

SUMMARY
Activity report
2014-2015

groupe coopératif
MAÏSADOUR





8,000 farmers



6,100 employees



1.579bn euros in turnover



1,009,300 t of cereal marketed



32 garden centres

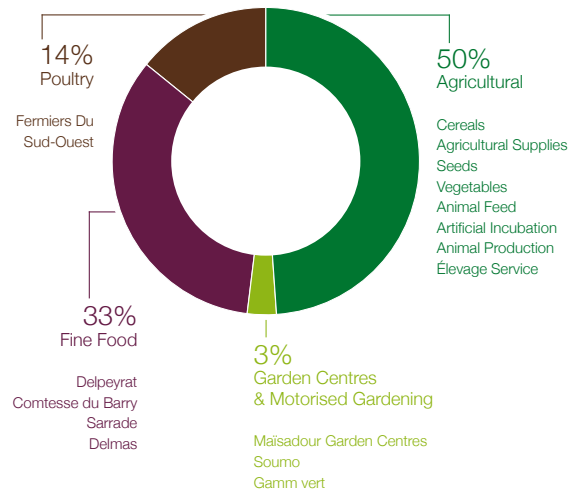
a COOPERATIVE of **8000 FARMERS**

THE BOARD OF DIRECTORS & EXECUTIVE COMMITTEE

AGRICULTURAL DIVISION	GARDEN CENTRE & MOTORIZED GARDENING DIVISION
789 M euros in turnover	52 M euros in turnover
2,800 employees	303 employees
168 sites	37 sites
FINE FOOD DIVISION	POULTRY DIVISION
516 M euros in turnover	222 M euros in turnover
2,128 employees	862 employees
30 sites	5 sites

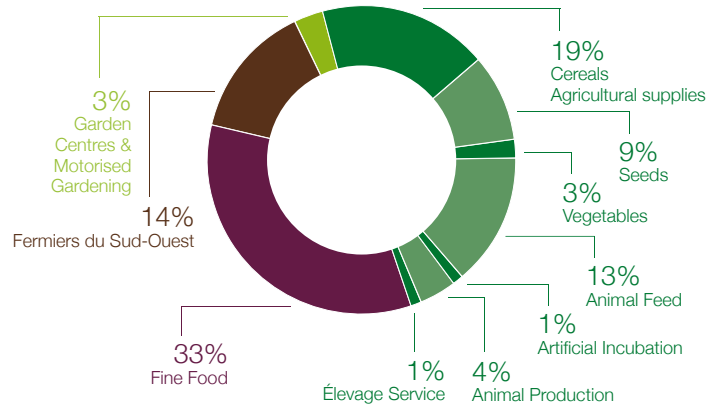
Breakdown of turnover by Division

Turnover of 1.579 billion euros



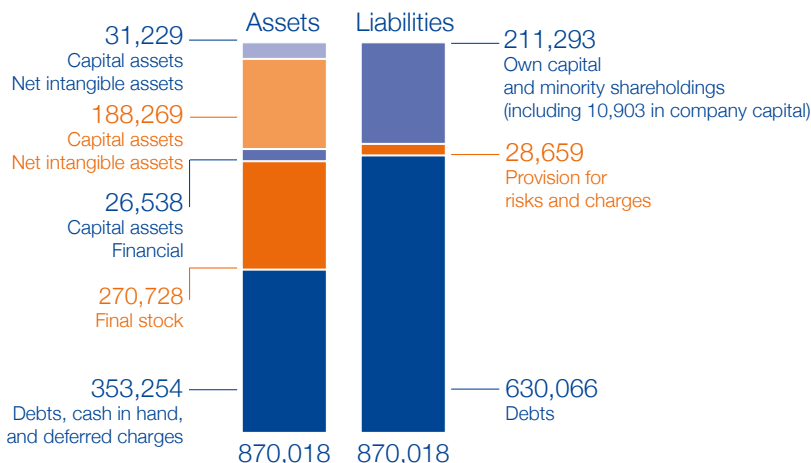
Breakdown of turnover by segment

Turnover of 1.579 billion euros



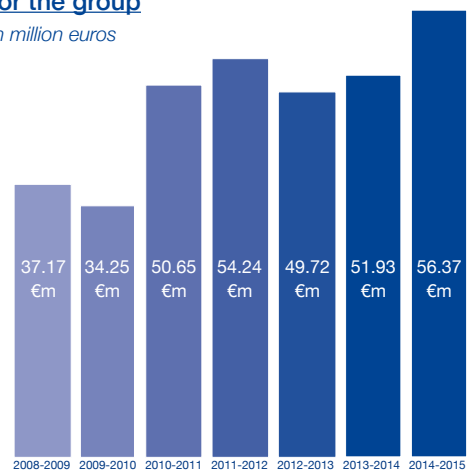
Simplified balance sheet

In thousand euros



Changes in gross operating surplus for the group

In million euros





- 2014**
JULY

SUD-OUEST ALIMENT

 - 1st project certificate issued in France for the fish food factory project in Arue-Roquefort.
- 2014**
AUGUST

SEEDS

 - Second dryer enters service on the Mogilev production site (Ukraine).
- 2014**
OCTOBER

DELPEYRAT

 - Second biomass boiler enters service on the Saint-Pierre-du-Mont site.
- 2014**
NOVEMBER

ÉLEVAGE SERVICE

 - Acquisition of Pébrocq - MDS in Boueilh.
- 2014**
NOVEMBER

COMTESSE DU BARRY

 - Opening of a new outlet in Lille, an emblematic shop window for the new fine food concept.
- 2014**
DECEMBER

GROUP

 - AFAQ 26000 “Confirmed” level assessment achieved, in recognition of our global Corporate and Environmental Responsibility strategy.
- 2014**
DECEMBER

FERMIERS DU PÉRIGORD

 - IFS certification obtained.
- 2015**
MARCH

SEEDS

 - Complete buy-out of Semfor by Maisadour Semences in Italy.
- 2015**
MARCH

ANIMAL FEED

 - Sud-Ouest Mash established.
- 2015**
MARCH

DELMAS

 - New Delmas brand launched for seafood.
- 2015**
MARCH

DELPEYRAT TRAITEUR

 - Sites sold at Agen and Chinon.
- 2015**
APRIL

GARDEN CENTRES

 - New “Sens du Terroir” area opened in garden centres (50% of products locally or regionally sourced).
- 2015**
APRIL

SOUOMO

 - Two new Soumo “shops in shops” opened at Hagetmau and Chéraute by the central purchasing facility.
- 2015**
APRIL

SUD-OUEST ALIMENT

 - Buy-out of business assets for mash activity from Lacadée and its sites at Laissac and Lisle.
- 2015**
MAY

ANIMAL FEED

 - Aqualia founded in partnership with Aqualande.
- 2015**
JUNE

OVALIE INNOVATION

 - The mealworm trap for poultry rearing received a Gold Prize in the “Environmental protection” category at the 1st Cooperative Initiative Trophy awards.
- 2015**
JUNE

SEEDS

 - Merger of Tradisco and Socodis, the Maisadour Semences subsidiaries in Hungary (in partnership with Jouffray-Drillaud).
- 2015**
JULY

ANIMAL FEED

 - Buy-out of Baulez in Pont-de-Salars.
- 2015**
SEPTEMBER

SEEDS

 - Discussions about bringing together the seeds activities of the Maisadour and Terrena cooperatives.
- 2015**
NOVEMBER

GARDEN CENTRES

 - Start of Gamm vert rebranding for all sales outlets.

Plant-based Production



KEY EVENTS 2014-2015

- An exceptional collection in both quantity and quality terms, +71% compared with 2013
- A significant drop in areas given over to special maize in 2015 following the surpluses of 2014
- A satisfactory year for all vegetable production



112m
euros in turnover, down 3%



1,178,000 t
of cereal sold



96.7%
of collection is maize

In cereals, from one year to the next, we have had to manage record variations in terms of quantity and quality. After a disastrous harvest in 2013, the 2014 harvest was the exact opposite, with excellent disease-free quality, an average moisture level of 25% and excellent yields. Collection was fast, with record-breaking daily tonnages.

In a cereal market which continues to be remarkable for its great volatility, prices have followed a downward trend, particularly affected by pressure from Black Sea maize, but also from French feed wheat, which has been available in large quantities. French maize has been overpriced for a long time, and Euronext futures market prices no longer reflect what is happening in the real world. Although we achieved a record level of contracted special maize and bonuses paid to producers in 2014, contracts for the 2015 season represented a sharp correction of requirements. The Maïsadour Cooperative Group remains the European leader in production, and the starch industry's preferred partner.

Where field vegetables and sweetcorn are concerned, targets were exceeded for peas, matched for beans, and in line with the multi-year average for sweetcorn, against a backdrop of falling production prices.

For asparagus, the target was reached at 1,100 t, and the average price paid to producers was maintained at a satisfactory level. The Production Organisation pursued its joint development plans with Priméale, planting 64 ha. Changes made to our sorting and packaging arrangements, introduced starting in 2014, will enable us to deal most effectively with future volumes.

The Spring 2014 agricultural supplies campaign started early and had a positive outcome. Turnover for crop protection products is stable at +1%, with strong growth in fungicides, due particularly to growth in the share of the vine market. The agricultural equipment business continues to develop, with growth of 11% to €5.9m.

The drive to offer advice and services to members continues to develop.

Figures for climatic risk insurance have remained stable, with 11,000 ha covered by a "group contract".

For fertilisation, the Épiclès tool, used on 45,400 ha, has allowed us to provide a response to many farmers affected by the extension of those areas deemed to be vulnerable.

The use of Phytènes has increased across major crops (42,300 ha) and vines (5,200 ha). The irrigation guidance Decision Making Tool Irré-LIS® has been sold to 90 farmers of 4,400 ha.

Seeds



KEY EVENTS 2014-2015

- Growth in maize sales despite a falling market: +9%
- Strategic international partnership developed with Jouffray-Drillaud
- New genomics R&D partnership established with NSG
- Record production in terms of area harvested and yields
- 2nd dryer opens in Ukraine



147m
euros in turnover



671
full-time equivalent employees



15%
of turnover invested in research



1,420,000
packs of maize, sunflower and rapeseed for the brand

2014: the year which saw the biggest area harvested for maize, more than 7,850 ha. Yields followed suit, and the network's performance was 110% of target.

Those good results, which generated a greater than forecast replenishment of stocks and a turn-round in the markets, led to a significant reduction in production areas in 2015. A number of support measures were put in place to limit the impact of that fall among producers.

Despite the reduction in area, Maïsadour Semences continues to grow in quantity and market share for maize. In sunflowers, our growth in Ukraine and other countries has failed to make up for the drop in exports to Russia (50% of sales in 2014). Growth is also being driven by the addition of the Jouffray-Drillaud ranges to our offer.

This commercial partnership has opened up the way to the current alliance between the Maïsadour and Terrena cooperatives. Maïsadour Semences has also entered into a genomics partnership with NSG, based in the United States. NSG's technology and expertise will enable us to speed up the creation of new high-performance varieties.

Animal Feed



KEY EVENTS 2014-2015

- Buy-out of the animal feed business from Lacadée, representing a quantity of around 25,000 tonnes of mash



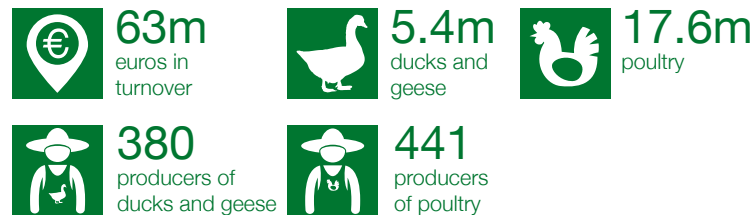
With 768,000 tonnes of feed sold, the Group's animal feed business continues its growth in a difficult market. The buy-out of the Lacadée animal feed business has given our Group a foothold in the mash market, which accounts for nearly 30% of feed quantities aimed at ruminants. Our logistics action plans, initiated in the previous financial year, are bearing fruit, with savings of more than €400,000 on logistics costs. Finally, investments of around 2.3 million euros have enabled us to ensure that our sites continue to supply products which match the expectations of our customers and production segments.

Animal Production



KEY EVENTS 2014-2015

- Continued development of Liberté buildings.
- Production potential increased by 470,000 head.
- Cramping facilities brought up to latest standards.
- Roll-out of the PalmiGconfiance charter.



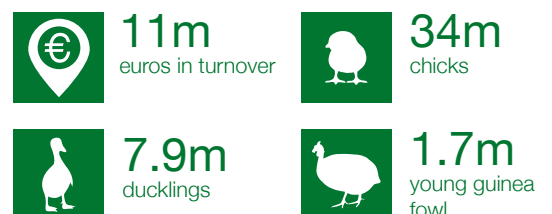
The building construction plan has enabled the production of Liberté poultry to grow for the second year running. The year was characterised by good technical performance. Quantities of fattened ducks have fallen in line with customer orders. Our producers have stepped up work to bring their cramping facilities up to the latest standards, and nearly 90% of premises now have collective housing. Our CIFOG-approved technicians are rolling out the PalmiGconfiance charter among our producers.

Artificial incubation



KEY EVENTS 2014-2015

- Increased incubation egg production capacity for Caringa Sud-Ouest.



For chick production, the development of our facilities producing eggs for incubation will enable us to satisfy all the requirements of Caringa's two south-western hatcheries in 2015-2016. 30,000 hens were introduced over the year, and 30,000 more will be introduced in 2015-2016. With more than 8 million ducklings produced, the hatcheries supply more than 70% of the Group's needs. Those ducklings are used to supply the fattened duck production segment, for processing in the South-West. This also underpins the commitment to a supply chain using 100% south-western produce.

Élevage Service



KEY EVENTS 2014-2015

- Acquisition of PEBROCQ-MSD, located near to Garlin, in the commune of Boueilh-Bouilho-Lasque



13.2m
euros in turnover



24
employees

The buy-out of Pébrocq in Boueilh-Bouilho-Lasque remains the biggest event of the 2014-2015 financial year. As a self-service general agricultural supplier, this company complements the work of Élevage Service. The installation of Palmistar® collective housing for ducks and geese, along with the sale of the Liberté mobile buildings are the year's flagship products.

Garden Centres & Motorised Gardening



KEY EVENTS 2014-2015

Garden Centres

- Opening of fresh food aisles and regional produce development
- Sunday opening in urban areas
- 65% of turnover from loyalty card holders (+10%)

Soumo

- Central purchasing facility business grows by nearly 30%
- Soumo “shop in shop” opening outside its usual territory in Chéraute



41m
euros in turnover in Garden Centres



13m
in sales



7.3m
euros in turnover in motorised gardening sales outlets



303
staff



145,000
holders of loyalty cards



26 Maisadour
Garden Centres
6 Gamm vert



1,376,000
sales transactions



6
Soumo shops

The Maisadour and Gamm vert garden centres, as well as the Soumo shops, communicate the Group's values and commitments to the general public: sustainable development, local roots, sense of the earth.

The success of our new loyalty programme and the development of our loyalty card are clear indications of these local roots. Faced with increasingly fierce competition, our most urban shops are now opening their doors on Sundays, offering their urban customer base a range of opening times to suit modern lifestyles.

This year, the Soumo central purchasing department has confirmed its national reach, and is Gamm vert's benchmark partner for motorised gardening. The first “shop in shop” was opened outside the Maisadour Cooperative Group, and more openings are planned for spring 2016.

Fine Food



KEY EVENTS 2014-2015

- Sale on 1st April 2015 of Traiteur de Chinon and Traiteur d'Agen businesses to the Tallec group
- Delmas “ready to cook” dishes launched in spring 2015 in the supermarket self-service aisles
- Continued redefinition of the Comtesse du Barry commercial strategy



47,450 t
produced by MWH



516m
euros in turnover



2,128
employees





MVVH is at work in the following five areas of fine food:

- Fattened ducks, through the sale of raw and processed products (whole foie gras, blocks, dried breasts, etc.) combining the excellence of French products with innovation.
- Salt meats, an activity in which the Group has managed to build on its position as leader in the Bayonne ham market and develop a range of other cooked meat specialities.
- Smoked salmon, an activity in which the Group has demonstrated its ability to develop the same degree of excellence as in its more traditional activities.
- Fresh fish, through Delmas, which has successfully launched “ready to cook” products with high added value.
- Catering products, aimed at supermarkets and specialist networks.

Its aims:

- Sustainably to promote its shareholders’ produce, through a portfolio of recognised brands, creating synergies between its various product categories.
- To respond to consumers’ needs for innovation and differentiation.
- To be the benchmark for fine food products and French taste around the world.

The organisation is designed to suit distribution channels. In a world where consumption of certain products is stable or even in decline, along with ever-increasing economic pressure due to prices, the structuring and pooling actions carried out with the aim of increasing our competitiveness are more relevant now than ever before.

Delpeyrat’s traditional foie gras and Bayonne ham businesses have achieved economic performance in line with targets, in a market which has exhibited slight growth compared with the 2013/2014 season.

In a still-shrinking smoked salmon market, Delpeyrat has established itself as the 2nd placed brand in the market after just 18 months, deciding to adopt premium product specifications, with salmon guaranteed never to have been frozen, dry salted without injection, sliced from a whole fillet, and without any brown flesh.

Delmas has proved the value of synergies in the fresh fish sector, and particularly where promotion of trout is concerned, at the same time offering a range of fresh, ready-to-cook fish, available from the self-service shelves in supermarkets.

For Comtesse du Barry, the year was notable for the design of a new shop concept, rolled out across half of the estate, the expansion of the distribution network to supermarkets and airport shops, and alongside this the modernisation of its mobile website.

Fermiers du Sud-Ouest



KEY EVENTS 2014-2015



- **The St Sever brand grows faster than the market**
- **All divisions see an increase in turnover**
- **With IFS certification for Fermiers Du Périgord, every FSO is covered by quality assurance.**
- **The creation of our FSO Mag internal magazine forges links between teams on the various sites**



222m
euros in turnover



862
employees



47,175 t
poultry sold

The challenges

- Sustain growth: +3% of turnover.
- Develop upstream production potential.
- Support and develop the St Sever brand with a new communication plan.
- Develop exports with new market targets.
- Strengthen our position in the butchers/caterers segment and regional supermarkets.

Resources

- Enhancement of sales teams.
- Increase in investment budgets: industrial and marketing.