen silo _ Water consumption: Malting plants in Nogent, Pocatello, Taubaté _ Rate of waste repurposed: Malting plants in Nogent, Pocatello, Taubaté, and Rouen silo _ Number of work accidents: Malting plants in Nogent, Pocatello, Taubaté, and Rouen silo _ Scope 3: Soufflet Agriculture, Soufflet Malt, Neuhauser
PIOs: Moulins Soufflet and Soufflet Malt _ Sustainable agriculture: Soufflet Agriculture, Moulins Soufflet and Soufflet Malt, Cordier
Worker information _ (workforce, diversity, etc.): entities managed by the payroll software _ Training: Episens and Soufflet Malt
Other indicators _ published scope (data that were centralised)



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