

VIVESCIA is starting a new chapter in its development with its VIVESCIA 3.0 strategy, projecting the grain cooperative group into the future of agriculture, sustainable crop value chains, and grain-based ingredients.

In the context of its AGM on 16 December, and the presentation of its financial results for the year ending 30 June 2025, VIVESCIA Cooperative Group presented its first roadmap for 2030, **with a new transformation and development plan, called VIVESCIA 3.0.**

- ❖ VIVESCIA 3.0 is a meaningful project. It sets its sights on 2030, with a **vision of a more efficient, more sustainable, and more connected grain cooperative group, in the service of its purpose: to create value for VIVESCIA cooperative farmers.**
- ❖ Its sustainable development and performance programme, **LINK, is the foundation of VIVESCIA 3.0, and its TRANSITIONS programme will drive innovation** in agri-food value chains.
- ❖ To support its ambition as a **driving force and leading player in sustainable crop value chains and grain-based ingredients**, VIVESCIA will mobilise a **€600 million investment package**, including €150 million for its agricultural activities and €200 million for new development projects.

The President of VIVESCIA Group, Christoph Büren, said: *“Our direction is clear: we are guided by our purpose, which places the **creation of sustainable value for our VIVESCIA cooperative farmers** at the very heart of our corporate project, VIVESCIA 3.0. Our project has an ambitious shared objective: to develop as the leader of sustainable crop value chains and grain-based ingredients. It also commits us to building the agriculture of tomorrow: strong, productive, and resilient low-carbon agriculture that promotes soil health and biodiversity. **This new chapter opens with confidence over our greater financial and investment capacity.** In a fast-moving, fiercely competitive international environment, buffeted by global warming and climate incidents, **we must have the courage to talk about competitiveness.** Alongside **sustainability** and **innovation, our growth depends on it.”***

Guillaume Mothe, Group Managing Director, added: *“In addition to our role as the **key partner of VIVESCIA cooperative farmers** and customers along the value chain, part of our VIVESCIA 3.0 strategy is to **strengthen the value proposition** of our primary processing grain businesses. **VIVESCIA Industries will become VIVESCIA Ingredients.** The challenge is to go beyond a commodity-based model. We have created a new organisational structure, based on the **three families of ingredients in our portfolio**: malt for beer and whisky (Malteurop); food ingredients (Grands Moulins de Paris, KALIZEA, Diamalteria — not forgetting Francine, a staple ingredient in all French consumers’ kitchens); and biotech ingredients (ARD) for the bioeconomy. ”*



VIVESCIA 3.0 reinforces the Group's mission and provides renewed momentum; to nourish people every day while contributing to sustainable transitions and the development of the bio-economy. Through its position at the heart of the value chain, VIVESCIA undertakes to look after the Earth, grain, and ingredients within grain and plant industries. Through its driving, innovative role, VIVESCIA intends to uphold a positive vision for tomorrow's agriculture and value chains: productive, resilient, low-carbon, regenerative practices that promote soil health and biodiversity.

VIVESCIA Group: Consolidated results and highlights for the year ending 30 June 2025

- ✓ **Resilience in the face of the various effects of the global economy and climate incidents:** The Group's agricultural and processing businesses posted profits, as measured by EBITDA, of €184 million, with revenue of €3.8 billion (versus €4.1 billion for FY ending 30 June 2024).
- ✓ **Net debt is under control** at €550 million.
- ✓ **The planned sale of Délifrance (frozen bakery business) to Belgian family-owned group Vandemoortele:** The deal will be finalised at the end of the year, or at the very beginning of 2026, following the decision of the competition authorities.
- ✓ **Competitive management of grain prices paid to VIVESCIA cooperative farmers** in the context of a disappointing 2024 harvest (in quantity and quality).
- ✓ **Redistribution by the Cooperative to VIVESCIA member-farmers,** voted at the AGM of 16 December 2025: €1.7 million (rebates and interest paid to members on their cooperative shares).
- ✓ **Continuous support for young farmers starting out:** €760,000 in 2024/2025
- ✓ **Enhanced value creation for crops through value-chain initiatives,** including the *Club Francine* supply agreement (310 farmers): €5 million paid out to VIVESCIA cooperative farmers for FY ending 30 June 2025.
- ✓ **A programme for regenerative, resilient agriculture, TRANSITIONS develops apace:** Consolidation of the programme with 600 farmers and 500,000 tonnes of grain and oilseed (17% of crops harvested by VIVESCIA), slated financial support of €5.5 billion by June 2026, more than 100 technical training sessions, and the arrival of Suntory, Pernod Ricard, and Vandemoortele to reinforce the coalition of partners in the autumn of 2025.
- ✓ **Continued progress for our sustainable development policy, LINK:** A climate roadmap for each business, in line with our SBTi Flag targets, certified in June 2024 (a 29% decrease in greenhouse gas emissions on scopes 1, 2, and 3; and -42% on scope 1 and 2 by 2030).

VIVESCIA 3.0 has four strategic pillars:

1. **Strengthening the cooperative as the foundation of our group**, whose purpose is the creation of value for VIVESCIA cooperative farmers. In the face of unpredictability in a sector that is reinventing itself, VIVESCIA group has to become more efficient and competitive.
2. **Affirming the group's new position** at the intersection of plant and grain value chains: VIVESCIA Industries will become **VIVESCIA Ingredients**, a name that conveys a stronger value proposition.
3. Creating a **new growth dynamic** with an entrepreneurial mindset across our value chains, innovation, and customer focus.
4. **Simplifying our organisational structure** to become a more agile and efficient group.

The 2030 roadmap will leverage **competitiveness, sustainability, and innovation**, percolating through all VIVESCIA Group's businesses: agriculture and animal nutrition, malting, milling, maize processing, and plant biotechnologies.

More than just a plan, **VIVESCIA 3.0 lays out a new model for VIVESCIA tomorrow**, with an ambition to be a leader in sustainable crop value chains and grain-based ingredients, carrying a vision of agriculture that reconciles productivity with low-carbon practices that protect water resources and promote soil health and biodiversity.

This ambition will be adapted to each business, each one contributing to value creation and the conditions for VIVESCIA 3.0's success.

Vivescia Agriculture and Value Chains: A key partner for cooperative members in north-eastern France and downstream customers around Europe.

VIVESCIA Ingredients — Malting Division: MALTEUROP, a global leader in sustainable value creation through barley-malt value chains in the service of brewers and distillers.

VIVESCIA Ingredients — Food Division: GRANDS MOULINS de PARIS, France's leading miller, expanding across value chains and new geographies. KALIZEA, a major player in the European maize processing sector, committed to high-performance and sustainable ingredient value chains; and DIAMALTERIA, an established specialist in high value-added malt extraction.

VIVESCIA Ingredients — Biotech Division: ARD, an accelerator of innovative biotech solutions aimed at the bio-economy sector.



FURTHER READING:

About TRANSITIONS, the leading impact-driven programme in Europe

Launched by the VIVESCIA Cooperative Group and its partners in 2023, the TRANSITIONS programme — the first impact-driven programme of its kind in Europe — helps farms move towards more resilient, low-carbon farming practices that promote soil health and biodiversity. It is spreading and is being duplicated in France in 2025, with a first Noriap cooperative located in the *Hauts de France* department.

TRANSITIONS brings together plant and grain industries across the entire value chain in an ambitious, innovative, and robust programme that is aligned with internationally recognised scientific standards (GHG Protocol, SBTi Flag, SAI Regen Ag, etc.) and audited by Bureau Veritas.

- 1. A systemic agronomic framework** that takes into account the soil, carbon, and biodiversity, **designed at the level of the farm** — the only way to guarantee progress. The programme aims to mitigate financial and technical risk for farmers, who commit for three years, thanks to significant financial support, a collective training plan, and concrete individual support.
- 2. Coalitions of agri-food and manufacturing customers with technical and scientific partners:** Only a collective solution will enable us to share the cost of a successful, large-scale transition of agricultural and food systems.
- 3. A digital chain of trust:** The cornerstone of the programme is a robust data chain whose pioneering methodology is unanimously recognised in our sector.



To find out more about the TRANSITIONS programme: <https://www.vivescia.com/en/transitions>



About VIVESCIA Group

VIVESCIA is an international, cooperative agri-food group with 7,100 employees in 25 countries, generating revenue of €3.8 billion for the year ending 30 June 2025. Specialising in producing and adding value to grain, VIVESCIA is owned by 9,500 farming entrepreneurs from the north-east of France.

VIVESCIA strives to take care of grain, from field to fork, thanks to a collective of men and women who are committed to sustainable grain and crop value chains. The cooperative and its agricultural businesses collect 3.5 million tonnes of grain every year; 2,000 beers are brewed every second worldwide using Malteurop malt. 1 Francine product is purchased every second in France. 1 in 3 French artisan bakers work with Grands Moulins de Paris. We also have expertise in the milling maize industry, with Kalizéa; in animal nutrition with Nealia; and in the biotechnology and plant chemistry ecosystem with ARD.

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